

# Social Work Services

## Business Plan 2019-2023



**CONTENTS:**

<b>1. Introduction .....</b>	<b>1</b>
<b>2. Values and objectives .....</b>	<b>1-2</b>
<b>3. Delivering the Council Plan .....</b>	<b>2-5</b>
<b>a. Contribution to Priorities and Commitments;</b>	
<b>b. Challenges and opportunities</b>	
<b>c. Important strategies and plans</b>	
<b>4. Transforming the Service.....</b>	<b>5</b>
<b>5. Communicating and involving.....</b>	<b>5</b>
<b>6. Working in Partnership .....</b>	<b>5-6</b>
<b>7. Risks and impact assessment .....</b>	<b>6-7</b>
<b>8. Monitoring and reporting on performance .....</b>	<b>7-8</b>

**Appendices:**

<b>1. Performance Information .....</b>	<b>9-23</b>
<b>2. Workforce Plan .....</b>	<b>24-31</b>
<b>3. Financial Budgets.....</b>	<b>32</b>

## 1. Introduction

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.

Chief Officers vision:

*“All children are safe and achieve their full potential. We will listen to children, young people and their families and work together to make sure they get the right help at the right time.”*

The landscape for the delivery of social services has continued to be dominated by the challenges of increasing demands and complexity across the service. The rural nature of our region means that we deliver care within small and remote communities where transport links can be limited, and accessibility can be difficult.

The CSWO provides the professional leadership and strategic management to the Integration Joint Board which, through the Health and Social Care Partnership, has continued to take forward developments to ensure that we can sustain, and where possible, improve, outcomes for those older people and adults in our communities who need support.

## 2. Values and objectives

### Values:

- ✓ We will ensure our services are delivered in such a way that the dignity and respect of users is preserved
- ✓ We will respect and value uniqueness and diversity whilst recognising and building on the strengths of the individual
- ✓ We will promote people’s right to choice, privacy, confidentiality and protection
- ✓ We will assist people to improve the quality of and increase their control over their lives
- ✓ We will operate in a manner that does not stigmatise or disadvantage individuals, groups or communities

- ✓ We will promote equality of opportunity and access to services and not discriminate people or groups on grounds of age, gender, race, religion or sexual orientation
- ✓ We will promote the professional values of the Scottish Social Services Council

#### Objectives:

- ✓ Promotion of collective responsibility and collaborative working at all levels to ensure improved outcomes in each themed area.
- ✓ Develop staff who have the necessary values, skills and knowledge, support and confidence to enable them to fulfil their individual and collective responsibilities to deliver effective social work practice.
- ✓ Support and develop operational staff to reduce risk and provide safety to improve outcomes for the most vulnerable service users in Dumfries and Galloway.
- ✓ Social Work services will commit to multi-agency working and use of collaborative advantage and working practices with partnerships, partners and agencies to reduce risk to those living and working within our communities (PPC)
- ✓ Work to ensure our communities are safe through early and effective interventions and are monitored and evaluated through robust quality assurance processes.
- ✓ The risks faced by people in our communities are better identified and responded to through the development and implementation of effective communication and engagement strategies and processes.
- ✓ Our communities are better protected through the application of local and national policies, procedures and guidance which are regularly evaluated, reviewed and updated.
- ✓ Social Work staff are supported to evidence and use effectively the appropriate values, confidence, knowledge and skills to accurately identify, assess and manage risk across public protection to deliver effective interventions

### **3. Delivering the Council Plan**

#### **a. Contribution to Priorities and Commitments;**

Social Work Services have a significant contribution to raising ambition, attainment and wellbeing for the vulnerable and disadvantaged children, young people and families with whom we work.

Provide the best start in life for all our children:

Our four locality Children and Family teams carry out assessments in line with statutory functions and develop a variety of plans aimed at improving outcomes for children and families. Sometimes this will mean referring on to other services, and sometimes social workers, social work assistants, family support workers will work directly with children and their families.

Protect our most vulnerable people:

We want our most vulnerable residents - many who live in poverty or suffer poor health - to have the support and resources they need to live healthy and independent lives and to be free from harm and protected from abuse and exploitation.

In partnership with key stakeholders we are focussed on developing new care models and new ways of joint working, informed by adults and children using services and staff. The shift towards a culture underpinned by self-directed support, which supports citizen leadership and empowerment continues.

Health and Social Care Partnership delivery is focused on developing new ways of working which will support the growing number of older people in our region, the complexity of their needs and the difficulty in securing provision to continue to support people to live at home safely. Work will be undertaken to re-design models of care to provide appropriate choices for older and vulnerable people making best use of the resources available, including the use of technology. The details of the programme for change is include in the [Health and Social Care Strategic Plan](#)

**b. Challenges and opportunities**Resource

The total retained Social Work annual revenue budget for 2018/19 was £22.8m covering Children & Families, Statutory Mental Health, Public Protection and the ring-fenced Criminal Justice funding as well as Support Services. The total Adults Social Work budget delegated to the Integration Joint Board for 2018/19 was £73.8m.

Demography

The geography and demography and population dispersal of the region presents challenges in terms of equitable deployment of resources and consistency in the quality of service delivery. For example, attempting to ensure that we have staff available with the necessary level of knowledge, skills and experience to manage and engage with the growing numbers who require statutory services and who are dispersed over such a wide geographic area.

Our trends show that:

...there is estimated to be a reduction in the number of working age people, from 85,900 in 2014 to 75,900 in 2039, resulting in fewer people to work in the health and care sectors

there will be an increase in the number of people living with two or more long term conditions. This is estimated to be 300 more people per year

the number of older people (aged 75 and over) living alone is likely to increase dramatically by 2039, from 6,900 in 2014 to 11,300 in 2039

the number of children aged 0 – 14 years is expected to decrease by 1,900 (8.6%) by 2039. This will have a significant impact on the future workforce.

### Family Placement:

The Family Placement Team provides a kinship, Fostering, Adoption and Supported Lodgings service for children and young people throughout our region 0-21 years of age. For many reasons not, all children can live at home and therefore there is a need to be able to find alternative fostering, adoptive and supported lodgings arrangements which can meet their needs. We have a significant number of foster carers throughout Dumfries and Galloway who offer emergency, temporary and permanent homes for children.

Kinship and Foster Carers are also subject to regular reviews which are undertaken by the Family Placement Team. The reviews provide an opportunity to review the needs of the Carers and to ensure that the needs of the young people in placement are being met.

There is a challenge year on year to attract and recruit carers to help us care for our Looked After Children. Dumfries and Galloway are not unique this is a challenge across Scotland. The financial challenge to support carers is very real and one which will be subject to review throughout the lifetime of this plan.

### **c. Important strategies and plans**

Public Protection Strategic Plan 19-22	Multi-Agency Safeguarding Hub(s) (MASH)	Criminal Justice Social Work Strategic Plan 19-22	Violence Against Women and Girls (VAWG)
Children and Families Strategic Plan 2019-22	Public Protection SW Outcomes Delivery Plan	Single Outcome Agreement	Children and Families SW Outcomes Delivery Plan
Adult Care Strategic Plan 19-22	Carer's Strategy	Self-Directed Support	Volunteers Strategy

Anti-Poverty Strategy	Children's Services Plan	Health and Social Care Strategic Plan	Social Services Plan	Work Business Plan
-----------------------	--------------------------	---------------------------------------	----------------------	--------------------

#### 4. Transforming the Service

The critical aspect to transformation is the effective use of limited resources against an increasing demand for services, perpetuating the urgent need to deliver services in different and collaborative ways to achieve positive outcomes for individuals and communities.

#### 5. Communicating and involving

The over-arching approach has been to work with a stronger sense of partnership in a co-operative and collaborative way. However, there are several key developments which are core to social work practice development.

Social work has continued to focus on the development of more personalised outcomes through Self-directed support and the development of an outcomes focused assessment tool to produce better outcomes by way of a more streamlined and shared approach to the production of assessments.

There are also a number of key developments within integrated working which impact on social work and are requiring that we think differently about how we practice and how we work alongside our partners to organise and allocate our resources to support better outcomes for people receiving services and the partnership as a whole.

We value and are committed to internal communication with staff and colleagues across the Council. As a Directorate we communicate and engage with our stakeholders to maintain and continue to improve our reputation.

Social work provides significant contributions to the development within the HSCP to ensure sustainability, and where possible, improved outcomes for those older people and adults in our communities who need support. This has included contribution to the new Carers' Strategy in preparation for the implementation of the Carers' (Scotland) Act 2016 which came into force on 1 April 2018. We have produced, developed and implemented Carers' Support Plans, in partnership with the Dumfries and Galloway Carers' Centre, and agreed Eligibility Criteria for Carers' support.

#### 6. Working in Partnership

Staff and managers continue to be actively involved in a range of partnerships across all functions within the service and continue to work alongside 3rd sector, private and independent providers.

##### Health and Social Care:

Within the Health and Social Care Partnership we are supporting a model of increasing involvement and participation of service users and carers in service planning,

commissioning and development to ensure that the views of people who use services is considered.

A Steering group within the Health and Social Care Partnership oversees the development of work across the partnership in respect of learning disability services with a view to developing a strategy informed and influenced by the local learning disability community. Operational responsibility was transferred to the Health and Social Care Partnership in line with the Scheme of Delegation.

#### Public Protection:

2018/19 saw the implementation of the Public Protection Partnership, introducing the Public Protection Committee arrangements and structure, with formal Sub-Committees to cover Performance and Quality, Practice Improvement, Learning and Development and a Standing Group for Violence Against Women and Girls.

One of the key drivers across integrating the public protection agenda remains the reduction of duplication, increased streamlining and the sharing of best practice across Social Work.

The Partnership will continue to shape the effective discharge and review of public protection activity with a dedicated and specific remit on protection issues and overview of all protection work; assuming responsibility for the strategic development and delivery of services to the most vulnerable adults and children who are at risk of significant harm

#### MASH:

The Multi-Agency Safeguarding Hub (MASH) is the single point of contact for all child protection concerns regarding children and young people in Dumfries and Galloway. A co-located team of Health, Police and Social Work screen the referrals which may come from members of the public or professionals and decide whether the threshold is met for an Initial Referral Discussion (IRD) to be held. An IRD brings together information held by Health, Police and Social Work and a decision is made following analysis of the collated information about whether a Child Protection Investigation (CPI) needs to be completed by the locality team.

#### Care at home:

Adult care Social work already has established relationships with our Third Sector partners and our intention is to build on those relationships with an emphasis on building capacity in the care at home market.

Working in partnership with commissioning and housing we continue to develop new models of care to ensure people receive services and support within their own home or a homely setting.

## **7. Risks and impact assessment**

The Business Plan risks for Social Work Services are managed by the Service Management Team. In this business planning period, we have reflected key risks that will be actively managed and monitored as part of our ongoing service planning



arrangements. We recognise these will change over the term of this Business Plan and will review these and update our Plan as these emerge.

The risks identified are:

- fail to protect our most vulnerable citizens from the cradle to the grave
- Shortfall of skilled SWS staff to deliver statutory duties
- Failure to adapt practices in response to decreasing finances
- Failure of electronic information system

The risks, together with the actions to manage or mitigate them, will be reported to Social Work Services Committee alongside Business Plan performance information on a six-monthly basis. Managers will review these risks each month at Management Team meetings. The risk register is attached within the performance information at Appendix 1.

Business continuity is well developed across the service with individual business continuity plans updated and tested on as regular a basis as required.

A full Impact Assessment is required as this is a new Business Plan and information on this is included in the cover report to Committee. Any new plans/strategies/ policies emerging from the Business Plan will be individually impact assessed as required.

## 8. Monitoring and reporting on performance

Social Work Services monitors and reports on performance using our agreed performance indicators and project milestones set out at Appendix 1. We report on our performance to

Table 1: Reporting Service Performance

Service Management Team	Monthly
CSWO 1-1 meeting with the Chief Executive Officer	Monthly
Corporate Management Team	Quarterly
Committee	Bi-Annually
Integration Joint Board Clinical Care and Governance	Bi-Annually

The Council's performance management system is used to record and report performance.

Social Work Services follows the corporate guidance 'Managers guide to reporting performance'. Performance indicators are used to report on the Council Priorities and Commitments and the Scottish Local Government Benchmarking Framework. Where performance exceeds or is below targets set, or projects do not achieve milestones, we produce exception reports which outline corrective action being taken to ensure performance is back on track or to explain the reasons we have been able to over-achieve.

Benchmarking our performance to understand how we compare to others - we use benchmarking as a tool to help us improve the services we deliver. This is more than simply comparing data; it is also about understanding why there are differences in performance, cost and quality by looking not only at the way we are organised to deliver and manage, but also at the processes and policies we have adopted. We participate in several benchmarking groups and clubs including:

- the Local Government Benchmarking Framework
- internal comparison of our annual performance across services

Benchmarking information is embedded in our performance information at Appendix 1 and will also form part of our performance reporting. This will allow us to understand our own performance over time as well as how we compare to others. This information can then be used to help us understand how good we are at the services we deliver, the areas where there is scope for us to do better and if there are any areas where, compared to others, we are over-achieving. This helps us to set realistic targets, prioritise the services that we deliver and where we target our resources.

## Social Work Service Plan – PERFORMANCE

Generated on 23 July 2019



### PROVIDE THE BEST START IN LIFE FOR ALL OUR CHILDREN

Ensure early intervention, in particular to keep our region's most vulnerable children safe

Complete the implementation of the 'Children's Services Plan'.





Improvement Projects	Start Date	Due Date	Current Position	Status
Implementation of the Children's Services Plan	01-Apr-2017	31-Mar-2023	50%	


Review the Council's social care charges, with a focus on fairness, starting with adults with disabilities.

Improvement Projects	Start Date	Due Date	Current Position	Status
Review the Council's social care charges, with a focus on fairness, starting with adults with disabilities	01-April-2018	30-Mar-2020	33%	


Protect and safeguard children through fast effective information sharing and decision making through implementation of MASH (Multi-Agency Safeguarding Hub)

Key Performance Indicators	2019/20				2018/19				2017/18		Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	
The weekly cost of a child in residential care					£4,374.00	£4,374.00			£4,374.00	£2465.00	LGBF


Key Performance Indicators	2019/20				2018/19				2017/18		Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	
The weekly cost of a child looked after in a community setting					£228.00	£230.00			£226.00	£164.38	LGBF
Balance of care for Looked After Children: % of children being looked after in the community					Data available in January 2020	95.55%			93.9%	95.55%	LGBF
Percentage of children on the Child Protection Register for more than 36 weeks					Data available in January 2020	25%			5%	25%	LGBF
Percentage of Child Protection re-registrations within 18 Months					Data available in January 2020				7.3%		LGBF
Percentage of Looked After Children with more than 1 placement in the last year					Data available in January 2020				19.4%		LGBF
Percentage of children on the CPR between 3 and 9 months <b>(NEW)</b>	 New from 2019/20										
Percentage of Comprehensive assessments submitted to Scottish Children's Reporter Administration <b>(NEW)</b>	 New from 2019/20										

Improvement Projects	Start Date	Due Date	Current Position	Status	Exception Report
Protect and safeguard children through fast effective information sharing and decision making through implementation of MASH (Multi-Agency Safeguarding Hub)	04-Jan-2016	31-Mar-2020	100%		

Improve our identification and response to risk through continued implementation of evidence-based approaches such as Neglect Took kit and Risk Assessment Framework

Key Performance Indicators	2019/20				2018/19				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Number of instances of the use of a National Risk Framework as a % of all cases of neglect identified <b>(NEW)</b>				 New from 2019/20					

Continue to offer advocacy services to ensure the voice of children and young people who are subject to child protection proceedings and LAC processes are heard

Key Performance Indicators	2019/20				2018/19				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Number of interactions with 'Hear 4 U' Barnardo's Advocacy Service as a % of looked after children <b>(NEW)</b>				 New from 2019/20					

Continue to prioritise funding of a Young Carers project for children who are carers for their parents who have substance misuse issues

Ongoing activities that support this: Continue to prioritise funding of a Young Carers project for children who are carers for their parents who have substance misuse issues

Continue to deliver the PACE programme to ensure faster more effectively planning to secure long term futures for children and young people

Key Performance Indicators	2019/20				2018/19				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
% of children, looked after at home for more than 2 years, who have undergone a peer review						50%			
% of children who have a recommendation for permanence within 26 weeks of accommodation						75%			
% of children who have had permanence away from home who are presented to the permanence panel within 12 weeks of recommendation						75%			
% of ADM approved permanence orders lodged within 16 weeks of ADM sign off						60%			
Number and / or percentage of children and young people in a permanent placement within 12 months of the decision for permanence being made	 New from 2019/20								

**PROTECT OUR MOST VULNERABLE PEOPLE**


Ensure our older or vulnerable people receive the care and support they need

Implement UNISON's Ethical Care Charter, ensuring fair working conditions for all social care staff.

Ongoing activities that support this: Dumfries and Galloway Council, at the meeting of the Full Council on 28/03/17, endorsed Unison's Ethical Care Charter as part of the decision to agree to work in partnership with the Health & Social Care Integration Joint Board (IJB) to ensure that the Living Wage is maintained for all adult social care workers and that regular reports are brought back to the appropriate Committee

Efficiently deliver fully integrated health and social care services by collaborating with NHS Dumfries and Galloway and other partners.

Key Performance Indicators	2018/19				2018/19				2017/18		Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	
Older Persons (Over 65) Home Care Costs per Hour					Data available in Jan 2020				£16.00		LGBF
Percentage of people aged 65 or over with long-term care needs receiving personal care at home					Data available in Jan 2020				59.6%		LGBF
Weekly Residential Care costs for older Adults					Data available in Jan 2020				£195.00		LGBF

Improvement Projects	Start Date	Due Date	Current Position	Status	Exception Report
Efficiently deliver fully integrated health and social care services by collaborating with NHS Dumfries and Galloway and other partners	Apr-2016	31-Mar-2023	66%		

Work with key partners to develop a new strategy to better recognise and enhance support for our region's carers



Ongoing activities that support this:	A carers strategy has been developed and implemented via the Health and Social Care partnership, with direction from the IJB
---------------------------------------	--

## Help our older or vulnerable people live independent lives

Accelerate the rollout of self-directed care for people who want more freedom to determine their own needs.

Key Performance Indicators	2018/19				2018/19				2017/18		Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	
Direct Payments and managed Personalised Budgets spend on adults 18+ as a percentage of total social work spend on adults 18+					Data available in Jan 2020	4.8%			6%	4.8%	LGBF

People using social care services are safe from harm











Key Performance Indicators	2019/2020				2018/19				2017/18		Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life <b>(NEW)</b>					Data available in Jan 2020	83%			87%	83%	LGBF
Percentage of adults supported at home who agree that they are supported to live as independently as possible <b>(NEW)</b>					 Data available in Jan 2020						LGBF
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided. <b>(NEW)</b>					 Data available in Jan 2020						LGBF

## Keep our communities safe



Stand up to domestic abuse and work with partners to ensure effective support is available to families and people across the region living with abuse and the effects of abuse.

Key Performance Indicators
% of CJ SWS Reports Submitted within Timescale
% of CJ CPO clients, where a CJ report was prepared, seen by a supervising officer within 1 week <b>(NEW)</b>
% of SW led MAPPA level 1 cases reviewed within required timescales <b>(NEW)</b>
% of individuals subject to Throughcare Licence conditions seen within 24 working hours of release from custody <b>(NEW)</b>
All appropriate protection concerns screened by dedicated SW staff within MASH (Adult and Child) within 24 hours <b>(NEW)</b>
Formal follow up on protection conferences to ensure communication and engagement with service users <b>(NEW)</b>
Number of referrals to specialist (Violence Against Women and Girls) VAWG support services <b>(NEW)</b>
Number of referrals to specialist VAWG perpetrator interventions/ services <b>(NEW)</b>
% of referrals who successfully complete specialist perpetrator interventions <b>(NEW)</b>
% of women and children affected by VAWG who report feeling safer <b>(NEW)</b>

2019/20				2018/19				Benchmark Source
Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
	95%			98%	95%			National Standard
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					
			 New from 2019/20					





Key Performance Indicators
% women and children affected by VAWG who report having increased levels of wellbeing <b>(NEW)</b>

2019/20				2018/19				Benchmark Source
Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
				 New from 2019/20				

**Key Functions - Performance Scorecard**

People / Learning and Growth Indicators

Key Performance Indicators
The average number of days lost per all other (non-teacher) local government employees through sickness absence
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances

2019/20				2018/19				Benchmark Source
Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
				15.53 days	9 days			
				6.9%	4%			

The people/learning and growth information below was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services

Key Performance Indicators
The average number of days lost per all other (non-teacher) local government employees through sickness absence
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances



2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Key Performance Indicators
Percentage of staff who have completed an annual performance development review
Level of positive engagement recorded in employee survey
Percentage of Council staff who know how their job contributes to Council Priorities

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Process Indicators

Key Performance Indicators
Percentage of Stage 2 complaint responses issued within statutory timescales - Adult Services

2019/20				2018/19				Benchmark Source
Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
				86%	80%			

The process information below was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

Key Performance Indicators
Percentage of Stage 2 complaint responses issued within statutory timescales
Percentage of FOI requests received that have been responded to within 20 working days of receipt
Percentage of requests for personal information completed within 30 days - Social Work

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

## Customer Indicators

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales					


## Finance / Asset Indicators

The information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services:

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Revenue Budget Outturn - Projected Outturn as a % of Budget					
Capital Spending - Projected Capital spend as a % of Agreed Capital Plan					

## Transformation Activities

## Prioritisation

Improvement Projects	Start Date	Due Date	Current Position	Status	Exception Report
Efficiently deliver fully integrated health and social care services by collaborating with NHS Dumfries and Galloway and other partners	Apr-2016	31-Mar-2023	66%		

--	--	--	--	--	--

Digital

Modernisation

Assets

Workforce

Fees and Charges

Improvement Projects	Start Date	Due Date	Current Position	Status	Exception Report
Review the Council's social care charges, with a focus on fairness, starting with adults with disabilities	01-April-2018	30-Mar-2020	33%		

## Health and Safety

Health and Safety information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

Our Service will set out and demonstrate our commitment and arrangements for health and safety

Key Performance Indicators
Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review.

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Our Service shall incorporate health and safety considerations when planning activities and before carrying out tasks

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Health & Safety priorities from Head of Service (risk based) have been provided to H&S.					
Head of Service has trained Health & Safety Duty Holders appointed and recorded in register					
Planned occupational health needs verified and submitted to OD&HR.					
H&S risks and resource considered within business cases/Project Briefs					

Our Service shall ensure people have the competency to enable them to fulfil their H&S responsibilities

Key Performance Indicators	2019/20				Benchmark Source
	Value	Target	Status	Short Trend	
Competence requirements for Service Manager posts reviewed in terms of managing their service safely					
Service Health & Safety training requirements reviewed, prioritised and submitted to Lifelong Learning Centre					

Our Service shall consult, engage and communicate effectively on H&S arrangements

Key Performance Indicators
Consultation arrangements for H&S Implemented
Communication arrangements for H&S Implemented
Number of Service wide Management meetings where H&S is discussed
Number of H&S Briefing Notes provided to managers
Number of H&S Newsletters issued to staff

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Our Service shall work safely and be positive and pro-active in our approach

Key Performance Indicators
Implementation of service H&S risk priorities
Percentage of Service action plans developed within 6 weeks to meet Health & Safety Audit recommendations
Percentage of Health & Safety Audit Service action plans completed or on target as planned and agreed

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Our Service shall monitor that we are managing H&S effectively

Key Performance Indicators
H&S Support offered, and performance reviewed with Service Management
Percentage of Service Health & Safety Plan actions completed or on target and verified by the Head of Service

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Key Performance Indicators
Number of planning/review meetings held between Head of Service and H&S Partner
Number of performance reports incorporating delivery of Service Health & Safety Action Plan submitted to Service Committee
Carry out statistical analysis of work-related incidents and ill health and take appropriate actions
Number of RIDDOR and Incidents and Timescales for Reporting & Investigation

2019/20				Benchmark Source
Value	Target	Status	Short Trend	


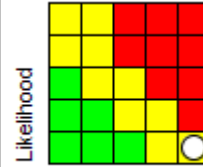
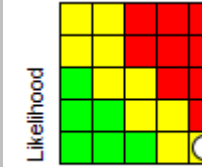
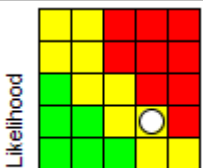
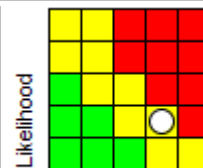
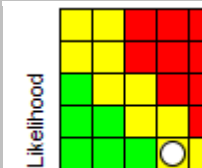
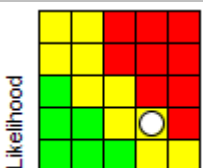
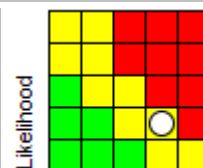
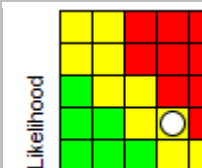
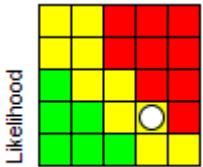
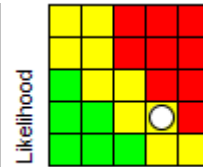
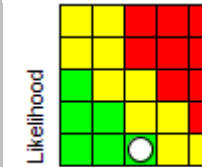
Our Service shall audit and review our H&S arrangements to encourage continuous improvement

Key Performance Indicators
Percentage of planned Service Health & Safety audits carried out

2019/20				Benchmark Source
Value	Target	Status	Short Trend	



Risk Register

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

## Social Work Services Workforce Planning

### Social Work Services

Social workers are professionals who help support and protect people who are vulnerable and at risk. They work with people who are experiencing social and emotional problems and their families if they are affected.

They may help people who use services to claim benefits, plan budgets, obtain legal advice or deal with other local authority departments. Social workers undertake assessment in relation to childcare, adult care including vulnerable adults, mental health and criminal justice. Depending on individual needs, a social worker may arrange services such as interventions within the home, home care assistance or hospital treatment

Social Work services are clearly focussed on developing new care models and new ways of joint working, informed by adults and children using services and by the workforce. A need to further shift the culture towards self-directed support and empowerment is ongoing.

Adult social work services delegated to the health and social care partnership.

#### **Key Challenges**

There are significant pressures in balancing improvement and early intervention whilst facing increases in service demand at a time of continued fiscal constraint.

Integration has increased the responsibilities for Social Work services and the CSWO particularly through an increased requirement for representation on strategic groups. CSWOs remain instrumental in providing professional advice and support for social workers as well as maintaining and supporting effective approaches to professional development and governance.

#### **The chief social work officer in integration authorities**

Irrespective of which services in the council or in the integration authority the chief social work officer may manage, he/she must be a non-voting member of the integration authority.

The chief social work officer undertakes the role across the full range of local authority social work functions, irrespective of the range of operational management responsibilities within their job description. In Dumfries and Galloway, the chief social work officer is the Head of Social work services with children's services *not* delegated to the integration authority, this role requires the chief social work officer to maintain a governance, quality and professional leadership role for *all* social work

services, both in the integration authority and in the council and an advisory role in relation to areas of potential risk or unacceptable practice.

In practice, the role of chief social work officer relies heavily on the ability of the individual to communicate across different sectors and to influence practice through excellent communication with supportive colleagues, both providing reassurance and being reassured.

The challenges for the social work service are significant, as are the opportunities to work differently and more sustainably through earlier intervention and a holistic approach to providing care and support. Whilst we recognise the benefits which can be achieved, we need to recognise the effort required ensuring resilient and high-quality services and a skilled and valued workforce.

The role of the Social Work service has never been so vital, and it requires demonstrating, and is supported by, strong and effective leadership both locally and nationally.

### **Resource Pressures/Challenges**

- Increasing financial pressures and meeting increased demand/public expectation
- Integration requires a meaningful transfer of resources from acute health services to community-based health and social care
- Balancing early intervention/prevention whilst meeting current need
- Mental Health Officer (MHO) recruitment issues and workload pressures due to implementation of new legislation
- Implementation of living wage
- Community/Criminal Justice reform
- Rising complexity of need in children, young people and older people
- Some pressure on care at home services – demand outweighing supply – but also some reports of financial and staff investment in these services
- Self-Directed Support (SDS) challenging to deliver in time of financial pressure
- High pressure areas are older people, adults with learning difficulties, care at home and care home services
- Extending support to care experienced young people causing some resource concerns

### **Future Requirements**

We predict a significant challenge in the years ahead in recruitment and retention to social work services. There is a National shortage of Social Workers with a drop of nearly 32% over the past five years of students completing the course, additionally there has been a drop in the number of students applying to join the profession, and this is being monitored by the Scottish Social Service (SSSC) our professional body. We historically experience difficulties in recruiting to D& G and indications are this will continue to be a challenge for us particularly in the west of the region. Our third sector providers have similar levels of challenge with recruitment and retention.

*We need to recognise the significant impact on service delivery because of the changes in legislation and the statutory duties imposed from central government. There are some*

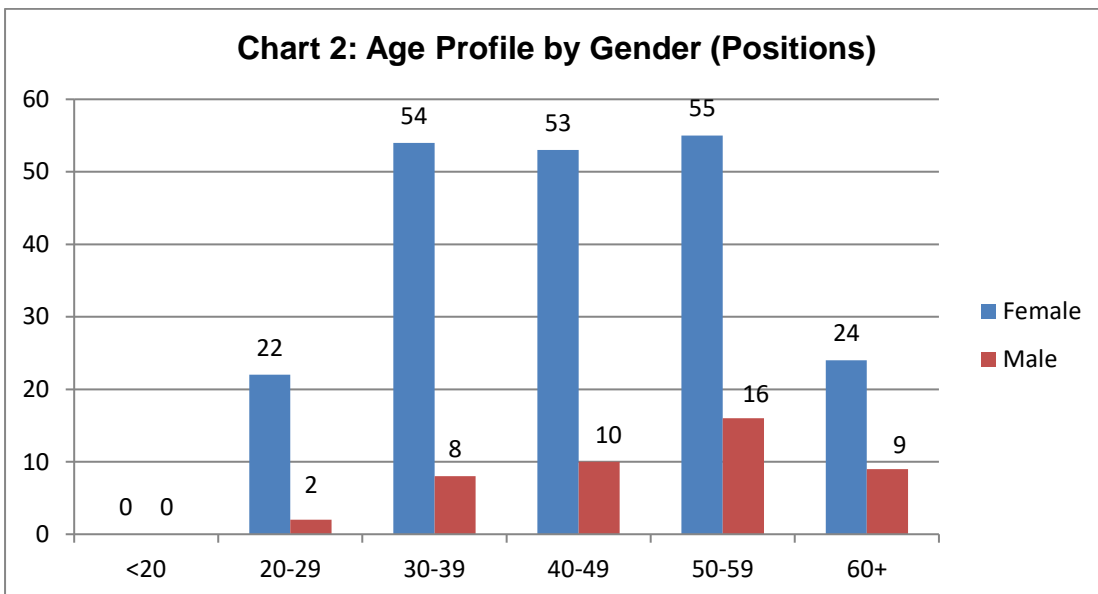
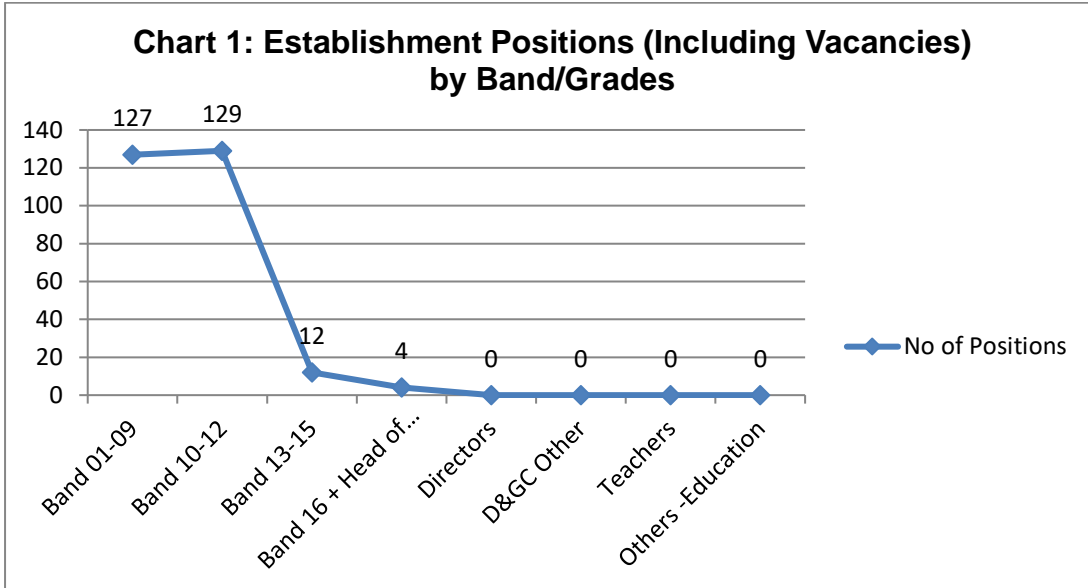
*significant changes planned, however, it is difficult to predicate the impact for the service both in terms of service delivery, but also the impact on resource.*

- Service refresh is underway– driven both by efficiencies and resource constraints
- Implementing legislative changes and integration is generally challenging
- Good evidence of new delivery models to support early interventions and to deliver SDS (planning/commissioning improvement activity evident) we have developed and early intervention scheme with the assistance of anti – poverty funding.
- There is ongoing development with the transition of the delivery of criminal/community justice reform
- Challenges around implementing named person, child's plan
- LAs thinking about new Carer Act and its implementation/impact
- Recruitment and retention remain significant issues for social work services – rural issues. We are conscious of the need to overcome barriers to successful recruitment, especially to posts in the more remote parts of our region. We will look to enhance our grow your own scheme.
- We make every effort to ensure we retain and fully develop the potential of high performing and promising workers, creating career paths and promotional opportunities wherever possible.
- Some challenges around recruiting foster carers/adopters
- Significant increase in workload and challenges for staff in relation to structure/line management changes as a result of integration
- We are continuing to try to create and maintain stability in the still new structure. At the same time, we remain under pressure from the Local Authority overall to consider carefully all requests for ERVS and to try our best to facilitate these wherever possible. This can lead to further pressure on the delivery of the statutory social work service.
- Levels of demand for social care remain high, we are committed to maintaining a guaranteed level of frontline staff to ensure we are sufficiently resourced to effectively respond to need and manage risk.
- We continue to identify opportunities for co-location of social work staff in schools and potentially in partner owned buildings, subject to ICT infrastructure.

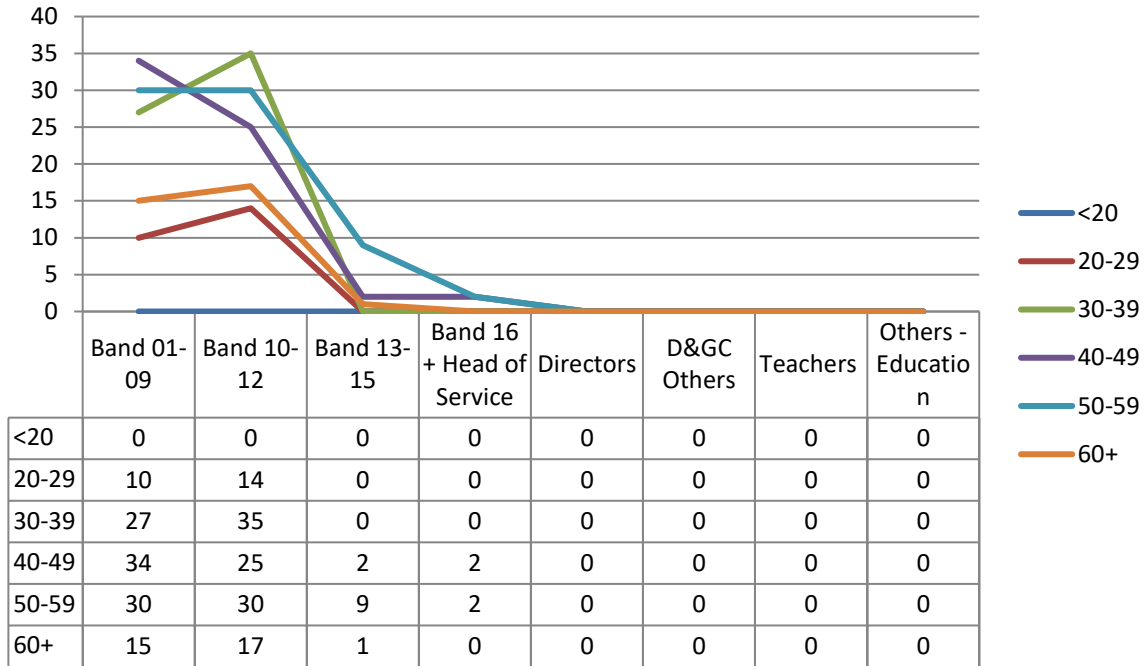
## **Conclusion**

The value of social work services cannot be underestimated in supporting individuals, groups and communities to help improve outcomes in their lives. Social work does this by working in partnership with relevant bodies and organisations to support people to effect change. Chief social work officers, in their role as leaders of the profession, recognise the importance of raising the profile of social work services locally and nationally and support a continuing dialogue with local communities to raise the profile of social work services and enable transparent dialogue with these communities in relation to local service planning and provision – a dialogue equal in significance to that of discussion around the future protection of the NHS and Education services

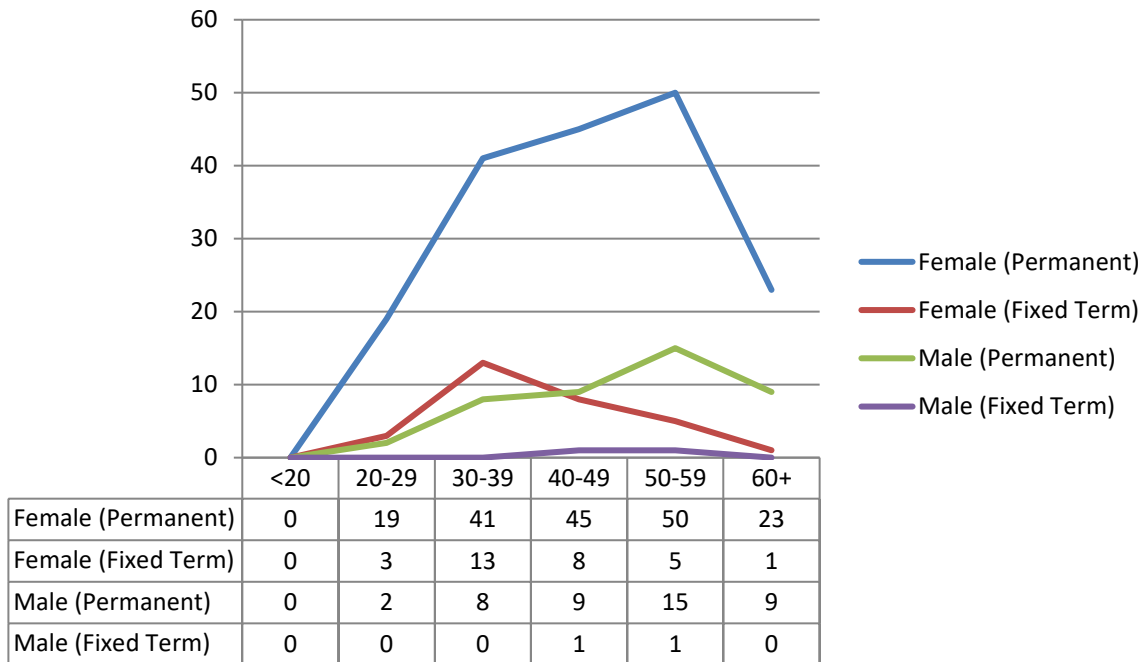
Workforce Data (SWS):



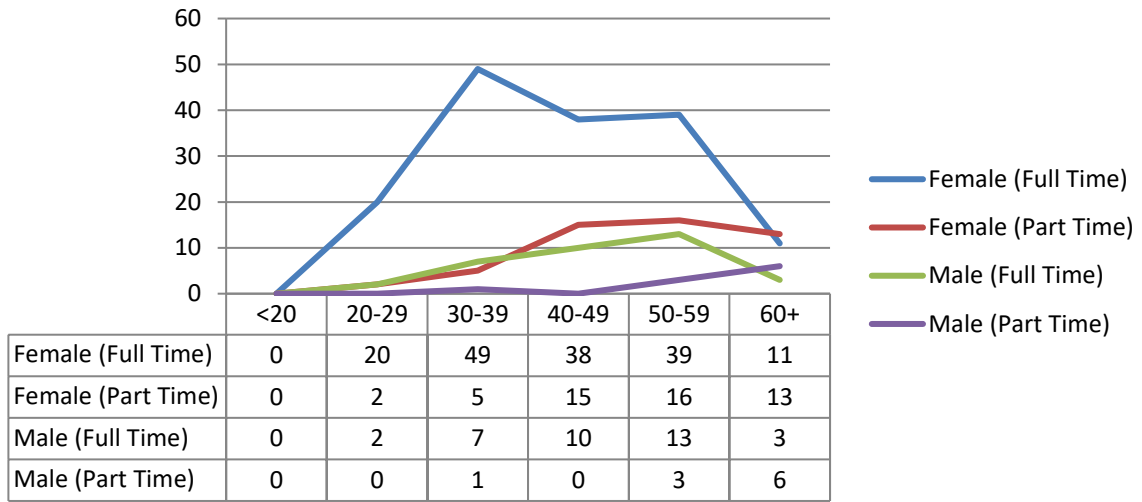
**Chart 3: Age Profile by Bandings (Positions)**



**Chart 4: Age Profile by Gender and Type (Positions)**

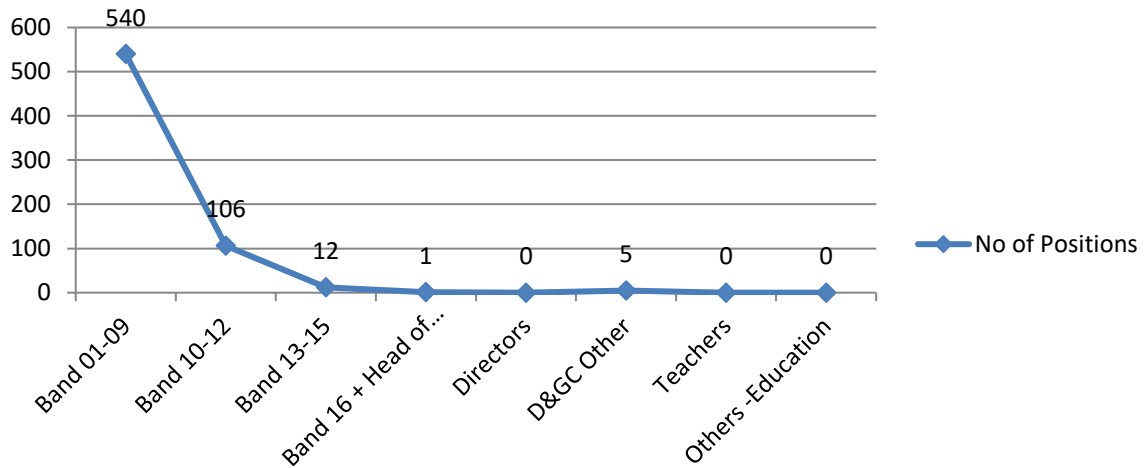


**Chart 5: Age Profile by Gender and Basis (Positions)**

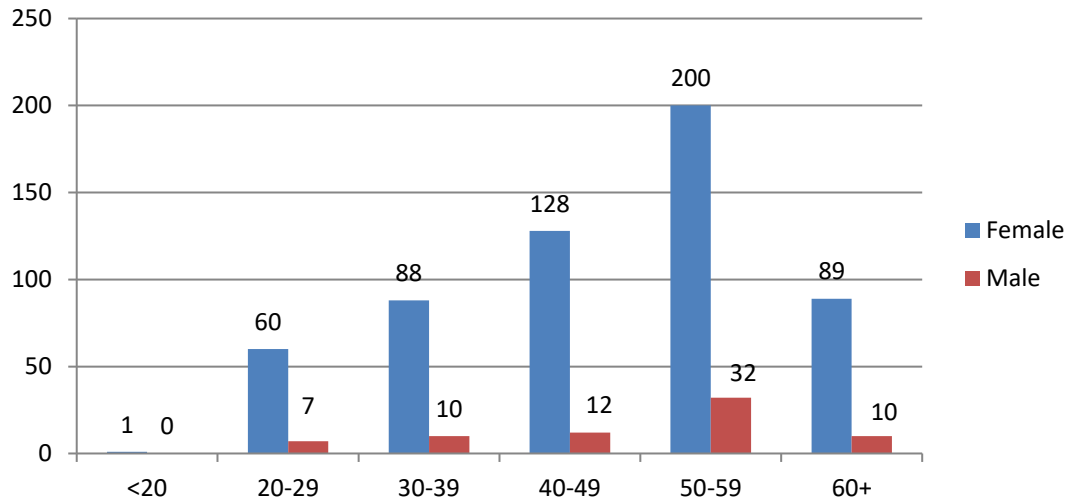


Workforce Data (IJB):

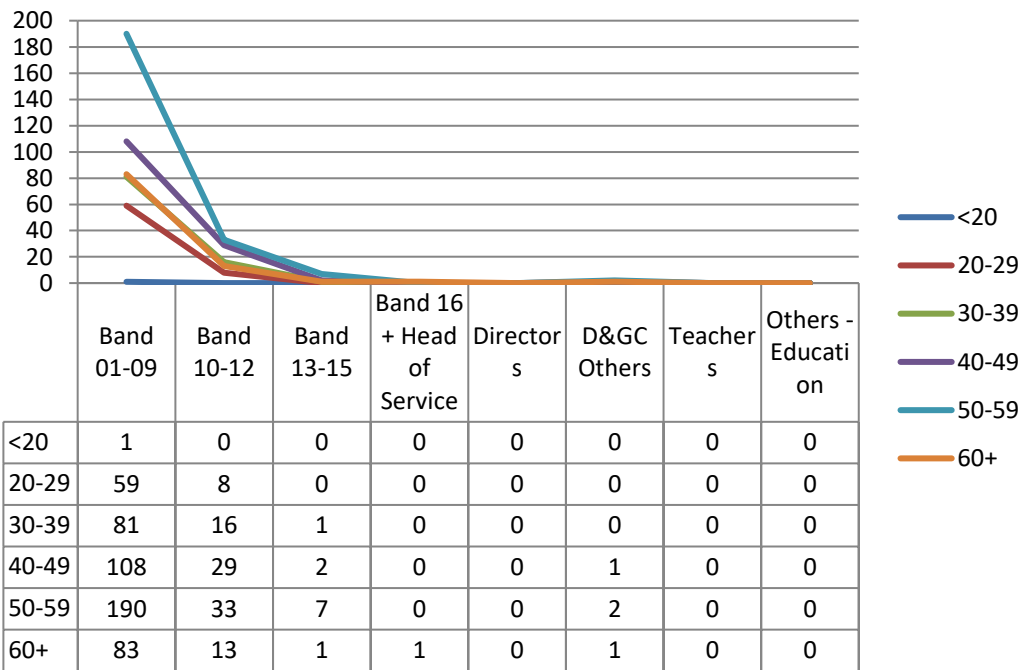
**Chart 1: Establishment Positions (Including Vacancies) by Band/Grades**



**Chart 2: Age Profile by Gender (Positions)**

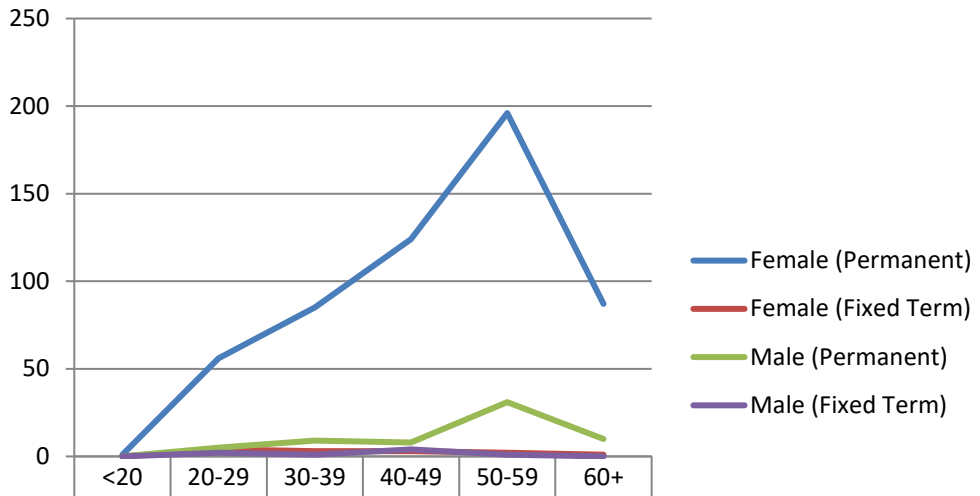


**Chart 3: Age Profile by Bandings (Positions)**



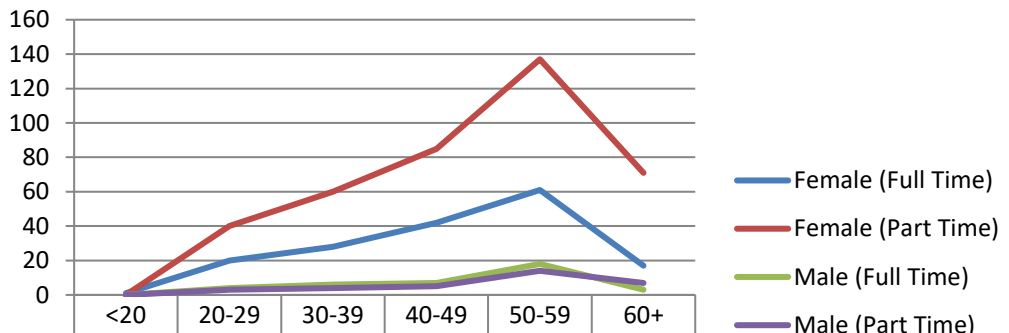


**Chart 4: Age Profile by Gender and Type (Positions)**



	<20	20-29	30-39	40-49	50-59	60+
Female (Permanent)	1	56	85	124	196	87
Female (Fixed Term)	0	4	3	3	2	1
Male (Permanent)	0	5	9	8	31	10
Male (Fixed Term)	0	2	1	4	1	0

**Chart 5: Age Profile by Gender and Basis (Positions)**



	<20	20-29	30-39	40-49	50-59	60+
Female (Full Time)	1	20	28	42	61	17
Female (Part Time)	0	40	60	85	137	71
Male (Full Time)	0	4	6	7	18	3
Male (Part Time)	0	3	4	5	14	7

## APPENDIX 3

<b>Social Work Services Budget Estimates Summary Subjective Analysis</b>	<b>Adults Non IJB Services</b>	<b>Children &amp; Families Social Care</b>	<b>Criminal Justice Services</b>	<b>Public Protection</b>	<b>Social Work Service Strategy</b>	<b>Budget Estimates 2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expense</b>						
Staff Costs	901,859	6,752,177	2,699,727	104,779	1,467,861	11,926,403
Property Costs	0	37,577	84,158	0	0	121,735
Transport Costs	4,320	93,361	104,664	890	18,043	221,278
Supplies, Services and Administration Costs	9,653	146,353	256,143	910	39,988	453,047
Payments to Other Bodies	1,538	10,268,423	213,462	0	48,593	10,532,016
	<b>917,370</b>	<b>17,297,891</b>	<b>3,358,154</b>	<b>106,579</b>	<b>1,574,485</b>	<b>23,254,479</b>
<b>Income</b>						
Fees and Charges	0	(243,922)	(7,100)	0	(64,076)	(315,098)
Government Grants	0	0	(213,823)	0	0	(213,823)
Other Grants	(61,364)	(203,171)	(209,051)	(50,000)	(150,000)	(673,586)
Internal Recharge Income	0	(5,000)	0	0	0	(5,000)
	<b>(61,364)</b>	<b>(452,093)</b>	<b>(429,974)</b>	<b>(50,000)</b>	<b>(214,076)</b>	<b>(1,207,507)</b>
<b>Total Social Work Services</b>	<b>856,006</b>	<b>16,845,798</b>	<b>2,928,180</b>	<b>56,579</b>	<b>1,360,409</b>	<b>22,046,972</b>

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

By Phone: 030 33 33 3000

Email: [CBM@dumgal.gov.uk](mailto:CBM@dumgal.gov.uk)

Write: Communities Business Management, Municipal Chambers, Buccleuch Street,  
Dumfries DG1 2AD