

Children and Families, Justice and Resettlement Services Service Plan 2024 - 2025



The principal purpose of the Service is to:

Empower people to manage their own lives; promote people's independence; support people's social inclusion and participation in society; and help people to keep safe and well.

Social Work Services are delivered within a framework of statutory duties and powers imposed on the local authority with the requirement to meet national standards and provide best value. Social work delivers frontline services to the most vulnerable and at risk across the region. Delivery consists of a 24-hour, 7-day week service provision including social work statutory intervention, public protection as well as supporting vulnerable adults, children at risk, children in need, early intervention and prevention, justice services and those requiring support for resettlement schemes.

We work in partnership with parents, families and a range of statutory and voluntary organisations to promote and safeguard the welfare of children and young people in Dumfries and Galloway to make a positive difference to the lives of disadvantaged children and their families.

Health inequalities, poverty and deprivation continue to have an adverse impact on the life chances of many children, our vision is to improve outcomes so that children feel safe, nurtured, healthy, respected and included and can achieve their full potential.

We promote a more socially just, equitable and safer society, by supporting and enabling people to stop offending and participate positively in their communities. We are concerned with the management of offenders across the justice spectrum – pre-conviction, pre-sentence, post sentence community supervision and prison and community throughcare. Our role is rehabilitation and reintegration, balanced against the need for public protection.

We participate in the UK Government's Syrian Vulnerable Persons' Relocation Scheme together with supporting Syrian, Afghan and Ukrainian arrivals and Asylum Seeker Dispersal.

The service leads projects within the following Council Plan Strategic Outcomes:

Economy

- Our Workforce and their skills base are growing.
- Rural communities and places are vibrant and thriving.

Travel, Connectivity and Infrastructure

- People have access to services that are modern, efficient and responsive.

Education and Learning

- We get it right for every child.

Health and Wellbeing

- Access to personal support and care helps keep people safe.

The service demonstrates the Council's Principles by:

Support our citizens



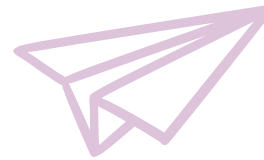
- Put customers at the heart of services: provide responsive and reliable services that achieve high standards of customer care.
- Support the most vulnerable and in need: target resources to have a positive impact for the most vulnerable, people in need and those who are disadvantaged.
- Address inequalities: assess the impact of change to ensure inclusivity, accessibility, celebrate diversity and secure social benefits of change.
- Offer digital services: embrace the opportunities and potential of digital technologies to improve outcomes and services for citizens and staff.

Support our communities



- Empowering communities and individuals: empower customers, communities and staff and build skills and confidence to enable people and communities to achieve their ambitions
- Work in partnership: ensure that service delivery is achieved, working alongside communities and with local, regional and national partners
- Focus on local and place: use places, wards and school clusters as the basis of local planning and delivery; and embrace the creativity and resilience of our places and people
- Invest to enable change: encourage and attract inward investment to deliver the ambitions of communities and local people

Be a responsive Council



- Communicate openly: share ideas and invite contribution to decision making
- Maintain sustainable finances: balance spending and income to ensure finances are sustainable over the longer term and budgets are spent on achieving the Council Plan
- Be organised to deliver: be creative and responsive, organising services and workforce to ensure we deliver our Council Plan's strategic outcomes.
- Maintain high standards: ensure transparency in decision-making and treat others with kindness and respect
- Make best use of resources: ensure that there is good governance and effective management of resources, with a focus on improvement, to deliver the best outcomes for local people

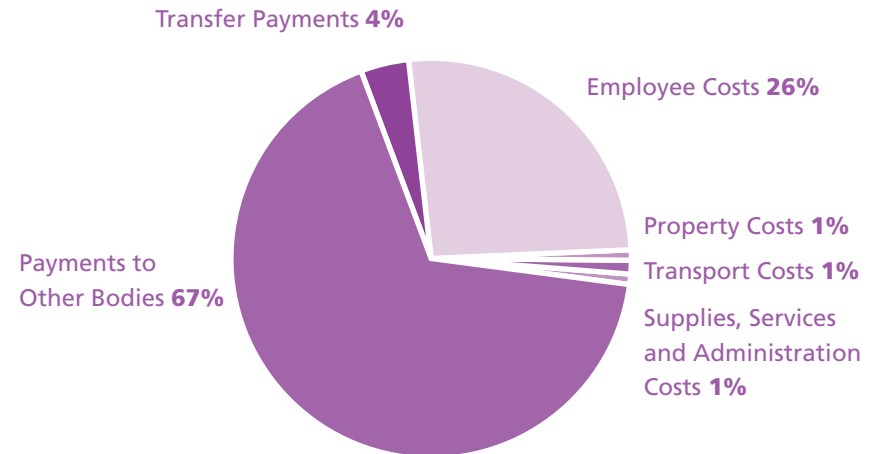
Resource Plan

The following resources underpin the delivery of the Service Plan:

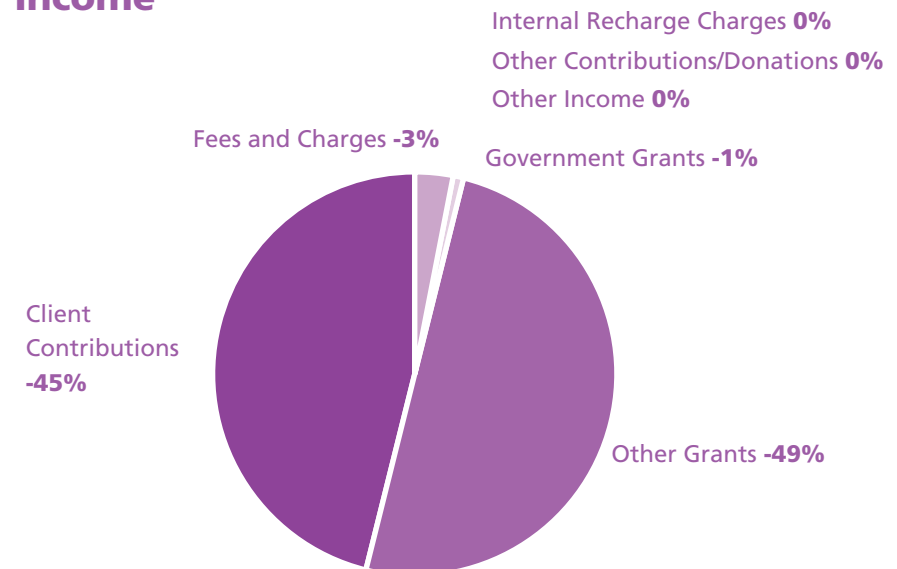
Budget:

Social Work Services Budget Estimates Summary	Budget Estimates
Service Analysis	Economy and Environment
	£
Expense	
Employee Costs	46,247,097
Property Costs	2,295,601
Transport Costs	1,182,823
Supplies, Services and Administration Costs	2,555,196
Payments to Other Bodies	120,375,211
Transfer Payments	6,552,304
Expense Total	179,208,232
Income	
Fees and Charges	(912,766)
Government Grants	(665,430)
Other Grants	(13,885,038)
Other Income	(92,900)
Client Contributions	(12,679,256)
Other Contributions / Donations	(10)
Internal Recharge Income	(78,500)
External Recharges	0
Income Total	(28,313,900)
Grand Total	150,894,322

Expenses



Income



This is the Budget Estimates Summary for the whole of Social Work Services including Integrated Joint Board.

Workforce

Our people, our posts

Children, Families and Criminal Justice
(including Strategic Planning and Delivery)

Our People as at 1 April 2024

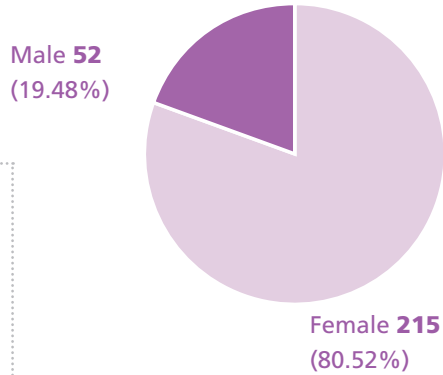


Number of people
267

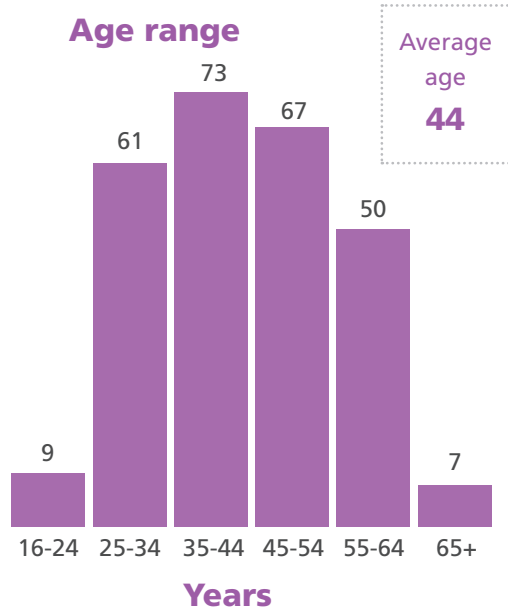


Number of posts
267

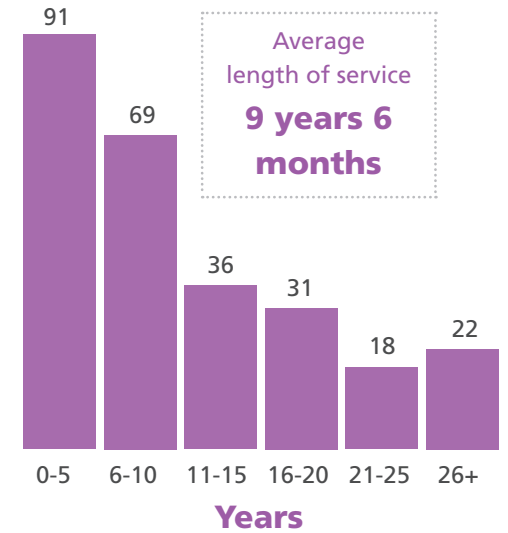
Gender



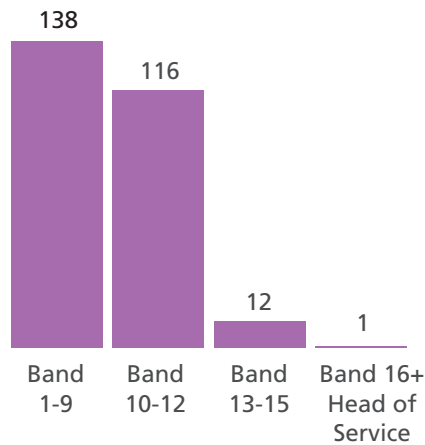
Age range



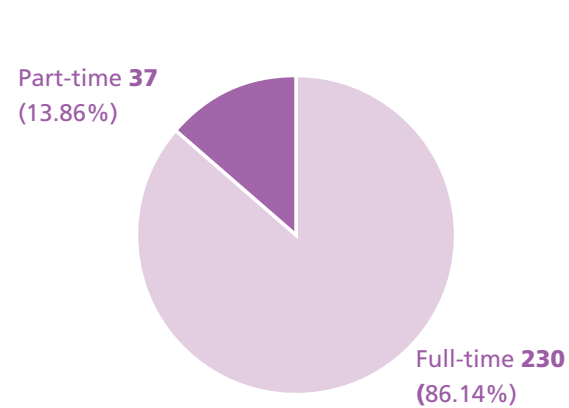
Length of service



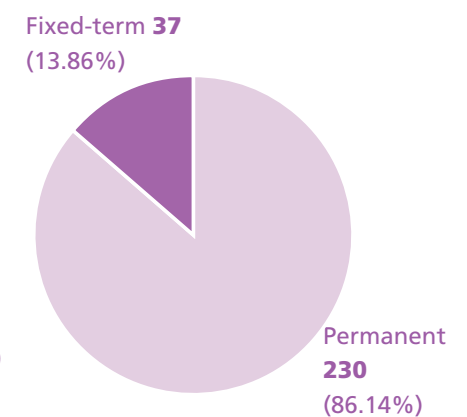
Pay Band of Employees



Employment Basis



Employment Type



Workforce Planning

Our Social Work Service Workforce Plan covers the workforce activity and functions of our plan setting out a three-year framework for our Social Work Services in Dumfries and Galloway aligned to the Council's Workforce Strategy, which aims to maximise the capacity, skills and competency of our workforce, with the aim of increasing the resilience of our service and providing development and career opportunities for our staff.

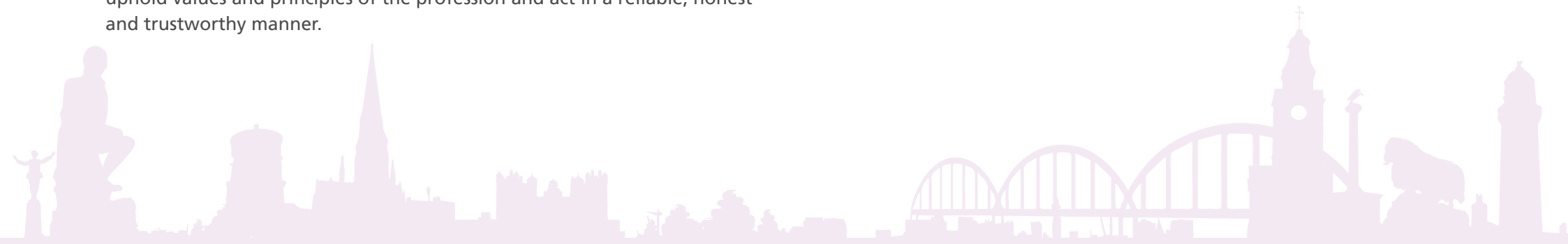
It is our ambition to have a diverse workforce that is representative of the people of Dumfries and Galloway. Staff working in Social Work and Social Care Services in Dumfries and Galloway will feel valued and committed ambassadors of the local social work workforce.

We want to continue to build on our work to date and ensure our workforce remains committed to our core values –

Human Rights – Social Work is based on respect for the inherent worth and dignity of all people as expressed in the United Nations Universal Declaration of Human Rights (1948) and other related UN declaration on rights and conventions derived from those declarations.

Social Justice – Social Workers have a responsibility to promote social justice, in relation to society generally, and in relation to the people with whom they work.

Professional Integrity – Social Workers have a responsibility to respect and uphold values and principles of the profession and act in a reliable, honest and trustworthy manner.



Children and Families, Justice and Resettlement Services Service Plan 2024/25 – all data will be recorded and reported through Pentana

Council Plan Delivery 2024/25

Strategic Outcome 2: Our workforce and their skills base are growing.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEXT PHASE - Manage the whole service approach to career pathways for skilled workforce aiming to maximise staff recruitment and retention including the traineeship programme and advanced practitioner role.	Head of Children Families and Justice Service / Strategic Planning and Delivery Team	DGC Workforce Strategy SWS Workforce Plan

Strategic Outcome 2: Our workforce and their skills base are growing.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEXT PHASE - Support the Dumfries and Galloway Resettlement Programme, including Syrian, Afghan and Ukrainian arrivals and Asylum Seeker Dispersal.	Head of Children Families and Justice Service / Strategic Planning and Delivery Team	Council Plan

Strategic Outcome 11: People have access to services that are modern, efficient and responsive

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEW - Develop and implement a Digital Strategy to support people at home	Head of Children Families and Justice Service / Senior Operational Manager Adult Services	DGC Digital Strategy

Strategic Outcome 14: We get it right for every child.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEXT PHASE - Deliver Corporate Parent Plan 2024/2027 with renewed focus on local placement provision.	Head of Children Families and Justice Service	Children Services Plan
NEW - Introduction of a dedicated kinship care team to better support kinship carers to help children remain with their family.	Head of Children Families and Justice Service	Council Plan / Children Services Plan / Corporate Parent Plan
NEW - Introduction of Intensive Support – Outreach Team to support families who are in crisis or approaching crisis to avoid the need for alternative accommodation.	Head of Children Families and Justice Service	Council Plan / Children Services Plan Corporate Parent Plan
NEW - Regeneration of Intensive Support Service Foster Carers to meet the needs of children who have complex social needs.	Head of Children Families and Justice Service	Council Plan / Children Services Plan Corporate Parent Plan

Strategic Outcome 20: Access to personal support and care helps keep people safe.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEW - Deliver on localised self-directed support in line with legislation and Scottish Government's SDS Improvement Plan 2023/27.	Head of Children Families and Justice Service / Senior Operational Manager Adult Services / Strategic Planning and Delivery Team	Council Plan



Service Delivery 2024/25

What are we planning to do?	What team will do it?	Linked Strategy / Plan
Deliver the Chief Social Work Officer Annual Report 2023/24	Chief Social Work Officer / Strategic Planning and Delivery Team	
Deliver on our Workforce Plan	Chief Social Work Officer / Head of Children Families and Justice Service / Strategic Planning and Delivery Team	Workforce Strategy
Children and Families		
Strengthen our approach offerings for kinship carers, introducing a dedicated kinship care team to better support and help children remain within their family.	Locality Manager, Registered Services and Kinship	Council Plan / Children Services Plan Corporate Parent Plan
Introduction of Intensive Support Team to provide outreach support to families who are in crisis or approaching crisis.	Locality Manager, Initial Assessment and Family Support	Council Plan / Children Services Plan Corporate Parent Plan
Regeneration of Intensive Support Foster Carers specifically recruited to meet the needs of children who have complex social needs and would ordinarily be placed in residential care out with the region and supporting the return of our children and young people back to their families and local resources. Together with reviewing our approach to attracting and retaining skilled people who wish to foster for Dumfries and Galloway Council.	Locality Manager, Registered Services and Kinship	Council Plan / Children Services Plan Corporate Parent Plan
Review and introduce a new model of delivery for residential children's houses with a view for more children to live in 'ordinary houses'; reduce residential placements cost; and fewer children and young people in care will be placed out-of-authority.	Head of Children, Families and Justice Services	Council Plan / Children Services Plan Corporate Parent Plan
Deliver on The Promise for our care experienced children, young people and care leavers.	Head of Children, Families and Justice Services	
Review our current children and families commissioned services to ensure we are securing better outcomes for children and young people in Dumfries and Galloway.	Head of Children, Families and Justice Services / Strategic Planning and Delivery Team	Council Plan / Children Services Plan Corporate Parent Plan

What are we planning to do?	What team will do it?	Linked Strategy / Plan
Implementation of the Bairns Hoose Standards.	Locality Manager, Initial Assessment and Family Support	Council Plan / Children Services Plan Corporate Parent Plan
Justice Social Work		
Deliver the Justice Services Strategic Plan 24/28	Justice Locality Manager	
Resettlement		
Support those entering Scotland (and the UK) through one of the Resettlement Schemes (Syrian, Afghan, Ukraine and Asylum Seeker Dispersal) to receive the appropriate support and guidance to resettle and integrate into our local communities.	Head of Children, Families and Justice Services / Business Manager Resettlement	
Social Work Services will provide a service under their statutory obligations to ensure all vulnerable children, young people and families entering our region are appropriately supported and safeguarded from harm.	Head of Children, Families and Justice Services / Resettlement Locality Manager	

Change and Improvement Activities 2024/25

What are we planning to do and what is the intended outcome?	What team will do it?	Linked Strategy / Plan
Service response to 10,000 Voices	Head of Children, Families and Justice Services	10,000 Voices



What are we planning to do and what is the intended outcome?	What team will do it?	Linked Strategy / Plan
Deliver on our Workforce/People Plan	Head of Children, Families and Justice Services /Strategic Planning and Delivery Team	
Introduce Check Ins to ensure supervision and reviews are conducted for all staff aligned with professional supervision requirements of qualified staff	Strategic Planning and Delivery Team	
Refresh supervision policy	Strategic Planning and Delivery Team	
Children and Families		
Identify and develop opportunities and initiatives for the digital / electronic delivery of services	Head of Children, Families and Justice Service	
Review and development of Children's Assessment and Plan	Locality Managers, Children and Families	
Introduce wider mechanisms to allow for children and families participation and engagement	Locality Managers, Children and Families	
Delivering on the outcome of the Care Inspectorates Thematic Reviews for <ul style="list-style-type: none"> • Children with Disabilities • Moving On 	Locality Managers, Children and Families	
Justice Social Work		
Inspection Reviews <ul style="list-style-type: none"> • Thematic Review of Diversion (2022) Implement thematic review recommendations. 	Locality Managers, Justice Social Work	
Inspection Reviews <ul style="list-style-type: none"> • Prison based thematic review implementing recommendations as indicated by Scottish Government 	Locality Managers, Justice Social Work	
Quality Assurance <ul style="list-style-type: none"> • Incorporate Scottish Improvement Leaders Programme learning into practices. 	Locality Manager, Justice Social Work	

Children and Families, Justice and Resettlement Services Success Measures 2024/25

Measures

Success Measure	Target	Timescale / Frequency	Benchmark
First direct contact with JSW following imposition of CPO within 1 day	80%	Annually	External
Attendance at CPO induction within 5 days of CPO imposed	80%	Annually	External
Start unpaid work hours within 7 days of CPO imposed	80%	Annually	External
Unpaid work hours completed within timescale	85%	Annually	External
Positive outcome to CPO	75%	Annually	External
Percentage of CJ SWS Reports Submitted within Timescale	95%	Monthly	External
Percentage of individuals subject to Throughcare Licence conditions seen within 24 working hours of release from custody	100%	Quarterly	External

Council Wide Indicators

Success Measure	Target	Timescale / Frequency	Benchmark
People			
The average number of days lost per all other (non-teacher) local government employees through sickness absence	9 days	Monthly	Internal / External: LGBF
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances	4%	Monthly	Internal
Percentage of staff who have completed an appraisal in the last 12 months - Updated	95%	Monthly	Internal

Success Measure	Target	Timescale / Frequency	Benchmark
Enquiries / Complaints			
Percentage of Elected Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales	85%	Quarterly	Internal / External: Local Authority Complaint Handling Network
Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale.	85%	Quarterly	Internal
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescale	85%	Quarterly	Internal
Percentage of Youth Councillor enquiries dealt with through the Enquiry Service within the agreed timescale	85%	Quarterly	Internal
Percentage of Stage 1 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 1 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Freedom of Information and Environmental Information (Scotland) Regulations requests received that have been responded to within 20 working days of receipt	90%	Monthly	Internal/External
Percentage of requests for subject access requests completed within one month	85%	Monthly	Internal

Success Measure	Target	Timescale / Frequency	Benchmark
Finance			
Revenue Budget Outturn - Projected Outturn as a % of Budget	100%	Quarterly	Internal
Health and Safety			
Number of Head of Service Safety Visits	2	Six Monthly	Internal
Total Number Significant Health and Safety Risk Priorities with Actions Overdue	0	Six Monthly	Internal
Total Number HSE/SFRS Interfaces resulting in legal enforcement action	0	Six Monthly	Internal
Number of HSE/SFRS Interfaces with actions overdue	0	Six Monthly	Internal
Number of RIDDOR reportable incidents outside of HSE legal reporting timescales	0	Six Monthly	Internal
Number of Serious Incident Investigation Reports Overdue	0	Six Monthly	Internal
Total Number of Serious Incident Reports with actions overdue	0	Six Monthly	Internal
Number of RIDDOR Reportable Dangerous Occurrences, Employee Injuries and Diseases	0	Six Monthly	Internal
Number of 3rd Party RIDDOR incidents	0	Six Monthly	Internal
Number of Reported Near Misses	Data only	Six Monthly	Internal
Number of Employee Reported Accidents	Data only	Six Monthly	Internal
Number of Reported Violent Incidents to Employees	Data only	Six Monthly	Internal

Local Government Benchmarking Framework Indicators

Success Measure	Target	Timescale / Frequency	Benchmark
The gross cost of 'Children Looked After' in Residential Based service per Child per week	£4,961	Annual	Internal / External: LGBF
The gross cost of 'Children Looked After' in a Community Setting per Child per week	£402	Annual	Internal / External: LGBF
Balance of care for Looked After Children: % of children being looked after in the community	97.2%	Annual	Internal / External: LGBF
Percentage of Child Protection Re-Registrations within 18 months	0%	Annual	Internal / External: LGBF
Percentage of Looked After Children with more than one placement within the last year	15.9%	Annual	Internal / External: LGBF
Percentage of children living in poverty (after housing costs)	20%	Annual	Internal / External: LGBF

Children and Families, Justice and Resettlement Services

Service Plan Risk Register

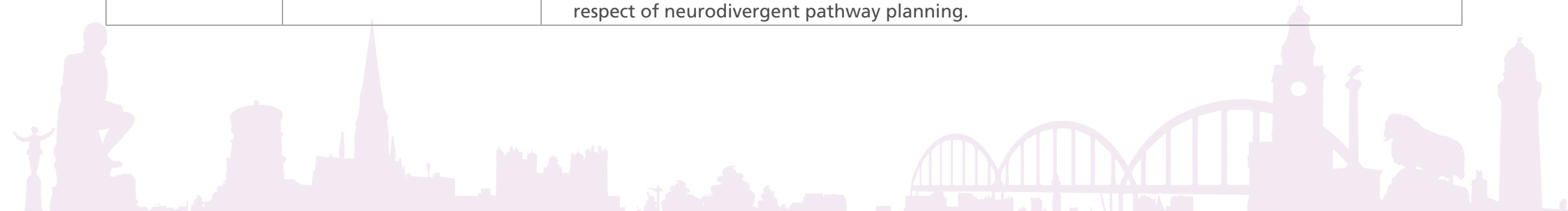
Risk	Risk Factor	Mitigation / Contingency
<p>Failure to protect children, young people and vulnerable adults</p>	<ul style="list-style-type: none"> • Increased demand for and complexity of public protection work across all areas of vulnerability. • Longer term impact of pandemic for individuals and families experiencing hidden harm. • Changes to face-to-face support services at a prevention level leading to longer term impacts. 	<ul style="list-style-type: none"> • Public Protection Committee has an established Learning Review sub-committee to ensure that a robust and effective process is in place for providing oversight of both the undertaking of and implementing findings from formal Learning Reviews, both in adult and child protection. The findings will inform and develop safe and effective systems and practice, ensuring effective support and protection for all children, young people and adults in Dumfries and Galloway. • PPC has an established multi agency sub committee for Violence against Women and Girls which aims to respond and prevent violence against women and girls in D&G through implementation of Equally Safe. • Child Protection and Adult Protection Social Work processes are in place and are developed in conjunction with partner agencies. • There is an established multi agency • Child IRD and CPI Review Group and Adult IRD Review Group where risk planning and decision making is audited. Child protection and adult support and protection data reporting and single and multi-agency audits are utilised to identify any emerging protection themes & risks. A MASH development plan is in place. • ASP and Child Protection Peer audits in place. • The D&G JII /Scottish Child Interview model is now operational and embedded in child protection processes and expanding to Bairns Hoose Partnership to support improving standards for children who are in need of care, protection and recovery through the justice pathway. • Implementation group for D&G Child Protection Guidance is supporting learning and training around child protection practice with multi-agency perspective. • Implementation of Safe and Together model continues with the delivery of the Safe & Together implementation plan.

Risk	Risk Factor	Mitigation / Contingency
		<ul style="list-style-type: none"> • Ongoing and flexible development of recruitment, retention and career pathways in order to develop and innovate around critical service vacancies. • Development of model of improvement for service design, allocation and effective delivery across the service to ensure best value and effective intervention to meet needs of infants, children and young people is being progressed. • Promote and improve training, awareness and practice improvement of rights protecting, respecting and strength based service delivery through GIRFEC, practice framework improvement models. • Delivery of single and multi agency training for child protection and adult support and protection.
Failure to be sustainable	<ul style="list-style-type: none"> • Due to the current financial challenges experienced by National and Local Government there is a risk of a reduction in public services funding. • Demographic pressures, means we are unable to commission and deliver services which meet our strategic priorities or fulfil our statutory duties. • Difficulty recruiting and retaining qualified experienced social workers and Mental Health Officers. 	<ul style="list-style-type: none"> • Progress multi-disciplinary working and whole system approaches with a focus on early intervention and prevention. • Implement the aspirations as set out in the Promise which in the medium to long term will reduce the demand on placements which is the highest expenditure after staffing. • Use opportunities to bid for development funding to support transformational change • Maintain a focus on transformational change programmes and service redesign to focus on activity which delivers positive outcomes for children, adults and for community justice and takes out activity that does not make a purposeful contribution. • Use data to anticipate demand and identify activity that will target services in a smarter manner. • Continue to innovate in relation to workforce planning, identifying and implementing interventions which will support retention and recruitment across the workforce. • Review of flexible working practices to promote improved wellbeing and work / life balance. • Council commitment to organisational Framework • Develop a new children and families commissioning strategy to deliver a more flexible framework to provide opportunities to utilise non-recurring funding in a more flexible and responsive way to better meet the needs of children and families.

Risk	Risk Factor	Mitigation / Contingency
Failure to manage and support change	<ul style="list-style-type: none"> The scale and pace of change is significant. There is an imperative for LA change in order to be sustainable. There is a risk that people become overwhelmed with the scale of change and become disengaged from the transformation agenda and our strategic priorities, leading to poor morale, and in turn to increased staff absences and further pressures on meeting demand. 	<ul style="list-style-type: none"> Ensure that work is appropriately delegated to managers/leaders with opportunities to be empowered and involved in change initiatives. Continue to deliver leadership development programmes across all social work services involving whole management team. Ensure that those leading change have the support and resource to do so effectively. Explore & develop opportunities to access innovation support in relation to short, medium & longer term change initiatives. Good communication – strategic use of New Sharepoint Site, newsletter and engagement with teams. Ensure consistent staff / team communication and learning & development opportunities. Maximising opportunities for partnership connections, and supporting strong multi-agency partnership working. . Development and delivery of clear service priorities and outcomes. This will be supported by the completion and implementation of our Service Improvement Plans. Shared leads for areas of development within and across services to support collaborative working and learning. Regular review and timeline realignment where necessary to ensure prioritisation, achievability, reduce duplication and provide opportunity. Promoting positive use of language and regular communication around the Transformation and Innovation agenda. Real time and flexible management of vacancies across the service with integrated planning ahead of advertising. Proactively engage with and escalate digital risks as these arise via Council, NHS and national workstreams, ensuring that service mitigations can be developed. Engage with and influence the Council’s Digital Strategy to ensure service digital requirements are understood and met maximising the full potential of Mosaic.

Risk	Risk Factor	Mitigation / Contingency
Failure to meet standards of care	<ul style="list-style-type: none"> • Due to workforce development and planning issues, inconsistent practice across services. • Inconsistent or poor practice mean we are not meeting the needs of our service users or communities' needs in a way that is safe for them, is of good quality, or that meets our own or statutory standards. • Reputational damage 	<ul style="list-style-type: none"> • Management/leadership team lead by example in displaying positive behaviours. • Continue to support regular extended management development sessions. • Clear expectations around adherence with professional codes of conduct. • Robust governance arrangements; complaints procedures, investigation procedures, significant occurrence procedures. • Consistent and positive application of Check In and Staff Supervision processes • Professional supervision protocols. • Up to date practice standards require to be implemented. Prioritisation action to update policy and practice standards (as above). • Cascading of national policy and guidance with support to implement. • Learning & development programmes to support practice and reflective learning. • Organisational development support in developing and meeting high standards. • Quality assurance measures (such as case file audits; Care Inspectorate inspections). • Governance measures (such as Significant Occurrence, Learning Reviews) which identify escalation and support practice. • Implement The Workforce Development Plan. • Professional specific issues identified and action plans in place / adverse event review groups; duty of candour. • Monitoring of specific issues e.g. high vacancy levels for QSW, supporting attendance with team focus, disciplinary and performance. • Agile working and promotion of policies to support a work life balance. • Closer links with HR (to improve understanding of service/ staffing issues). • Continue to deliver learning & development programmes in line with practice standards • Develop and implement an improved induction programme for all new starts • Provide weekly support session to NQSW's

Risk	Risk Factor	Mitigation / Contingency
<p>Failure to move to a more preventive and early intervention delivery model</p>	<ul style="list-style-type: none"> • That we fail to sustain our models of care; • Service users are no longer be able to access appropriate support at an early stage; • Service users and their families will require more intensive supports which are unsustainable; • We fail to support preventable re-offending. 	<ul style="list-style-type: none"> • Service realignment and effective redistribution of roles and responsibilities across the service in line with improving effective intervention in line with needs of the service user. • Develop sustainable request for assistance improvement model to early intervention and prevention and intervention and build on good multi-disciplinary working at the earliest opportunity founded on positive working relationships. • Building on existing relationships seeking to find more effective ways to collectively improve practice and services, through multi-agency implementation and steering groups for service improvement. • Strong multi-agency partnership involvement in development and progressing of Service Improvements Plans. • Priority focus on early intervention and prevention through dedicated Whole family approaches and service with development of service designed around young people in conflict with the law and including transition planning. • Improved co-ordination of planning & performance support and link to service delivery improvement with development of service wide quality assurance and self-evaluation framework. • Development of support framework for recording and completing children’s plans, improving advocacy and participation of plans and decision making with infants, children, young people and adults at their meetings, continue to promote rights respecting and protecting practice. • Investment via SG funding and other funds to develop innovative early intervention e.g. family support; school counselling etc • Development and multi-agency collaboration and implementation in relation to service delivery in respect of neurodivergent pathway planning.



Risk	Risk Factor	Mitigation / Contingency
Failure to deliver Critical/Essential Services	<ul style="list-style-type: none"> • Death or significant harm of a service user • Legal redress • Sustained reputational damage. 	<ul style="list-style-type: none"> • Following a Cyber Attack on NHS D&G, the Information Management Group is managing this risk for DGC. • A Data Breach Triage Group is in place to further support this work with cross directorate representation. • The risk is that loss of one or more critical or essential activity beyond the maximum tolerable period of disruption, potentially leading to loss of life, injury or significant legal or financial ramifications. • Contingency plans are in place within delegated services for managing those risks. • Business Continuity Plans to be reviewed and updated for all services. • Ensure resources are targeted towards high risk areas
Insufficient resources for Resettlement and Asylum Seekers Programmes	<ul style="list-style-type: none"> • Scottish and UK Government tariff and project funding does not cover the full costs of supporting New Scots in the Resettlement Programmes • UK Government funding does not cover the costs of supporting asylum seekers in contingency hotel and in the community 	<ul style="list-style-type: none"> • Lobbying Governments through COSLA and directly about the real costs of resettlement work • Lobbying UK Government through COSLA and directly about the real costs of asylum seekers work • Contingency Plan • Prioritisation of critical/essential services by the Resettlement Board • Careful Budget Monitoring and management of the Budget and staffing costs