

# service performance plan

2011 – 2014

*social work...putting people first*



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## **FOREWORD**

The Social Work Service faces very challenging times over the next few years.. At national level, the current financial climate is creating ongoing budget pressures, and these, alongside the need to achieve further year on year efficiency savings throughout the life of this plan present a real challenge in balancing the Social Work budget. We also face challenges due to changing legislation, such as self-directed support and organisational changes to national structures relating to the potential reorganisation and integration of adult social care and the NHS. Finally, we seek to maintain and improve standards of service through self-evaluation. Our performance receives ongoing scrutiny - albeit in modified form via the Local Area Network (LAN) - through the national inspection agencies such as SCSWIS and Audit Scotland.

This year the Social Work Service will be receiving two major inspections, each informed by our own self evaluations. The first is in May-June when SCSWIS will carry out an inspection of child protection services. This will be followed in September – October by a full performance inspection of our service. This is in addition to regular inspections of registered social work services. The process of self-evaluation and the improvement plans that will follow from these two main inspections will ensure the Service maintains awareness of how effective we are being in providing the quality services we all want for our service users.

The national issues outlined above directly influence the environment within which the Social Work Service must implement and manage these changes locally. Bringing the budget in on target is a major and ongoing challenge to the Service given the pressure to meet growing needs in the face of demographic changes - especially increases in the school age and over 65 populations. The review of Council structures will also likely require some review and re-design of service provision. All of these changes will require significant and effective change management to ensure that the changes are achieved with minimal disruption to service users. This context of continuous change can also impact on staff morale and it will be important to ensure that staff are appropriately supported during these challenging times.

We will be operating over the coming three years in a climate of some uncertainty, given the range of national and local challenges the Service faces. Clearly, the most challenging of all is the need to continue to deliver the best services we can, whilst striving to live within our means and to achieve the efficiency savings required of the Council. Close and effective partnership working will be essential to successful change management over the coming years.

In facing these challenges, however, it is important to acknowledge that we have the advantage of a strong, competent and enthusiastic workforce. Our staff understand the needs of our service users and carers and the environment in which we work and they are highly committed to providing the best possible services. It is each and every one of our staff who, individually and collectively, give effect to this service plan and I commend their professionalism in doing so.

Margaret Anderson  
**ACTING DIRECTOR OF SOCIAL WORK**

## Part 1: Overview

### 1 INTRODUCTION

- 1.1 Our Service Performance Plan sets out the priorities for Social Work Services for 2011 – 2014. This plan sets out our objectives for this period under the Corporate Goals and Values of the Council. Our Service Performance Plan takes account of the Council's Strategic Community Plan and the Corporate Plan and the priorities they contain. We have also ensured our Plan links to the latest Single Outcome Agreement, that has been developed by the Council and our Community Planning Partners.
- 1.2 Our Service Performance Plan looks at the context within which we work. By reviewing this we can take account of challenges and opportunities, and make sure we plan for changes in our environment. The plan then sets out how we will continue to improve the services we deliver over the coming year and beyond. Our priorities are clearly linked to and developed to support our Community Planning Partners vision for our area as 'the Place to be'. We recognise we have a particular role in Social Work in ensuring this vision includes all citizens, including the most vulnerable and the most challenging.
- 1.3 Our objectives, tasks and performance measures are aligned to the Council's goals. These are:
- Further developing a thriving, sustainable and vibrant economy;
- Continuing to improve the health, safety and wellbeing of our citizens and communities;
  - Increasing our efforts to tackle disadvantage and discrimination in all its forms; and
  - Enhancing and sustaining an environment in which people want to work live and visit.
- 1.4 To achieve our goals, we undertake to ensure that we work in a manner that promotes the Council's values and these govern the way we work. These values are:
- Partnership
  - Performance, and
  - Public Service.
- 1.5 Falkirk Council's Social Work services exist to provide and commission support, care and protection services for the people and communities of the Falkirk Council area. The functions of Social Work are wide ranging, from assessing need and providing care and protection to vulnerable individuals and families to providing measures of control for those who may be at risk to themselves or the wider community. Social Work services are provided to meet the needs of a broad range of service users including some of our most vulnerable citizens.
- 1.6 Our main aims are:

- To deliver, through a highly skilled and confident workforce, high quality care and protective services that make a real and positive difference to the quality of people's lives;
- To work with people who use and need our services to develop services that as far as possible meet their unique circumstances;
- To ensure our services are appropriately integrated and understandable by working with other partners; and
- To ensure courtesy, care and respect are at the core of our values and evident in everything we do, and communicating clearly and effectively

1.7 The people who use and benefit from our services are at the heart of all that we do. We are committed to ensuring that service users, their carers and their families' views are taken into account when planning and delivering our services. We pride ourselves on being responsive to the needs of the people who use our services. But we want to go further. We want to ensure that our performance is measured and managed and that continuous improvement is at the heart of everything we do. We also want to do more to promote a better understanding and awareness of the role that Social Work Services play in our communities and the positive changes that we are able to support service users to achieve. All too often the only publicity about Social Work Services is bad publicity. Not only is this demoralising for staff, it also presents a very misleading picture of the work that our 1,500 staff do throughout the year which is generally highly regarded by service users. We therefore want to promote the good news stories relating to our Service.

## **2 SERVICE PROFILE AND PURPOSE**

- 2.1 Social Work Services provide a wide range of important services for individuals, families and communities, in order to protect and support the most vulnerable people within the Falkirk area. We also provide support for those who are caring for relatives or friends at home.
- 2.2 All of our work is undertaken in partnership with other agencies and/or communities and/or service users and their families or carers.
- 2.3 Our services are mainly organised into the following three key areas, and our core responsibilities are listed in the sections below. In addition our Community Advice Service provides advice on debt and welfare benefits as well as providing people with representation at tribunals etc.

### **Children & Families**

- 2.4 The purpose of this service area is to protect and support vulnerable children/young people and their families:
- providing support to ‘children in need’;
  - taking action to protect children who have been abused or who are at risk of abuse;
  - providing services to children who are disabled or affected by the disability of another person;
  - providing alternative care to children who can’t be looked after by their families – this includes adoption, fostering and residential care;
  - providing services to children previously looked after and accommodated by Falkirk Council;
  - dealing with youth offending and anti-social behaviour;
  - providing support to carers;
  - access to direct payments;
  - providing support for children and young people affected by drug or alcohol misuse; and
  - achieve the vision set out in in Falkirk’s Integrated Children’s Services Plan

### **Community Care**

- 2.5 The purpose of Community Care is to provide high quality assessment and care management services, organising suitable support services for vulnerable people, people with disabilities and their carers. We seek to provide services and approaches that are increasingly personalised. Our interventions are also increasingly focussed on re-ablement – a focus on assisting service users to become as independent as possible. We work in partnership with other local authorities, NHS Forth Valley, and the voluntary sector to provide help and support to a range of people including:
- adults at risk of harm
  - older people
  - people with dementia

- people with a physical disability
- people with a learning disability
- people with a sensory impairment
- people with a mental health problem
- people affected by drug or alcohol misuse
- Carers.

2.6 Following a Community Care assessment, Community Care Teams organise care packages to assist people to continue to live safely at home or within residential care. The services provided may include:

- care and support at home
- direct payments
- equipment and adaptations
- Mobile Emergency Care Service (MECS)
- short breaks bureau and
- Information and advice on debt and welfare benefits.

2.7 However, many of our service users and carers who receive community care services also require coordinated provision from our Forth Valley NHS partners at primary care service level and in the acute and long stay hospital sectors. This requires close partnership working to ensure that care for community care service users/patients occurs efficiently and effectively, and making best use of available public sector resources at all levels. Single Shared Assessment is an important mechanism by which both agencies seek to achieve smooth pathways between social work and health services for the benefit of service users/patients.

2.8 From 1<sup>st</sup> November 2010 the Council has implemented an Eligibility Framework for services to ensure that those people who require services receive them based on the priority of their need. This means that the level of priority agreed at assessment or review will indicate the nature, level and timescales for service provision to service users and carers.

2.9 Since 1<sup>st</sup> November 2010 the Council has also implemented a new Charging Policy for non-residential services, based on fairness and equity. For those service users who are not eligible for a free service, the charge is a flat rate contribution towards the cost of the care to be provided.

### **Criminal Justice**

2.10 The focus of this service is on contributing to community safety by working with others to assist offenders to reduce their offending and to lead constructive lives in the community.

2.11 The Falkirk Criminal Justice Service, acting together with other councils, agencies and organisations within the Fife and Forth Valley Community Justice Authority, aims to make the community a safer place. It does so by helping to rehabilitate offenders and identifying situations where someone may pose a high risk to others and by taking active measures to minimise and manage these risks.

2.12 Social Work plays an important role in the criminal justice system, from preparing background reports for the courts to addressing the underlying behaviour that can lead people to commit offences. It also works closely with local prisons. The Criminal Justice Service also works with a range of local statutory, voluntary and community organisations to provide suitable placements for the new Community Payback Orders.

### **3 CONTEXT AND ENVIRONMENT**

- 3.1 There are a number of external and internal factors that will influence the services we provide and the way we provide them during the life of this plan. While a number of these challenges are not new, they will continue to influence what we do.

#### **Financial Pressures**

- 3.4 It is important that we have a sound understanding not only of the needs of our communities but also of the context and environment in which we are delivering our services. The lifetime of this plan will be a time of financial constraint both nationally and locally. This is particularly challenging to Social Work Services where there are large areas of expenditure which are demand driven and/or determined by statutory requirements. In recognition of these recurring pressures, additional resources have been made available to the Service, however it is anticipated that demand for services will continue to grow. Strong financial management will be critical, as will the commitment of all employees within the Service to work within the agreed policies and procedures for allocating resources.

#### **Legislative Framework and other National Policy Developments**

- 3.5 A continuing challenge for the Council and our services is public sector reform. We understand that the nature of the whole public sector could change dramatically in the future through structural reform, such as changes to the organisation of adult social care and the NHS.
- 3.6 One of the key potential legislative changes affecting Social Work Services is the legislation on 'self directed care'. While this would provide service users with greater independence it may also have significant financial implications for Social Work Services. Specifically, the provision of cash payments to 'self directed service users' could potentially undermine the sustainability of existing local authority services by reducing the funding available for existing social work services, and also increasing the unit costs of 'in-house' services. The challenge here is how to manage this change which could progressively reduce the financial viability of 'in-house' services which are needed by those service users who do not opt for self directed support.
- 3.7 National policy changes will also impact significantly on the Social Work Service's functions including the public service agenda on efficiency/shared service. While the shared service agenda provides the potential for savings to be achieved, it also present significant challenges, such as the different frameworks for political accountability, and the different organisational and operational processes across a range of different service areas across 3 or more different Council areas. However, we will tackle these challenges as we explore options for developing shared services during the life of this Plan.
- 3.8 A key cross-cutting policy area for the Social Work Service and indeed the Council, is the national information sharing agenda. The Scottish Government is pursuing this in a range of social work service areas, including the Getting It Right For Every Child (GIRFEC) policy as well as for child protection messaging, for Single Shared Assessment in community care and for Criminal Justice Services. This agenda is a

highly complex one, involving a range of different public sector agencies at Forth Valley level as well as the Scottish Government. It requires strategic coordination and funding across a range of Forth Valley partners, as well as information system developments, information security and information sharing protocols, and formal policies on consent recording from service users. While progress has been made with this matter in the Forth Valley area over the last few years, there is still a need to coordinate a strategic approach and identify a sustainable funding stream.

- 3.9 The national Getting it Right for Every Child (GIRFEC) policy is a major priority for the Social Work Service and the wider Council. Ensuring successful outcomes for our most vulnerable children is one of the Council's highest priorities. Under the Children's Commission we are focussing increasing efforts on ensuring our services - and those we contract from others - provide children with the best possible support and encouragement. We are implementing an Integrated Assessment Framework (IAF), including common assessment forms and procedures and these have been agreed across Forth Valley. The IAF will be supported by the roll-out of appropriate training for all children and families' social work staff and education staff within the Council as well as for partner agencies. We will also develop our information system to support the IAF.
- 3.10 Another key Scottish Government policy is 'Shifting the Balance of Care' to change the balance in health and social care services away from hospital and residential based care towards community based care provision. This also means minimising delays in hospital discharges for patients/service users. This work is led locally through the Falkirk Community Health Partnership and the Local Partnership Board.. The Scottish Government is now providing a Change Fund to support this shifting balance of care policy for older people. This provides a fund for the development of local innovative service initiatives in the social care and health sectors for a transitional period. This Fund will support service development and reinforce partnership working between Social Work Services and NHS Forth Valley over the next few years. However, the challenge for both agencies is to find ways to free up core funding from existing residential/hospital provision budgets to enable the new community based provision to be funded once the Scottish Government's transitional Change Funding ceases.
- 3.11 The nature and scale of the financial, legislative and policy changes above mean that the Social Work Service is operating in an increasingly challenging environment. The need to maintain and improve standards of service with fewer resources means that a greater focus on self-evaluation and performance management is required, given the greater levels of accountability and scrutiny in the public sector.

### **Inspection**

- 3.12 A new and consolidated inspection agency – Social Care and Social Work Improvement Scotland (SCSWIS) has been established to carry out the inspection of services in social work. This replaces the previous inspection body SWIA, as well as the Care Commission and HMIE's child protection function. This year the Social Work Service will be subject to two major inspections. In May-June, an inspection of child protection services will be carried out. This will be followed in the autumn by a full SCSWIS performance inspection of our service. This is in addition to regular inspections of registered social work services. The process of self-evaluation and the improvement plans that will follow from these two main inspections will ensure the Service maintains

awareness of how effective we are being in providing the quality services we all want for our service users.

### **3.13 Demographic Changes**

- The population of the Falkirk Council area is projected to increase from 151,570 to 160,239 between 2008 and 2018, an increase of 8,669 or 5.7%, more than the 3.7% increase in Scotland as a whole.
- There was a growth in the number of births each year from a low of 1,450 in 2001 to almost 1,900 in 2007, which was the highest figure for over 15 years. This is now resulting in an increase in the number of primary school age children.
- By 2013 there will be a 12% increase in the number of people aged 65 and over compared to 2008. This is having a growing impact on the demand for social work services for the elderly.
- Life expectancy for men in Falkirk for 2007-2009 was 75.9, marginally higher than the Scottish average, and 79.8 for women, marginally below the Scottish average, but both continue to show small increases over time.
- Across the Council there are variations in the proportions of the population in different age groups. Falkirk and Grangemouth have the largest proportion of pensioner population rising to 19.4% of the total in Grangemouth; Denny and Bonnybridge, Larbert/Stenhousemuir and Rural North, and Polmont and Rural South have just under 15.0% of the population.
- On the other hand, the percentage of the population who are children aged 0-15 is highest in the Larbert/Stenhousemuir area at 18.1% and lowest in Grangemouth at 16.1%.
- Until the current economic downturn, unemployment had been at its lowest in 25 years. However, unemployment has increased by 143% since May 2008, and may not yet have peaked.
- Deprivation is not evenly spread across the Council area. The unemployment rate in the Council's 11 priority areas is roughly double that of the Council area as a whole. Other indicators of deprivation are also significantly worse in the priority areas.

### **Public Protection**

- 3.14 Strong arrangements exist for the oversight of public protection across the Forth Valley. Child protection is now overseen by the G5 group consisting of Chief Executives from the 3 local authorities, the NHS and the Chief Constable. Local arrangements continue to be overseen by the Falkirk Child Protection Committee. Over the last few years we have continued to increase awareness of child protection issues across all services of the Council. A key scrutiny development in the last 18 months has been the 'Way Forward' initiative which has developed a suite of performance indicators which are monitored on a quarterly basis by the G5 group and the Child Protection Committee to improve performance monitoring and management across all agencies within the Forth Valley area.

- 3.15 The implementation of the Adult Support and Protection (Scotland) Act 2007 is having an impact on the services we provide to protect adults at risk of harm and work in this area of service is increasing. Adult Protection is also monitored at Forth Valley level, through the Forth Valley Adult Support and Protection Committee with operational arrangements being taken forward by a local Falkirk Strategy and Planning Group. We are continuing to roll out joint training with partner agencies across the Forth Valley area to ensure that staff are trained to secure the safety of vulnerable people that is required by the Act.
- 3.16 The management of Multi Agency Public Protection Arrangements (MAPPA) are well established locally. These ensure that the risks from high risk offenders are minimised as far as possible by ensuring and managing the appropriate placement of high risk offenders in the community as well as effective monitoring and supervisory arrangements.

### **Community and Corporate Planning**

- 3.17 A key driver for the Council is ensuring Services are aligned to deliver on the priorities within our Strategic Community Plan 2010 -2015: 'Moving Forward Together', and our Corporate Plan. These set out the Council's goals and values. This Service Plan is structured to enable the review of our contribution to the Council's priorities as set out in these Plans.
- 3.18 Our Service strives to take forward the Council's Goals and Values, in the context of improving customer care, increased public expectation of the services we deliver and with an increasing focus on best value. This is reflected in both our review of our previous plan and in our Management Actions set out in section 5 of this Plan We have started the process of identifying key areas of service improvement through the use of the Public Sector Improvement Framework (PSIF) and this work will continue over the next few years as we refine our approach to self-evaluation, service review and efficient government.
- 3.19 The Single Outcome Agreement (SOA) that the Council and our Community Planning Partners agree with the Scottish Government each year continues to provide a robust performance framework by which we and our partners in Forth Valley can assess the impact we are collectively having on our area. In order to deliver the outcomes contained within the SOA a significant challenge is to ensure that funding that was previously ring fenced is appropriately directed to achieving these local outcomes. This also applies to the Scottish Government's transitional funding for community care for older people under the Change Fund.

### **Partnership**

- 3.20 Partnership working has become increasingly crucial not only in the community planning arena outlined above, but also to effective commissioning of services and to the development, management and day to day delivery of services in the social care sector. This has already been highlighted in relation to the key national policy areas outlined above ('Shifting the balance of care', Single Shared Assessment, GIRFEC, and the Information Sharing agenda) where we continue to work to ensure effective joint

working with a range of partner agencies. However, the Scottish Government's Change Fund will enable the Service to strengthen these partnership relations not only across the statutory agencies, but also to work much more closely with the voluntary sector in the planning, commissioning and development of new services in community care

### **Resource Base**

- 3.21 The Council has invested significant resources in Social Work Services with a rise in the budget of 5.6% from last year to £84.739 million this year.
- 3.22 This does not include the additional allocation of £3.2 million by the Scottish Government to provide 100% funding for Criminal Justice Services. In addition, as mentioned above, the Scottish Government has allocated an additional £1.8 million to the Falkirk Community Health Partnership (CHP) under the Change Fund to develop new and innovative services for older people to address the balance of care agenda.
- 3.23 The resources available to the Service will be deployed to meet the increasing demands for services and the associated rising costs. Significant budget pressures are likely to be experienced in relation to the cost of specialist residential care for children and the provision of 24 hour care services to adults.

### **Staffing**

- 3.24 Our staff constitute both one of the biggest assets to the Service in terms of the management and delivery of social work services, as well as the greatest cost to the service. We have a strong and competent workforce. At a time of significant financial pressures and change across the public sector but specifically in social work services, it is important that changes that impact on our staff are managed effectively and that we continue to provide effective support to staff.
- 3.25 The Council has reviewed its service and decision making structures and this is resulting in some changes and re-design of service arrangements. The implementation of these changes remains an ongoing issue for the Service and staff and trade union consultation is ongoing currently.
- 3.26 In addition, the structure review of the community care service has resulted in the development of a new Intake Team, which is being piloted over the summer and early autumn period. The pilot seeks to streamline the access and management of referrals for community care services and to encourage faster turnover of assessment and service provision. The pilot will be monitored and evaluated from the summer onwards and will involve surveys of staff within the pilot area (intake and long term teams) as well as service users and carers and referring agencies. A Pilot evaluation report will be produced in autumn 2011 based on the findings, with recommendations to the Community Care Structure Review Group on the most effective ways to progress the reorganisation of community care services.
- 3.27 Over the years the Council has worked hard to tackle the major issue of sickness absence. Despite this, it remains a significant challenge for the Social Work Service, primarily because of higher rates of absence in the Residential services and Home Care sectors. These sectors present particular challenges in all local authorities. We have made modest improvement in the last year our percentage reducing from 7.7% in 2009-

10 to 7.0% in 2010-11. However, we will continue to work assiduously on this issue, working closely with our corporate HR Service colleagues to ensure we follow all of the Council's policies and procedures for the management of sickness absence.

- 3.28 The Service continues to prioritise the provision of training to staff. This reflects the Service's Training and Workforce Development Plan that underpins the agreed Workforce Strategy for the Council – Better People, Better Services. All parts of the Service use this within their work plans to further develop the employment culture within the Council to reflect the vision within the strategy.
- 3.29 The delivery of all our services must be set within a clear commitment to risk management and the health and safety of our employees and our communities. We are aware of the risks we must mitigate against in order to continue to deliver quality services. (See Section 6 below) This means planning for pandemic flu, maintaining the reputation and trust our communities have in the Council, as well as ensuring we could continue to deliver services from alternative premises if this is required to ensure business continuity.

### **Sustainability**

- 3.30** The Service has always been committed to ensuring we play our part in meeting the Council's aspirations with regard to sustainability. This has included not only looking at fundamental changes to the way we deliver services but also some of the small changes we can all do to reduce our impact on the environment. We also are committed to working with other services to deliver the Council's recently approved Carbon Reduction Strategy that will help to meet national targets. Our Criminal Justice service is already developing community payback order work placements that deliver environmental benefits to the area.

#### 4. REVIEW OF PREVIOUS SERVICE PLAN

- 4.1 The Service's **key achievements** over the last two years since our last Service Plan are shown below grouped under the goals of the Council.

##### *Council goals*

##### **Continuing to develop a thriving, sustainable and vibrant economy**

- In 2010/11 our Community Advice Service achieved welfare benefit gains for people in the Falkirk Council area of £5.4 million. In the same period, the team lodged a total of 496 appeals against unfavourable decision by benefits agencies and achieved a success rate of 82% decisions overturned. The service also provided advice or negotiated debts for 977 local people on debts amounting to £21.9 million.
- Implemented two cohorts of the Practice Learning Qualification (Social Services)
- In November 2010, Falkirk Council won the Training Provider of the Year Award from the Scottish Training Federation in recognition of the best practice in managing and delivering training programmes. This was based on the Social Care training programme covering the Getting Ready for Work clients.
- Our corporate approach to Child Protection continues to deliver high quality training and development, providing child protection training for over 170 staff since April 2009, consisting of 555 full day equivalent training days, including multi agency training and CP JIIT training.

##### **Improving the health, safety and wellbeing of our citizens and communities**

- We have developed an intensive family support service, in partnership with key partner services and agencies. This is now working with substance users and a new service for substance abusing parents has also been developed, called 'Time for Us'.
- Following a BV Review on the provision of residential child care, we created a short term residential unit at Braes to ensure our provision meets the needs of our most vulnerable young people at an appropriate cost.
- We continue to enhance our capacity to look after children locally by increasing the number of foster carers and an additional 13 have been recruited over the last year.
- We have augmented our residential services for young people by commissioning a local short term residential resource from a local external provider.
- We created a dedicated service for young people who use substances.
- We have established a comprehensive continuous development scheme: 'Caring with Competence' to support foster carers and respite carers, and we have, with key partners, produced a 'Parenting handbook' for parents and carers in Falkirk, and developed innovative Internet Guidance for foster carers.
- We have developed a service to kinship carers, in line with recent national guidance

- In line with the Concordat commitment on respite care, we have increased the volume of respite care for carers by 320 weeks over the last three years (from 3,013 weeks in 2007-08 to 3,333 weeks in 2009-10)
- We have developed an integrated central Resource Centre at Camelon for children and adults who have complex needs and a learning disability;
- We are providing a high level of home care services to vulnerable service users in the Falkirk Council area, compared to the Scottish average. This is based on the latest data available (week ending 31<sup>st</sup> March 2009-10):

<b>Home Care Service Provision</b>	<b>Falkirk</b> rate per 1,000 population	<b>Scotland</b> rate per 1,000 population
All Home care service users:	105.0	75.4
All Home Care Hours	987.6	761.2
All Home care service users receiving intensive home care (10+ hours per week)	27.0	24.0
65+ service users receiving intensive home care (10+ hours per week)	16.8	18.1

- We have carried out an average of 2,000 Carer assessments to support carers over the last two years.
- Significant multi agency Adult Protection training has been provided across the Forth Valley area for a wide range of social care, health and police staff. In Falkirk, during 2010-11, 108 staff received Adult Protection training at various levels appropriate to their roles.
- We have acted as lead authority in establishing a team of staff to deliver accredited offending behaviour programmes across the Forth Valley area; and we have appointed a tenancy support officer to provide additional housing support to offenders whose loss of tenancy may increase the risk of re-offending.

#### **Increasing our efforts to tackle disadvantage and discrimination in all its forms**

- We have implemented a charging policy for non-residential social work services.
- We have implemented an Eligibility Framework for community care services to ensure that services are provided on a more equitable basis.

#### **Creating and sustaining an environment in which people want to live, work and visit**

- Under the Community Payback Order policy we have set up two environmental projects: the development of the Clanranald historical site, and walled gardens at Dollar Park.
- Our Caledonia Clubhouse participants have developed a walled garden to enhance the Clubhouse area.

## *Council's Values*

### **Promoting Public Service, Performance And Partnership**

- We developed a community participation strategy for Social Work Services called 'Have your say – a plan for local involvement' that complements the Corporate Community Engagement Strategy
- We have implemented the Viewpoint survey tool to obtain structured feedback from young people who are looked after away from home.
- We have reviewed the priorities of the Children with Disabilities team. As a result, OT services, the activities scheme and respite services have been refocused to ensure that the team targets the most vulnerable young people with a disability.
- We have reviewed the fostering and adoption policy in relation to the recruitment and retention of foster carers and increasing their number; and the purchase of external placements. We have also developed improved the paediatric equipment service by using the Council's Joint Loan Equipment Service.
- Along with key partners, we have held a series of seminars and information events to increase understanding about the new MAPPA arrangements in the Forth Valley area;
- We jointly funded - with NHS Forth Valley - a Community Care and Health Development worker in CVS Falkirk and District to support the voluntary sector to work with statutory agencies;
- We have implemented electronic information exchange between Falkirk Sheriff Court and Falkirk Criminal Justice Social Work Service (e.g. requests for reports/breach reports etc)
- We carried out a PSIF self-evaluation of our service to Prisons and received a positive SWIA inspection of this service.
- We completed a Forth Valley wide Joint Commissioning Framework to provide economies and efficiencies in the commissioning of community care services;
- We have reviewed the way we commission home care services to ensure we are purchasing the most cost effective service that also best meets our customer's needs.
- We have continued to develop our approach to commissioning and we are piloting an innovative Public Social Partnership approach in Children's Services. We are updating our overall commissioning strategy to take account of changing needs.
- We have continued to enhance our computer based Information Systems to better support front line activity across the Service; we have also improved our IT networks to improve communications.
- We have fully implemented our Social Work Contact Centre to improve access to front line social work services.
- In the last two years we have been awarded Falkirk Council 'Celebrating Success' awards. The Caledonia Clubhouse service; Trainee Social Care Programme; and the Oswald Avenue Garden Project and Oswald Communication Group received awards. In 2010 our Home Care Service was overall winner; Substance Misuse Training; Permanence Planning Training; and Central Matching Team won awards.

***Areas where we have not made the progress we expected:***

- 4.2 Meeting the Scottish Government's zero delayed discharge target has proved difficult since November 2010. Our performance is affected by the availability of care home placements and our commitment to giving service users who require to be placed in a care home at hospital discharge the right to choose a care home rather than being placed in the first available care home.
- 4.4 The development of eCare in the Falkirk and Forth Valley area has not progressed as well as we expected. The transfer of service user data from the Social Work Information System (SWIS) to the Multi-Agency Store (MAS) required the development of adaptors to our information system. Two phases of data transfer were proposed: Phase 1 involved the transfer of very limited service user demographic data. The adaptors for this phase were developed and tested in 2009. Phase 2 was to include Single Shared Assessment data. However, we have not developed the Phase 2 adaptors as NHS Forth Valley were not able to share data with Social Work. This remains the case today. In 2010 the Scottish Government started a review of its strategic model for eCare and this is still under review. If this model changes there may be no need for adaptors to be developed.
- 4.5 Given this context, Falkirk Council has not pursued the commissioning of Phase 2 adaptors to enable the transfer of SSA assessments to the MAS. This will remain our position until we can establish whether or not the MAS is going to continue to have the strategic backing from the Scottish Government. Falkirk Council will therefore review the eCare Project and strategy with Forth Valley partners taking account of the Scottish Government's forthcoming updated policy by October 2011.

## **Part 2: Action Plan**

### **5 KEY SERVICE OBJECTIVES AND ACTION PLAN**

5.1 In order to ensure our service focuses our activities to achieve the best outcomes we have two overriding commitments:

- Improve the services we deliver to our service users; and
- Improve the way we manage our Service and support our staff.

5.2 Our Action Plan (below) highlights our key service objectives, the actions required to achieve them and the timescales for their completion. This Action Plan will be supported by Divisional Action Plans that detail the operational tasks required and assign individual responsibilities. Later in this Plan, we note how we will monitor our performance in line with the Council's Public Performance Reporting Framework.

**Promoting: Public Service;  
Performance; and  
Partnership**

**ACTION PLAN**

<b>Objective</b>	<b>Task</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Funding</b>
We will work with service users and carers to develop services that as far as possible meet their unique circumstances	To achieve this we will:			
	• Develop Service area Action Plans to engage service users in developing services	December 2011	All H of S	SW Revenue Budget
	• Monitor the timescale and nature of complaints we receive through the corporate complaints procedure	Quarterly	All H of S	SW Revenue Budget
	• Utilise the Council web site to receive comments on services	Quarterly audit	All H of S	SW Revenue Budget
	• Develop a Carers Strategy 2012-15 with local authority based implementation plans, staff awareness training and a carer training programme through the Carers Centre.	March 2012	H of CC and Service Managers	SW Revenue Budget
	• Review the Visibility project whereby communities have a say on which Community Payback Orders projects are undertaken in their communities.	Annual Report March 2012	H of CF/CJ	CJ Sc. Govt. Funded
• Develop systematic approach to recording service user outcomes (Barnardos Outcomes Framework; Comm. Care Talking Points)?	March 2012	All H of S	SW Revenue Budget	
We will review the way all our services are delivered to ensure quality and value for money and that we are focused on meeting the needs of our customers	To achieve this we will:			
	• Monitor the Falkirk Council Charging Policy	6 Monthly	Dir of SW	SW Revenue Budget
	• Monitor the national and Falkirk Council Eligibility criteria for Adult Social Care services and ensure consistent application in teams	6 Monthly	H of CC	CC Revenue Budget
	• Further develop and improve our public performance reporting and performance management framework to drive service improvement	Annual Review	Dir of SW	SW Revenue Budget
• Ensure the Council's customer service standards continue to be implemented across the Service	Quarterly Reports to BVAF; Self-evaluation; Care Comm. Inspections; SCSWS inspection	Senior Management Team	SW Revenue Budget	

(Continued) We will review the way all our services are delivered to ensure quality and value for money and that we are focused on meeting the needs of our customers	<ul style="list-style-type: none"> <li>Implement and monitor Internal Audit action plans</li> </ul>	Within Audit timescales	Senior Management Team	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Monitor outstanding actions contained in Inspections and Internal Audit Action Plans</li> </ul>	6 Monthly	Senior Management Team	SW Revenue Budget
	<ul style="list-style-type: none"> <li>We will complete a cycle of self-evaluation over the next two years with the following areas being prioritised over the coming year:            Review of Protection of Adults at Risk of Harm            Community Care Structure Review            Children with Disabilities Activities schemes:            Day care provision for older people in all sectors            Day care provision for older people with a learning disability or dementia in all sectors:            Review the balance of care for older people's services with reference to projected demographic changes            Review of administration of social work charging</li> </ul>	March 2013  March 2012 December 2011 March 2012 July 2012 July 2012  July 2012  March 2012	Dir of SW	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Implement the PSIF Care &amp; Support at Home Improvement Plan</li> </ul>	March 2012	H of CC	CC Revenue Budget
	<ul style="list-style-type: none"> <li>Implement the Strategic Review of Community Equipment Services improvement plan</li> </ul>	March 2012	H of CC	CC Revenue Budget
	<ul style="list-style-type: none"> <li>Review ongoing funding arrangements for the delivery of telecare services in the context of the Change Fund and Reshaping Care policy objectives</li> </ul>	March 2012	H of CC	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Explore options to develop a local integrated SW/ Education service to young people with autism requiring specialist provision</li> </ul>	December 2011	H of CF & CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Continue to enhance our capacity to look after children locally by increasing the number of foster carers by 5.</li> </ul>	April 2013	H of CF & CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Develop a business case for shared services for fostering and adoption</li> </ul>	December 2011	H of CF/CJ	C&F Revenue Budget

We will promote the Council as an employer of choice to existing and prospective employees	To achieve this we will:			
	<ul style="list-style-type: none"> <li>Maintain our commitment to employee and trade union communication and consultation</li> </ul>	Quarterly	Dir of SW	SW Revenue Budget
	<ul style="list-style-type: none"> <li>We will evaluate our compliance with the Scottish Government/ADSW's recently published Practice Guidance Framework</li> </ul>	March 2012	All H of S	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Work to reduce absence within our Service</li> </ul>	Review Quarterly	Dir of SW	SW Revenue Budget
We will look to modernise the way we deliver our services to ensure we are as efficient and effective as we can be	<ul style="list-style-type: none"> <li>Continue to implement the Council's training and development policy and aim to have 80% of employees with active EDR with TNAs.</li> </ul>	By March 2012	All H of S	SW Revenue Budget
	To achieve this we will:			
	<ul style="list-style-type: none"> <li>Contribute to the Council's approach to efficient government and ensure our savings targets are identified and thereafter met</li> </ul>	Review Annually	All H of S	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Develop our IT systems (incl. SWIS) to ensure they are: fit for purpose; support service delivery and performance management; and meet Internal Audit Review management actions</li> </ul>	6 monthly SWIS Boards	Dir of SW/ Service Mgr Perf. & Information	SW Revenue Budget
	<ul style="list-style-type: none"> <li>We will consolidate our information systems relating to charging and implement a real-time monitoring system in Home Care</li> </ul>	March 2012	H of CC with Serv. Mgr Perf. & Information	Sc. Govt. Change Fund Budget
	<ul style="list-style-type: none"> <li>Monitor compliance with case recording systems, including self-evaluation by teams and the Standards/Audit Group</li> </ul>	Quarterly	Dir of SW/ Service Mgr Perf. & Information	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Review the eCare Project strategy in line with Forth Valley partners and the Scottish Government</li> </ul>	October 2011	Dir of SW/ Serv. Mgr Perf & Info	CC Revenue Budget
<ul style="list-style-type: none"> <li>Work with partners to jointly commission services for adults with learning disability and complex needs</li> </ul>	March 2012	H of CC	CC Revenue Budget	

(Continued) We will look to modernise the way we deliver our services to ensure we are as efficient and effective as we can be	• Pilot new contracts re PSP and evaluate results	March 2012	H of CF & CJ	SW Revenue Budget
	• Monitor the Risk Management Strategy and action plans	Annually	Dir of SW	SW Revenue Budget
	• Implement the National Outcomes and Standards for Criminal Justice Social Work Services	March 2012	H of CF & CJ	CJ Sc. Govt. Funded
	• We will develop budget setting and control measures training for Children & Families teams and Community Care teams	End September 2011	H of CC and CF & CJ	SW Revenue Budget

### Continuing to develop a thriving, sustainable and vibrant economy

Objective	Task	Timescale	Responsibility	Funding
The wealth and prosperity of our area will increase	To achieve this we will: • Continue to maximise uptake of welfare benefits for citizens	Six monthly audit	H of CC	CC Revenue Budget
	• Repeat awareness training for all staff to ensure we increase the uptake of self directed support	March 2012	H of CC	CC Revenue Budget
Our workforce will be highly skilled	To achieve this we will: • Ensure 5% of our workforce are modern apprentices/people from other Supported Employment schemes (new Modern Apprentices intake to social care/admin)	Annual audit	All H of S	Service and SW Training Budget
	• Ensure that induction packs for staff are relevant and appropriate	On line packs by December 2011	Workforce Development Manager	SW Revenue Budget
	• Develop a framework to ensure high quality support and supervision arrangements are in place for all our staff	July 2011	All H of S	SW Revenue Budget
	• Implement 3rd cohort of delivery of Practice Learning Qualification(Social Services)	March 2012	All H of S & WFDM	SW Revenue Budget

(Continued) Our workforce will be highly skilled	<ul style="list-style-type: none"> <li>Ensure the implementation across the Service of APDS/EDR (equivalent for SW Services).</li> </ul>	Review 6 monthly	All Managers & WFDM	SW Training Budget
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### Improving the health, safety and wellbeing of our citizens and communities

Objective	Task	Timescale	Responsibility	Funding
Our citizens will be supported to make positive health choices and lifestyles in order that they can live longer	To achieve this we will <ul style="list-style-type: none"> <li>Work with partners to implement 'Equally Well in Falkirk: A Framework for Improving Health and Reducing Health Inequalities 2011-15'</li> </ul>	March 2014	Dir of SW	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Re-design the Child &amp; Adolescent Mental Health Service</li> </ul>	March 2012	H of CF/CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Continue to jointly commission services for people with substance use problems through the Falkirk Drug and Alcohol Partnership</li> </ul>	Annual Review	H of CF/CJ	SW Revenue Budget
People with have equitable access to local health support and care	To achieve this we will <ul style="list-style-type: none"> <li>Work with NHS Forth Valley on the development of local community hospitals and other primary care provisions.</li> </ul>	Via Quarterly meetings until March 2012	H of CC	CC Revenue Budget
	<ul style="list-style-type: none"> <li>Work with NHS Forth Valley on the development of local community hospitals and other primary care provisions.</li> </ul>	Via Quarterly meetings until March 2012	H of CC	CC Revenue Budget
Our citizens and communities will be encouraged to take responsibility for their own health and well being	To achieve this we will: <ul style="list-style-type: none"> <li>Implement and monitor the Falkirk Change Fund projects (with partners) (Year 1)</li> </ul>	March 2012	H of CC	Scottish Government Change Fund

Our citizens will be protected	To achieve this we will:				
	• Develop a series of Adult Protection screens on the SWIS IT system for operational use and to monitor Adult Protection work		November 2011	H of CC	Adult Support & Protection funding from Sc. Govt.
	• Deliver further Level 1/2/3 Adult Protection training to all appropriate staff in social services sector and partner agencies across Forth Valley area		Further roll-out during 2011-12	All H of S/ Managers/ WFDM & partner agencies	Adult Support & Protection funding from Sc. Govt.
	• Redesign the Connect Service as a dedicated service for young people involved in offending		September 2011	H of CF/CJ	C&F Revenue Budget
	• Manage high risk offenders under the Mappa framework		As required to ensure public safety	H of CF & CJ	CJ Sc. Govt. Funded
	• Ensure robust Business continuity plans (incl. winter emergency plans) are in place across all service areas		Annually	Senior Management Team	SW Revenue Budget
• Implement and monitor the national Criminal Justice Risk Assessment Tool (LSCMI)	Implement:	June 2011	H of CF & CJ	CJ Sc. Govt Funded	
-	-Monitor:	Annually			

## Increasing our efforts to tackle discrimination and disadvantage in all its forms

Objective	Task	Timescale	Responsibility	Funding
Our citizens continue to access the critical services that meet their needs	To achieve this we will:			
	<ul style="list-style-type: none"> <li>Ensure our services are accessible to our service users and citizens appropriately</li> </ul>	Annual Audit	All H of S	SW Revenue Budget
	<ul style="list-style-type: none"> <li>Develop with partners a new locally based short breaks service for adults with a learning disability</li> </ul>	March 2012	H of CC	CC Revenue Budget
	<ul style="list-style-type: none"> <li>Monitor and evaluate the Intake Pilot as part of the implementation of the Review of the community care service, subject to elected members approval</li> </ul>	October 2011	H of CC	CC Revenue Budget
	<ul style="list-style-type: none"> <li>Develop a post adoption support service in line with the Adoption (Scotland) Act 2007 as part of the shared services agenda.</li> </ul>	April 2012	H of CF/CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Evaluate outcomes from accredited programmes to reduce risk of re-offending/risk of harm</li> </ul>	6 monthly	H of CF & CJ	CJ Sc. Govt Funded
Vulnerable Children will be protected	To achieve this we will:			
	<ul style="list-style-type: none"> <li>Implement the Corporate Parenting Action Plan</li> </ul>	March 2012	H of CF/CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Revise and roll out the Integrated Assessment Framework for use by all key partners in Children's Services</li> </ul>	December 2011	H of CF/CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Develop new screens on SWIS to support the Integrated Assessment Framework</li> </ul>	September 2012	H of CF/CJ & Serv. Manager Perf.& Info.	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Work with the Forth Valley Information Sharing Group to further develop information sharing on vulnerable children</li> </ul>	March 2012	H of CF/CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>Continue to increase awareness of child protection issues across the Council and in our partner agencies.</li> </ul>	Annual Review	H of CF/CJ	C&F Revenue Budget

(Continued) Vulnerable Children will be protected	<ul style="list-style-type: none"> <li>• Monitor and review the balance of young people who are looked after in external out of council residential placements</li> </ul>	Six Monthly	H of CF/CJ	C&F Revenue Budget
	<ul style="list-style-type: none"> <li>• Develop a multi-agency approach to implement a personalised transition between child and adult services for young people with a disability</li> </ul>	January 2012	H of CF/CJ	C&F Revenue Budget

### Creating and Sustaining an Environment in which People want to live, work and visit

Objective	Task	Timescale	Responsibility	Funding
We will be greener	To achieve this we will:			
	<ul style="list-style-type: none"> <li>• Ensure our service contributes to the Council's recycling targets</li> </ul>	Review Annually	All H of S	SW Revenue Budget
	<ul style="list-style-type: none"> <li>• Review the travel of our staff to promote more sustainable travel plans;</li> </ul>	Review 6 monthly	All H of S	SW Revenue Budget
	<ul style="list-style-type: none"> <li>• Evaluate the sustainability of Community Payback Orders</li> </ul>	Annually from 31st March 2012	H of CF & CJ	CJ Sc.Govt. Funded

## Part 3: Context Information

### 6 RISK MANAGEMENT

6.1 The Social Work Service's Risk Management Plan provides a comprehensive list of the risks identified and the management actions that are in place to reduce these risks. As with all Services, we must understand and plan to reduce the risks we face in order to deliver the commitments in this plan. The table below shows a summary of the most significant risks facing the Service and our management actions.

<b>Risks :</b>	<b>Impact/ Probability:</b>	<b>Responses</b>
1. Failure of IT – through loss of data, breach of confidentiality, lack of systems to manage service	High/Medium	Data storage and security monitoring in line with Corporate Guidance. SWIS system reviewed by Internal Audit and Action Plan implemented. Access to systems audited and security in place for log on. Forth Valley Data Sharing protocol in place and data sharing being developed. Ongoing need to raise staff awareness.
2. Protecting staff	High/Low	Lone working guidance reviewed. Ensuring moving and handling guidance is adhered to. Putting in place robust absence management systems.
3. Failure to comply with care standards	High/Low	Ensure managers and staff meet registration standards. Continue to monitor checks and inspections.
4. Failure to protect the most vulnerable service users and the public	High/Medium	Ensure all guidance and procedures are being adhered to and that these are reviewed regularly. Mappa monitoring. Monitor impact of Charging Policy and Eligibility Policy
5. Service Reorganisation – This has the potential to affect morale of employees and thus service delivery.	High/Medium	The Service will seek to integrate relevant areas of service delivery as well as ensure all employees are kept informed of changes through team meetings, one to ones etc.
6. The cost, quality and availability of intensive support and residential care for younger people.	High/ Low	The Service has undertaken a review of residential care and actions have been implemented. (IFSS and Wallace Brae)
7. Flu pandemic	High/ Low	Ensure an adequate Business Continuity Plan is in place to ensure that critical services are maintained.
8. Winter emergency	High/Medium	Ensure an adequate Business Continuity Plan is in place to ensure that critical services are maintained.
9. Safer recruitment	High/ Low	Implement and monitor adherence to the corporate safer recruitment procedures

<b>Risks :</b>	<b>Impact/ Probability:</b>	<b>Responses</b>
10. Budget pressures	High/ High	Continuing need to meet efficiency savings targets alongside demographic pressures and budget pressures. Need to implement financial training and implement Internal Audit Report on budget monitoring
11. Legislation	High/ High	Monitor impact of national policy on Self-Directed support on the sustainability of core services
12. Impact of budget pressures on partnership arrangements	Medium/High	Monitor inter-agency services funding arrangements and strategic commitments

## 7 PERFORMANCE MONITORING & REPORTING

- 7.1 The Service has developed a number of performance indicators that are used for performance management and a number of these are reported to the public. These provide the public and service users with information on the standards of service they can expect to receive and the actual level of service being provided.
- 7.2 The performance indicators for the Service have been shown on the basis of the contribution they make to achieving the Council's Corporate Plan objectives. A number of management indicators are also shown where the objective or performance level does not sit within a single Corporate Plan theme. In this way, the Social Work Service Plan reflects the priorities and monitoring actions and indicators of the Strategic Community Plan and the Corporate Plan. In turn, our divisional management groups for community care and children and families and criminal justice produce more detailed management plans reflecting the priorities and actions of the Social Work Service Plan.
- 7.3 The Service reports quarterly to the Council's Best Value and Audit Forum on our key performance indicators. The indicators report on a wide range of service activity and they are reported on a quarterly, six monthly or annual basis as appropriate. We are currently reviewing the performance data we report to the Community Health Partnership (CHP). The final year-end Performance Statement below lists the indicators reported to the Best Value and Audit Forum, as well as targets against previous performance, and this is set out in Appendix 1 of this plan. This notes our key areas of performance as well as noting the areas of improvement we will be focussing on over the next year.
- 7.4 The Service is reporting on 28 performance indicators to the Best Value & Audit Forum during 2010/11. Some of these indicators are also reported to the Scottish Government as part of the performance dataset for our Single Outcome Agreement (SOA) and these are marked within the performance statement. The latter also shows an additional fourteen indicators at the end of the performance statement which were reported to the Scottish Government in the Council's Single Outcome Agreement for 2011. These two sets of indicators are an important tool for monitoring progress against outcomes in the Strategic Community Plan and in the Council's Corporate Plan.
- 7.5 We have been working with our partner agencies in Forth Valley to develop and report on a range of new child protection performance indicators. These are reported quarterly to the G5 Group (Chief executives from the 5 key agencies: local authorities, central Scotland Police, and NHS Forth Valley). The dataset includes qualitative data on a range of child protection issues, including the proportions of case conference which are postponed; attendance and provision of reports to Child Protection Case Conferences by each of the key agencies; provision of reports to parents; and parental and child attendance levels. This data is beginning to provide a useful monitoring tool for all agencies in this important area and over time this will provide very useful trend data. We will be using the insights gained from this development to assist with the specification of the dataset and the design of new data capture screens on our IT system for adult protection later this year.

## **2010-2011 Performance Statement.**

- 7.6 A total of 41 indicators are reported in the Performance Statement for 2010-11 in Appendix 1. However, it should be noted that the end of year data is not yet available for all of the indicators for the 2010/11 reporting period.
- 7.7 Data is not yet available for 16 out of the 41 indicators listed in the Annual Performance Statement. Also, targets are not appropriate for 8 of the indicators which have been reported. The performance results below are therefore confined to the remaining 17 indicators.
- 7.8 Target performance was achieved or exceeded in 8 indicators:
- The number of service users receiving a Rapid Response service during the year (total admissions prevented and early discharge facilitated)
  - The proportion of young people who are looked after and accommodated who have a plan.
  - The number of people receiving community care services during the year
  - The number of new MECS community alarms installed/upgraded during the year
  - The total number of calls to MECS during the year and the proportion of mobile warden responses involved
  - The proportion of social enquiry reports submitted to courts by the due date
  - Staff turnover - % staff who have left
  - The proportion of complaints completed within the response time of 28 days, and the number referred to the Ombudsman
- 7.9 Performance improved on previous year, and within 5% of achieving target, for 4 indicators:
- The proportion of looked after children in community placements
  - Community Care: The number of people whose community care assessment was completed during the year
  - Total number of people with community alarms at end of year
  - The proportion of new probationers seen by a supervising officer within one week
- 7.10 Performance improved on previous year, but still not within 5% of achieving target, for 2 indicators:
- The proportion of social background reports submitted to the Reporter within 20 days (but 15% improvement since last year)
  - Sickness absence - % days lost
- 7.11 Performance last year declined on the previous year, and we failed to meet our target performance by more than 5%, in 3 indicators:
- The number of months during the reporting year that the target was achieved of no delayed discharge patients waiting 6 weeks or more

- The number of 'OT' pending assessments at the end of the year
- The number of carers' assessments carried out during the year

### **Improving Outcomes**

- 7.12 We have also been able to report on qualitative improvements in services. We are improving outcomes for service users in a range of service areas including: child protection and looked after children. Fewer looked after children now have out of authority placements, all have plans in place and we have improved after care. We have also increased the proportion of children who are able to remain at home. Finally, we are improving the proportion of reports that are sent on time to the Reporter to the Children's Panel.
- 7.13 In community care, we have not been able to meet our shared target with NHS Forth Valley of zero delayed hospital discharges over 6 weeks in more than 2 reporting months during the reporting year. However, we have improved outcomes for service users and carers in many other ways. We are improving our procedures for the protection of vulnerable adults. We are helping more people with complex needs to live in the community by providing a range of services including home care services and intensive home care services; and a rapid response service to reduce delayed discharges from hospital and to prevent admission to hospital. Our Mobile Emergency Care Service is improving the safety of people living in the community by reducing the number of falls and through the community alarms and telecare systems; we are providing Occupational Therapy aids to daily living; and we are increasing the annual number of weeks of respite care/short breaks provision for service users/carers. We are also continuing to improve the safety and quality of service to people living in our Care Homes for older people. Finally, our Community Advice Service provides a range of positive outcomes for an increasing number of people each year through the Debt Advice service and through maximising income through our Welfare Benefits Service (see the performance indicator on page 49 of the performance Statement).
- 7.14 We are also improving outcomes for people with disabilities by providing with our partner agencies a range of community based services, including the Forth Valley Sensory Centre; the Caledonia Clubhouse for people experiencing mental health issues; the ASSET support to employment project for people with learning disabilities; and the Joint Dementia Initiative which provides an innovative day care and short breaks service for people with dementia and their carers.
- 7.15 In line with the Council's approach to best value, the Service also continues to examine areas of service delivery in order to identify further areas for improvement, using self-evaluation based on the PSIF and the SCSWIS PIM methodology.
- 7.16 We are currently completing a review of our performance framework and this will result in the production of a comprehensive Social Work Performance Framework which will pull together all of our performance management processes and the range of quantitative and qualitative indicators we are reporting to our stakeholder groups. The working group, which is chaired by the Head Of

Service Children and Families and Criminal Justice will also develop our approach to identifying service user and carer outcomes. We are reviewing the Barnardos Outcomes Framework, in line with our GIRFEC Integrated Assessment Framework. We will be piloting this in child protection this year. In Community Care, we are looking at the Talking Points materials with a view to piloting this approach within a community care team. We will then review our IT system development requirements to develop the functionality required to enable the recording of outcomes in a systematic way.

## 8 CONSULTATION PLAN

8.1 The following consultations are planned over the coming year:

- Consultation surveys will be carried out with service users, carers and referring agencies to the community care Pilot Intake Team. The pilot started in March and the consultation surveys will be carried out in June and August 2011. The pilot will include samples from areas covered by the pilot which is the Denny, Larbert and Falkirk areas.
- Carers will be consulted across the Falkirk area on the Draft Forth Valley Carers Strategy. This is planned for December 2011.
- Consultation with service users who have an interest in the ASSET employment scheme will take place in order to inform how the redesign of the service should take place.
- Families of children with disabilities will be consulted on how to make more equitable provision of short breaks can be achieved.
- Residents Burnbrae Care Home and their families will be consulted over how the planned refurbishment of the care home will be managed.
- Looked after children will be consulted as part of the Corporate Parenting Action Plan on how support to looked after children can be improved.

## 9 EFFICIENCY STATEMENT

- 9.1 The Social Work Budget is set to increase by £3.619m to £84.739 which is an increase of 4.5% after taking account of £0.620m savings. The largest single reason for the increase is the inclusion of £2.3m from the c£2.8m additional investment provided in the current year in recognition of spending pressures. Incremental increases for staff, increased pension costs and provision for price inflation for purchase of care from external providers are the main reason for the balance of the increase. The budget includes provision for continued funding of £0.420m in respect of the Adult Support and Protection Act. The budget also includes savings of £0.147m arising from the redesign of Youth Justice Services. This will be achieved by integrating youth justice services to high risk young offenders with the existing intensive family support service. £0.046m will be saved from rationalising accommodation and £0.030m from redesigning services delivered by Aberlour and Childcare Trust, in conjunction with the Falkirk Drug and Alcohol Partnership.
- 9.2 Proposed changes to fees and charges are also included in the report. No changes are proposed in respect of the charges which were introduced for the first time in November 2010.

## 10 RESOURCES

- 10.1 To deliver its functions Social Work Services has the following resources allocated to each Division.

### Revenue

Division	Budget 2011-12 £m
Community Care	62.291
Child Care	20.308
Mental Health	1.655
Service Strategy and Regulation	.485
<b>TOTAL</b>	<b>84.739</b>

- 10.2 This represents an increase in budget of £4.46 million - 5.6% compared to the previous financial year in 2010-11.
- 10.3 Our Criminal Justice service is funded entirely by the Scottish Government. The Gross Expenditure Budget for 2010/11 was £3,188,630. The financial allocation made for 2011-12 is shown below.

Division	Budget 2011-12 £m
Criminal Justice Service	3.2.

- 10.4 In addition to revenue resources the Council has allocated significant capital resources to invest in social work services. This includes the following:

### Capital

	2011/12	2012/13	2013/14
	£000	£000	£000
<b>Older People</b>			
Mecs Conversions	50	50	50
Older People's Accommodation	500	1,000	1,000
<b>Total</b>	<b>550</b>	<b>1,050</b>	<b>1,050</b>

- 10.5 These Capital funding developments do not require statutory notification under the Environmental Assessment (Scotland) Act.

### / Human Resources

## Human Resources

- 10.6 We recognise that we cannot deliver any service without the skills and talents of our employees. The staffing profile for each Division is noted below:

Division	Employee Profile	
	Head Count	FTE
Community Care	1,169	911.79
Children and Families and Criminal Justice	282	247.89
Support Services	60	54.06
<b>TOTAL</b>	<b>1,511</b>	<b>1,213.74</b>

## 11 STAKEHOLDERS

11.1 The Service has a number of stakeholders that includes:

<b>The table below outlines our key stakeholders across Social Work Service:</b>	
<b>Stakeholder</b>	<b>Relationship</b>
The public –	Citizens
Service users and Carers	Partners in the delivery of certain key objectives Consultees on various issues including service provision
Employees	Providers of service Partners in the delivery of service Recipients of services Consultees on key issues
Elected Members i.e. All Council	Set Policy and Strategy direction Set priorities for the Council and the service. Agree resources. Scrutinise our performance
Members, MP's MSP's, MEP's	Determiners of resource available to us Partners in the development of future services Advocates for constituents Lobbyists for particular issues
Other Council Services	Partners in the delivery of services Scrutinisers of our performance Recipients of our services Providers of our services
Other Public Agencies e.g. NHS Forth Valley, Falkirk Community Health Partnership (CHP), Central Scotland Police, Central Scotland Fire Service, Scottish Government, Forth Valley College, Fife and Forth Valley Community Justice Authority, Scottish Prison Service etc.	Partners in the delivery of services Partners in the development of policy and strategy Recipients of our services Providers of resources Contract us to provide services
Key Community and Voluntary Organisations	Partners in the delivery of service Partners in policy development Consultees in policy development Scrutinisers of our performance Contractors in the delivery of services

Other private Agencies/Businesses	Partners in service provision Recipients of services Consultees on policy and service delivery issues Contractors in the provision of services
Trade Unions	Consultees on all employee related issues
Regulators: External agencies involved in service regulation	Scottish Government Social Care and Social Work Improvement Service (SCSWIS) HMIE Scottish Social Services Council Audit Scotland Mental Welfare Commission Quality Improvement Scotland

## 12 GOALS AND VALUES OF THE COUNCIL

12.1 The goals and values of the Council and how they relate to the service we deliver is noted below. It must be stressed that this relationship is indicative and that all that we do has its origins in these goals and values.

<b>Goals and Values</b>	<b>Link to Function</b>
<b>Continuing to develop a thriving, sustainable and vibrant economy</b>	Training and development of staff Recruitment and retention of staff Supporting people into employment
<b>Improving the health, safety and wellbeing of our citizens and communities</b>	Providing critical care services; Supporting healthy choices in lifestyle; Providing protection services for our most vulnerable citizens
<b>Increasing our efforts to tackle disadvantage and discrimination in all its forms</b>	Protecting vulnerable children; Supporting people with lower incomes
<b>Creating and sustaining an environment in which people want to live, work and visit</b>	Continuing to support the Council's environmental commitments
<b>PUBLIC SERVICE, which means:</b> <ul style="list-style-type: none"> <li>• Fairness</li> <li>• Listening and responding</li> <li>• Being accessible</li> </ul>	Employee Care Trade Union Liaison Community and customer consultation Equal Opportunities Team Meetings
<b>PERFORMANCE, which means:</b> <ul style="list-style-type: none"> <li>• Providing quality</li> <li>• Achieving value for money</li> <li>• Promoting innovation</li> <li>• Seeking continuous improvement</li> </ul>	Public Performance Reporting Seeking quality standards, charter mark Performance measurement / monitoring IIP standard Best Value / service reviews Efficient Government Procurement
<b>PARTNERSHIP, which means:</b> <ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Sharing decision making</li> <li>• Encouraging participation</li> </ul>	Community Planning Communication work Consultation guidance Modernising Government Efficient Government Voluntary sector liaison Trade Union and Employee participation

Continuing to improve the health, safety and well being of our citizens and communities					
Corporate Aim	The performance measure we use	Benchmarks from which our targets have been derived	Falkirk's target 10/11	Performance 10/11	Target 11/12
People will have equitable access to local health, support and care	1 The number of months during the reporting year that the target of zero delayed discharge patients waiting 6 weeks or more was achieved. (SOA Indicator)	Scottish Government target	12	2	12
	2. The number of service users receiving a Rapid Response service during the year (total admissions prevented and early discharge facilitated)	2009/10 - 882	Meet all demand for service	830 (Demand met)	Meet all demand for service
	3. Home Care Service: The number of people aged 65+ receiving Home Care (SOA Indicator)	2009/10 = 1,883 rate per 1000 = 77.6	Maintain level of service	Data not yet available	Maintain level of service
	4. The number of Home Care hours per 1000 population aged 65+ (SOA Indicator)	2009/10 = 13,460 rate per 1000 = 554.8	Maintain level of service	Data not yet available	Maintain level of service

	5. The proportion of Home Care service users aged 65+ receiving personal care (SOA Indicator)	2009/10 = 83.6%	Maintain level of service	Data not yet available	Maintain level of service
	6. The proportion of Home Care service users aged 65+ receiving a service during evenings/overnight (SOA Indicator)	2009/10 = 29.5%	Maintain level of service	Data not yet available	Maintain level of service
	7. The proportion of Home Care service users aged 65+ receiving a service at weekends (SOA Indicator)	2009/10 = 61.0%	Maintain level of service	Data not yet available	Maintain level of service

## Increasing our efforts to tackle disadvantage and discrimination

Corporate Aim	The performance measure we use	Benchmarks from which our targets have been derived	Falkirk's target 10/11	Performance 10/11	Target 11/12
Vulnerable children will be protected	Work with the Reporter to the Children's Panel: 8. The proportion of social background reports submitted to the Reporter within 20 days (SOA Indicator)	Meet Scottish Govt. target = 75%; Better than 2009-10 Scottish average = 46%	75% of Reports	48% Provisional data from SCRA	75%
	9. The proportion of children requiring home supervision seen by a supervising officer within 15 days (SOA Indicator)	Scottish average = 89.3%	100%	Data not yet available.	100%
	10. The number and proportion of looked after children in community placements (SOA Indicator)	Better than the Scottish average = 90.4%	Better than Scottish average of 90.4%	89.4%	Better than Scottish average
	11. The number and proportion of young people who are looked after and accommodated who have a plan. (SOA Indicator)	Better than the Scottish average = 94.4%	100%	443 100%	100%
	12. The number and rate per 1000 child protection referrals/ investigations carried out during the year. (SOA Indicator)	2009/10 = 362 Rate per 1000 = 11.3	Target not appropriate	380 Rate per 1,000 = 11.8	Target not appropriate

Corporate Aim	The performance measure we use	Benchmarks from which our targets have been derived	Falkirk's target 10/11	Performance 10/11	Target 11/12
Our citizens continue to access critical services that meet their needs.	13. Community Care: The number of people whose community care assessment was completed during the year	Falkirk performance 2009/10 = 8,451 rate per 1000 = 70.8	Maintain service levels	8,319 people rate per 1000 = 69.1	69.1 per 1000
	14. The number of people receiving community care services during the year	Falkirk performance 2009/10 = 14,868 rate per 1000 = 124.6	Maintain service levels	15,308 people rate per 1000 = 127.1	127.1 per 1000
	15. The number of 'OT' equipment items provided by the Joint Loan Equipment Scheme during the year	Falkirk performance 2009/10 Number = 9,780 items rate per 1000 adult pop. = 82.0	Maintain service levels	Data not yet available	Maintain service level
	16. The number of 'OT' pending assessments at the end of the year	Reduce, from baseline @ March 2010 = 206	Reduce no. of pending assessments	268	Reduce
	17. The number of carers' assessments carried out during the year. (SOA Indicator)	Increase from baseline @ March 2010 = 2,193	Maintain numbers	1,896	Maintain numbers

Corporate Aim	The performance measure we use	Benchmarks from which our targets have been derived	Falkirk's target 10/11	Performance 10/11	Target 11/12
Our citizens will be protected	18. The number of adult protection investigations undertaken and the number of adult protection plans in place at the end of the year. (SOA Indicator)	2009/10 Data Investigations = 59 Adult Protection Plans = 6	Target not appropriate	Investigations = 67 Adult Protection Plans = 26	Target not appropriate
	19. The number of new MECS community alarms installed/upgraded during the year (SOA Indicator)	2009/10 = 777	Maintain provision	930	Maintain provision
	20. The total number of calls to MECS during the year and the proportion of mobile warden responses involved.	2009/10 = 79,903, 19.0%	Maintain provision	91,976 19.9%	Maintain provision
	21. Total number of people with community alarms at end of year	2009/10 – 6,134 (51.6 per 1000 18+ pop.)	Maintain provision	5,814 (48.3 per 1000)	Maintain provision
	22. The number of social enquiry reports submitted to courts and the proportion submitted by the due date. (SOA Indicator)	2009/10 = 1,731 99.8%	100%	Number = 1,375 99.0%	100%
	23. The number of new probationers and the proportion seen by a supervising officer within one week (SOA Indicator)	2009/10 = 220 93.0%	100%	Number = 239 93.7%	100%
	24. The number of service users with community service/payback orders supervised during the period (SOA Indicator)	2009/10 = 499	Target not appropriate	553	Target not appropriate

## Promoting Public Service, Performance, Partnership

Corporate Aim	The performance measure we use	Benchmarks from which our targets have been derived	Falkirk's target 10/11	Performance 10/11	Target 11/12
Promoting Public Service, Performance, Partnership	25. Sickness absence - % days lost	Council target = 4% 2009/10 = 7.7%	4.0%	7.0%	4%
	26. Staff turnover - % staff who have left (Housing & Social Work)	Chartered Institute of Personnel & Development: 13.3%	<13.3%	6.5%	<13.3%
	27. The number of complaints received; the proportion completed within the response time of 28 days, and the number referred to the Ombudsman	Best practice: Council Target = 70% 2009/10 = 265, 66.4% 0 to Ombudsman	Increase % completed within response time 0 to Ombudsman	349 70.2% 0	70% Increase % 0
	28. Budget outturn variance from planned budget	March 2010 = +3.6%	0	Data not yet available	0

## Scottish Government Single Outcome Agreement Indicators *(those not included in the list of performance measures above)*

Local Outcome/s	Indicator/s <i>(noting frequency / type / source)</i>	2009/10 Performance	2010/11 Performance	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Our citizens will be supported to make positive health choices in order that they can live longer (CP)	Staff qualification – the percentage of care staff who are qualified,  Working in care homes for older people (65+)	72.1%	Data not yet available	Better than the Scottish Average for 2008/09 65+: 62.5%	Better than the Scottish Average

Promoting healthy living within our communities (SCP)	Working in care homes other adults (18-64)	88.9%		18-64: 65.4%	
Reduce health inequalities (SCP)					
Improve emotional health, psychological and social well being. (SCP)	% of older people aged 65+ with intensive care needs receiving services at home	34.1%	Data not yet available	Maintain level of service	Maintain
Disadvantaged communities will benefit from better services (CP)	Number of benefit enquiries and benefit gains (FSF) Falkirk Council Citizen's Advice Bureaux	12,653 £5.6m	12,702 £5.4m	Target not appropriate	n/a
Increase the number of individuals participating in the local labour market (FSF)	Number of new debt cases and total debt negotiated (FSF) Falkirk Council	797 £30.3m	977 £21.9m	Target not appropriate	n/a
Increase household income (FSF)	Citizen's Advice Bureaux				
Vulnerable children will be protected (CP)	Number and rate per 1000 of looked after children at home at annual census	March 2009 - 168, 4.91	July 2010 - 184, 5.37	Target not appropriate (Scottish average: 5.58)	n/a
All our children will grow up in a safe environment where they are protected and enabled to enjoy their lives(SCP)	Number and rate per 1000 of children looked after away from home at annual census	March 2009 – 269, 7.86	July 2010 – 259, 7.56	Target not appropriate (Scottish average: 8.79)	n/a
	Number of children receiving Playscheme Respite sessions provided by the children with disabilities team	175	Data not yet available	Maintain level of provision.	Maintain
	% of looked after children who on leaving care achieve at least one subject at SCQF level 3 or higher	75.5%	Data not yet available	Better than the Scottish Average 62.5%	Better than the Scottish average
	% of looked after children who on leaving care achieve both English and Maths at SCQF level 3 or higher	41.5%	Data not yet available	Better than the Scottish Average 41.5%	Better than the Scottish average

Ensure the provision of a range of affordable housing options which meet the needs of local people including those with specific needs (LHS)	Privacy – percentage of residential care places that are in single rooms Older people (65+) Other Adults	94.0% 96.7%	Data not yet available	Better than the Scottish average 2008/09 65+: 91.7% 18-64: 92.3%	Better than the Scottish average
	The proportion of people in single rooms with ensuite provision in care homes Older people (65+) Other adults (18 -64)	75.2% 43.1%	Data not yet available	Better than the Scottish average 2008/09 65+: 74% 18-64: 51%	Better than the Scottish average
	The number and rate per 1,000 population of new adaptations provided during the reporting year	787 6.5 per 1,000	Data not yet available	Maintain level of service	Maintain level of service
Citizens and communities will be encouraged to take responsibility for their own health and well being (CP)	The number and rate per 1,000 clients obtaining self directed support	56 adults 0.47 8 children 0.25	41 adults 0.34 8 children 0.25	Target not appropriate	n/a