

(7) The no. and percentage of young people ceasing to be looked after who receive SCQF Level 3 in English and Maths – 74% (*Target 35%*)

Indicators 6)and 7) are subject to significant fluctuation each year given the small number of children involved in any year.

(8) %age of reports submitted to SCRA within 20 days – 52% (*Target 75%*) – *issues related to availability of staff resources addressed and current performance now on track.*

(9) %age of care leavers with a pathways plan – 100% (*Target 100%*)

CF 3

(1) %age of children with a disability who are open cases that receive community based support - 69% (*Target 75%*)

(2) No. of child care places – 2009(*Target 2100*)

3) Number of child care staff holding SSSC approved qualifications. – 77% (*Target 84%*)

4) Percentage of assessments of the needs of children with disabilities completed within 56 days of request. – 100% (*Target 100%*)

5) Percentage of children with a disability over 14 years who are open cases that have a plan addressing transition to adulthood. – 80% (*target 60%*)

6) Percentage of children in need assessments completed within 56 days of receipt. – 100% (*target*

Mark Lines

CF3 Relates to early years, family support and services to children with disability. Key areas to address in 2010/11 will be transition arrangements for vulnerable and disabled young people entering adulthood and the development of the new integrated early years team. The targets for the specific actions relating to this for 2009/10 are highlighted in italics and these will be taken forward in 2010/11 through the children's service planning processes and monitored through the social work development plan.

		<p>100%)</p> <p>7) Implementation of the Integrated Children's Service Plan (ICSP) on track</p> <p>CF 4</p> <p>1) Percentage of reports submitted to the Court by the due date. – 95% (Target 98%)</p> <p>2) Percentage of new probationers seen by a supervising officer within a week. – 84% (Target 75%)</p> <p>3) Average hours for completion of Community Service Orders - 2.98 (Target 3.7)</p> <p>4) Percentage of Community Service Orders successfully completed. 60% (Target 75%)</p> <p>5) Percentage implementation of supervision/intervention/outcome performance action plans. – 100% (Target 100%)</p> <p>6) Percentage implementation of Social Enquiry Reports performance action plan. -100% (Target 100%)</p> <p>An annual social work performance report has been completed and submitted to the social work management team</p>		Jon Belton	<p>CF 4 relates to criminal justice services which are provided as part of the partnership with East and West Dunbartonshire councils. A focus for improvement in 2010/11 will be the effectiveness of community service and probation as part of the implementation of the new Community Payback Orders and an implementation plan for the new order is being drawn up.</p>
Customer Results	How well has your service met the needs and expectations of customers	<p>Customer feedback is obtained through a number of means including: the use of Viewpoint to gain the views of looked after children and children affected by disability and children on the child protection register. At the present time one third of children have completed Viewpoint responses.</p> <p>This is complemented by the use of postal surveys for parents of</p>		David Bain	<p>This area of work is a priority for expansion in 2010/11 with the collation of a more systematic analysis of information obtained from Viewpoint along with an increase of the numbers of young people participating.</p> <p>The range of data obtained from these sources will be collated as part of the service response to our community engagement strategy 'Nothing about you without you'.</p> <p>The aim will be to triangulate customer results from</p>

		<p>children on the register. This is reported annually to the Child Protection Ctte</p> <p>Parental views of children affected by disability are sought through twice yearly liaison meetings</p> <p>Advocacy arrangements are in place through service level agreements with 'Who cares' and 'Children 1st'.</p> <p>The role of the Children's Champion is being developed.</p> <p>There is a well established programme of case file auditing for children's files</p>			<p>case file auditing, customer feedback and performance measures to give a validated evaluation of the extent to which we meet customer needs. This will involve the development of a framework to evaluate and compare performance in each of these areas</p>
Community Results	How sustainable is your service?	<p>Sustainability assessments are undertaken on major capital works. The future of revenue based services is subject to a detailed service review</p>		D Dunlop	<p>The future sustainability of the service is being examined as part of the councils modernisation programme which is due to report in Sept 2010</p>
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	<p>The service currently employs 219 FTE staff and has a turnover rate of 5.2 %</p> <p>92% of PDR's were completed with staff</p> <p>There is a well established programme of team meetings across the whole of the service and these are complemented by direct engagements with staff by senior managers through a number of routes including service specific areas such as child protection and through a well established programme of Head of Service</p>		Management team	<p>The PDR programme will continue in 2010/11 along with a review and reissue of the council's supervision policy for social work staff.</p> <p>Levels of staff absence will be monitored with early measures taken to assist staff where absence is an issue. Specific action is being taken to address outstanding long term absence cases.</p> <p>Recruitment and future succession planning issues will be monitored with particular attention given to high priority posts such as qualified social workers</p>

		<p>visits</p> <p>Annual sickness levels stand at 4.34%</p> <p>The %age of leavers in 2009/10 was 5.2%</p>			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<p>An annual staff survey is undertaken by the council's quality assurance team to gauge staff views in respect of involvement and understanding of strategic priorities. This has shown a positive level of engagement by staff in these strategic issues</p> <p>The service has run two authority wide self evaluation events involving staff at all levels within the organisation as part of planning for future services.</p> <p>92% of PDR's were completed with staff</p> <p>There is a well established programme of team meetings across the whole of the service and these are complemented by direct engagements with staff by senior managers through a number of routes including service specific areas such as child protection and through a well established programme of Head of Service visits</p> <p>The social work service has a training strategy overseen by a training board and well established training programmes are in place</p>		Management team	<p>The engagement of staff in planning for the service priorities will continue to be a key activity in the coming year. This will include staff participation in the Best Value service review in line with the review guidance , along with involvement in specific service reviews such as those relating to children affected by disability and early years. In addition staff will also participate directly in authority wide events such as self evaluation seminars and practice development events such as listening to young people.</p> <p>Training strategies will be formed in relation to feedback from PDR and from staff surveys such as that undertaken in relation to child protection.</p> <p>The future development of the social work training strategy will be discussed and taken forward in conjunction with the new OD manager and with the training board. This will include consideration of the future development of the role of the self directing practitioner and joint training activity with CPP partners.</p>

		<p>for residential staff, child protection, and support staff including secondments on professional social work training.</p> <p>The authority has a newly established local practitioner forum and a child protection practitioner forum.</p>			
Financial resources	Did your service achieve its target budget outturn?	<p>The service had a final outturn figure of £666k overspent.</p> <p>This mainly related to the increase of numbers of children in care particularly external residential placements, contact and welfare arrangements and support to children affected by disability</p>		D Dunlop	Action has been taken to review all expenditure in high cost areas and service strategies developed to address underlying causes of cost pressures, particularly the increase in the numbers of children becoming looked after. This is being taken forward by the Best Value Review of children's services and at an operational level by enhanced arrangements for care planning for looked after children through appointment of a second independent reviewing officer and the creation of ring fenced looked after children's workers.
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	<p>The service plan was established following a self evaluation process that involved staff from all levels within the service. This process involved a detailed self evaluation and the plan follows the performance improvement model established by the social work inspection agency. This process has been followed up by a further self evaluation event.</p> <p>This detailed service plan is complemented by the corporate service plan.</p>		D Dunlop / D Bain	The process of service planning will be extended to more explicitly include wider stakeholder interests
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	<p>The annual performance report compares the service performance against a number of key benchmarking partners.</p> <p>Ongoing liaison with SWIA and HMIE as external scrutiny bodies</p>		D Dunlop / H Kidd	Benchmarking will expand into process issues with key partners as part of service reviews and future service planning

		provides a national perspective through which to monitor performance			
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<p>The key performance indicators for the service are laid out within a thematic context in Pyramid. These were established through consultation and business process analysis with staff. These are reviewed weekly, monthly or in some cases quarterly with staff.</p> <p>The social work development plan is established against the national performance improvement framework and forms a process on continual self evaluation and the framework.</p>		D Dunlop/D Bain	The pyramid system will expand to include further area based reports. More systematic use of the system will be made at area and team level .
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	The service has well established partnership arrangements with the full range of partners. This is overseen by the strategic planning group 'Argyll and Bute's Children' and supported by three thematic groups: The child care partnership (early years); the child protection ctte ; and the children with additional needs planning group. In turn these groups are supported by seven local interagency children's service forums.		Management team	<p>The governance arrangements for integrated children's services will be addressed as part of future partnership developments.</p> <p>The new integrated early years team will become established with a further report on the review available by the end of 2010</p> <p>The final report on integrated approaches to children affected by disability will be completed early in 2010/11</p>
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	The major risks related to non recurring financial expenditure primarily the costs of children in external placements and demographic and societal changes which increase the demand for services such as the increase in demand for support for children affected by disability and the overall increase in numbers of children becoming looked after.		Management team	The key strategy for the service is to increase the capacity to care for more children in the local community thereby reducing the key risks. This is integral to a number of service priorities including the foster care strategy and the development of enhanced care planning arrangements for looked after children along with community based preventative measures.

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