

North Lanarkshire Council

Social Work Service Plan 2000 - 2003

Development Plan

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1. Mission Statement

The Social Work Department will:

- Promote the social welfare and social inclusion of the residents of North Lanarkshire.
- Demonstrate commitment to equal opportunities, tackling poverty and disadvantage.
- Base its services and policies on the principles of normalisation, empowerment, safeguarding rights, choice and high quality.
- Ensure assessed needs are central to social work services.

2. Social Work Activities

The main activities of the Social Work Department are:

- Assessing needs and making care arrangements.
- Providing and purchasing community care services, in partnership with Health and Housing.
- Acting as lead agency in community care planning.
- Providing a range of services for children and young people.
- Delivering Criminal Justice Services.
- Registering standards of care and inspecting residential homes and day services.
- Providing and funding information and advice services.
- Supporting vulnerable people and communities in North Lanarkshire and promoting their welfare.
- Consulting with users and carers to give them a say in the way social work services are provided.

3. Achievements In The Past Year

This section outlines our achievements in the year 1999-2000.

- ✓ Developed locally based advocacy for people with learning disabilities by providing funding for the North Lanarkshire Advocacy Project.
- ✓ Increased the numbers of approved carers and children supported through family respite.
- ✓ Developed local supported living projects for people with learning disabilities and people with mental health problems.
- ✓ Developed co-ordinated housing and support services for vulnerable young adults through the Healthy Living and Access to Employment projects.
- ✓ Developed a Mental Health Strategy with health agencies, service users and their carers.
- ✓ Improved training provided for foster parents and increased foster allowances.
- ✓ Introduced a multi-agency common assessment tool for people who misuse substances.
- ✓ Established joint assessments involving Criminal Justice and Child Care staff to help manage risk from offenders.
- ✓ Supported 15 individuals in supported employment through the 'Partnership Employment Project' and 'Employment, Challenge, Hope, Opportunities' project.
- ✓ Co-ordinated a benefits information and take up campaign for people who qualify for Council tax carers discount and disability rebates.
- ✓ Established 'Connections' project to help and research the needs of people with a mental health problem who are at risk of becoming homeless after being discharged from hospital
- ✓ Revised and made available community care public information leaflets including a Directory of Nursing Homes and Residential Homes for Older People.
- ✓ Developed an interagency supported employment strategy for people with disabilities
- ✓ Complaints procedure revised and improved.

4. Strategic Issues

This section describes the main strategic issues which face social work services.

4.1 Modernisation of Social Work Services in Scotland

The White Paper "Aiming for Excellence" announced major new initiatives to modernise Social Work Services. These will have a significant impact on the organisation and delivery of social work:

- **Assuring Quality:** there will be new requirements to develop a performance culture within social work; improve management information; and place a greater emphasis on inspection and accreditation.
- **A Strategic Framework for Children's Services** including an emphasis on Social Inclusion; three national priorities of foster care, advocacy for children and expansion of family centres; and improved safeguards for children.
- **Regulation of Care Services:** proposals include the creation of a new agency, the Scottish Commission for the Regulation of Care, for the regulation of all residential accommodation, home care, day care and adoption and fostering. National standards will be set in all of these areas.
- **Regulation of the Workforce:** through the creation of a Scottish Social Services Council which will require registration of staff in certain key groups and new codes of conduct and practice.

The Government has also launched an initiative to modernise Community Care, setting targets and timescales for local authorities and the Health Service to achieve.

4.2 Wider Government Initiatives

Wider initiatives which will impact on Social Work are:

- Best Value Regime.
- Introduction of Community Plans and Health Improvement Programmes.
- National priority given to Social Inclusion
- Reorganisation of the NHS - in particular new Local Health Care Co-operatives.
- National NHS priorities, in particular tackling health inequalities, mental health improving children's health.
- Community Schools initiative.

4.3 Local Circumstances

The social work service must respond strategically to local circumstances as well as national initiatives. Key trends and features include:

- More very frail older people and people with dementia.
- Growing numbers of people with complex disabilities and high needs.
- High mortality rates and poor health among many groups in the population.
- Unacceptably high levels of unemployment and poverty in many areas.
- More vulnerable young people facing the crisis of homelessness and living alone; these include young people who are at high risk and are looked after by the Council.

4.4 Limited Resources

The Social Work Department continues to face the challenging of delivering the best possible social work service in the context of high levels of need and demand and limited resources. Particular pressure can be seen on budgets for:

- Residential care and nursing homes.
- Equipment and adaptations.
- Respite care services.
- Home care services.
- Supported living services.
- Day care services.

4.5 Modernising Residential and Day Care Services

The Council is already in the process of reshaping its home care service following a major review. Inspection of its residential and day care services shows that action is required to bring these up to the standards local people have a right to expect for the future. The Council will have to address major strategic issues about:

- the shape of social care services for the future.
- creating more community based services.
- balance to be struck between Council's in house services and external provision.

The need for capital to modernise services will be a major issue, requiring the Council to consider the scope for new partnerships for the future.

Consultation with service users and their carers, and with the wider community will be needed to inform major strategic reviews.

5. Strategic Aims and Service Development Objectives

The Social Work Department has 7 strategic aims. These are set out in **bold** in this section with their corresponding service development objectives.

The table on page 8 shows the links between the Social Work Department's main aims and the Council's corporate priorities.

1. Protect vulnerable children and adults and promote community safety

- Promote high standards which protect vulnerable people.
- Take effective action to protect children and vulnerable adults.
- Actively contribute to community safety strategies.
- Ensure risk assessments are carried out.

2. Respect people's dignity and individuality

- Communicate with respect at all times.
- Listen to people and their carers.
- Give greater choice.

3. Improve people's control over their own lives and the care that they receive

- Improve information.
- Promote advocacy.
- Shift balance away from institutional care.

4. Enable high quality care to be provided in people's own homes or in a homely environment

- Flexible home care and day support services.
- Integrate health and social care services in people's homes.
- Quality improvement of Council's in house residential services.

5. Promote social inclusion

- Assist excluded groups to be heard and included.
- Promote social care services which include people through housing with support, employment and life opportunities.
- Help communities to tackle social exclusion and poverty.

6. Work in partnership with other Council departments, other agencies, local communities, users of services and their carers

- Involve service users.
- Work in partnership with carers to offer the practical supports they require.
- Strengthen partnerships to achieve joint aims and strategies.

7. Achieve Best Value and continuously improve social work services

- Maintain a strong customer and citizen focus at the centre of all the Social Work department's activities.
- Involve all staff in continuous improvement.
- Develop effective systems for performance measurement and reporting performance.

Social Work Department Strategic Aims And Corporate Priorities

Social Work Strategic Aim	Corporate Priority								
	Revitalise local democracy	Achieve new standards quality in the delivery of Council Services	Develop the economy and a business friendly environment	Give a new priority to education and training	Develop further programmes to meet the needs of the elderly	Reduce the incidence of poverty, deprivation and ill health	Promote the development and use of information and communication technologies	Rejuvenate town centres	Develop a rural strategy
Protect and care for vulnerable children and adults and promote community safety	-	✓	-	-	✓	✓	-	-	-
Respect people's dignity, individuality and independence	-	✓	-	-	✓	✓	-	-	-
Improve people's control over their own lives and the care that they receive	-	✓	-	-	✓	✓	-	-	-
Enable high quality care to be provided in people's own homes or in a homely environment	-	✓	-	-	✓	✓	-	-	-
Promote social inclusion	-	✓	-	✓	✓	✓	-	-	✓
Work in partnership with the Departments of the Council, other agencies, local communities, users of services and their carers	✓	✓	-	✓	✓	✓	✓	-	-
Achieve Best Value and continuously improve social work services.	-	✓	-	-	✓	✓	✓	-	-

6. Action Plan - Key Tasks

The Social Work Department Action Plan sets out the 7 main aims of the Service Plan in bold, with key tasks and timescales for achieving them. Where specific targets are not stated these will be defined in future monitoring reports.

Aims	Key Tasks	Timescale		
		Year 1	Year 2	Year 3
1. Protect and care for vulnerable people and promote community safety	New procedures for the protection of vulnerable adults.		✓	
	Joint social work/housing/health action plans to improve support for high risk young people	✓		
	Closely monitor risk assessments.	✓	✓	✓
2. Respect people's dignity and individuality	Improve joint assessments of need.	✓	✓	
	Develop programmes of user and carer consultation.		✓	✓
	Implement a customer care initiative in front line services.		✓	
3. Improve people's control over their own lives	An advocacy initiative for people with mental illness.	✓		
	An advocacy initiative for people with dementia.	✓		
	An advocacy initiative for children and young people.			✓
	Extend the programme of public information.	✓	✓	✓
4. High quality care in people's own homes or homely environment	Increase numbers of older people receiving complex packages of care delivered jointly with the Health Service by at least 30 per year.	✓	✓	✓
	Increase out of hours support in home care services by 10% per year.	✓	✓	✓
	Develop specialist supports for people with dementia and other groups with particular needs.		✓	
	Increase numbers of people in supported living by 20 per year.	✓	✓	✓
	Increase community day supports for young people with complex needs with a target of 6 people in the first year.	✓		
	Review residential services for older people.	✓		
	Review equipment and adaptations provision for people with physical disabilities.	✓		
5. Promote social inclusion	Support the development of a North Lanarkshire Community Care Forum, in partnership with voluntary sector.	✓		
	Increase numbers of people in supported employment by at least 10 per year.	✓	✓	✓
	Contribute to co-ordinated benefits take-up campaigns.		✓	✓
	Improve addiction services including increased support to offenders with substance misuse problems.	✓	✓	
6. Partnership working (To be promoted in achieving all key tasks)	Implement 'Modernising Community Care' and develop Joint strategies with the Health Services.	✓	✓	✓
	Develop services through Strategic Framework for Children's Services.	✓	✓	✓
	Strengthen supported employment partnership across all agencies.	✓		
7. Achieving Best Value	Extend use of quality assurance models.		✓	
	Introduce improved Performance Measurement systems		✓	
	Best value review - home care services.	✓		
	Best value review - residential accommodation for older people.		✓	
	Best value review - services for people with a learning disability.			✓

7. Performance Monitoring And Improvement

SOURCE OF IMPROVEMENT ACTION <small>List the names of each review under the appropriate heading</small>	PERFORMANCE IMPROVEMENT TARGET <small>For each review, identify the five most significant service improvement actions to be implemented using SMART criteria</small>	INCLUSION IN SERVICE PLAN <small>Cross refer to Service Plan proposal eg Schedule B Priority No.3</small>
BEST VALUE SERVICE REVIEWS		
Best Value Review 1 of Children's Services	Improve staff training and supervision in children's homes. Well maintained children's homes. All accommodated children to have a care plan. Recruit more foster carers. Recruit more shared carers.	Key task - Strategic Framework for Children's Services
INTERNAL AUDIT		
In house home care review	Increase numbers supported by intensive home care services. Establish out of hours home care services. Clarify home care practice procedures and implement them. Implement new staffing structures and conditions. Improve home care management information systems.	Key tasks - Home Care
Joint Mental Health Framework	Create network of integrated services. Develop joint services for people with special needs. Improve capacity of home care services to support people who are mentally ill. Develop independent advocacy. Develop specialist services including those for people with early on-set dementia.	Key tasks - Partnership, Home Care, Advocacy and Specialists Supports
EXTERNAL AUDIT		
-	-	-
SOCIAL WORK SERVICES INSPECTORATE		
Inspection of criminal justice services to sex offenders	Review risk assessment. Address the immediate needs of young people who are sex offenders. Improve planning and review mechanisms for young sex offenders.	Key Task - Risk Assessments
OTHER SOURCES (Please identify e.g. Complaints System)		
-	-	-

8. Consultation And Communication

Consultation on the Service Plan is included in the consultation undertaken by the Social Work Department in the preparation of the Joint Community Care Plan, Joint Accommodation Strategy, Children's Services Plan, Criminal Justice Strategic Plan and their respective annual updates.

In addition, the Service Plan has been informed by major consultation exercises with people with a learning disability, people with mental health problems and children who are looked after and accommodated. Comments received are taken into account in the development of new or reconfigured services.

In particular, participants in consultation arrangements have emphasised the need for locally available flexible and out of hours services. These themes are reflected in the Service Plan in the developments of services for people with a learning disability, people with mental health problems and home care services for older people.

Specific arrangements for consultation on the Social Work Department Development Plan include producing a summary for wide distribution to:

- All elected members;
- All social work staff;
- All Council departments;
- Health, housing, social care and education organisations; and
- Representative local community based organisations and national bodies including trade unions.

The Social Work Department is developing a Service User Consultation Strategy which will inform future consultation arrangements. In addition, the Department is developing a Council-wide intra-net site to improve the communication of policies and procedures to a wider range of Council employees.