



REGIONAL



PLAN



2010/11

West  
Region



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## 2. Foreword

West Region faced a taxing year during 2009/10 for a variety of reasons. Despite this, services continued to improve. This achievement is very much appreciated and thanks goes to all staff for their efforts.

The theme of this plan for 2010/11 is Modernisation. This plan will provide the focus for us to take the modernisation agenda forward together. We must modernise the way we work and take unique local contextual differences into account whilst implementing the national modernisation agenda. This may involve; some restructuring of services, the introduction of new roles to support the already excellent work achieved within the Region, new ways of working for example improved processes and better systems to support those processes.

Going through change can be difficult but it is also very exciting and I am confident we will support each other in implementing the modernisation agenda. We all want to achieve the delivery of better services for Children and Young People and the modernisation theme and focus within this plan will help us to achieve this.

My thanks again to you all for your dedication and for the achievements you made during 2009/10 and I look forward to delivering, with you, our plan for 2010/11, so that together we can achieve even more.

*Reporter Manager, West Region.*

## 3. Introduction

### 3.1 The Planning Approach

This Regional plan is for the period April 1<sup>st</sup> 2010 to March 31<sup>st</sup> 2011 and has been developed to be used as a tool for structuring and evaluating our collective activities over this period. The Regional plan is influenced by;-

- Planning Sessions, using EFQM Self Assessment, with the Regional Team, Glasgow and North Strathclyde Management Teams which took place between January and March 2010.
- Detailed performance analysis of year to date data for 2009/10.
- A review of the Regional Plan 2009/10 and findings from the practice self assessment exercise, practice audits, partnership initiatives, HMle and SWIA inspections and performance data.

### 3.2 Standards and Principles

#### HMle Standards

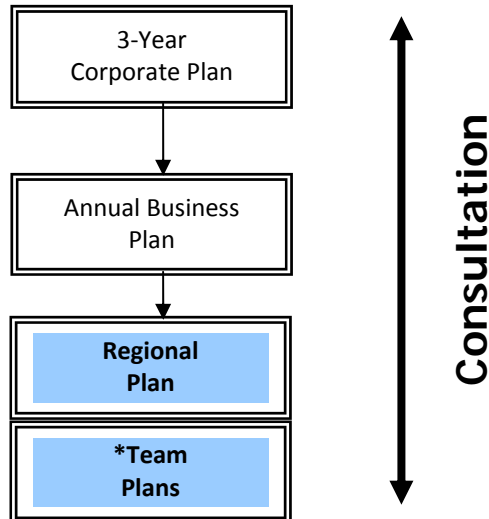
- Children get the help they need when they need it.
- Professionals take timely and effective action to protect children.
- Professionals ensure children are listened to and respected.
- Agencies and professionals share information about children where this is necessary to protect them.
- Agencies and professionals work together to assess needs and risks and develop effective plans.
- Professionals are competent and confident.
- Agencies work in partnership with members of the community to protect children.
- Agencies, individually and collectively, demonstrate leadership and accountability for their work.

### SCRA Practice Principles

- ☑ Each child is unique and has unique needs
- ☑ Each child has a right to care and justice
- ☑ Working in partnership promotes the welfare of the child
- ☑ Decision making will be fair and timely
- ☑ The least intervention possible will be used to ensure the best possible outcome for the child

### 3.3 The Planning Structure

The structure of the planning process is shown below, with the 3-year corporate plan being translated into an annual business plan. The objectives from the corporate plan are then incorporated into regional and team plans. In turn, the performance objectives are cascaded throughout the Organisation into individual's objectives.



\* Within this context, “team” is defined as the Glasgow Management Team and the North Strathclyde Management Team. These management groups consist of the following teams;

Glasgow Management Team	North Strathclyde Management Team
Glasgow East	Argyll and Bute
Glasgow North	East Dunbartonshire
Glasgow North East	Inverclyde
Glasgow South East	Renfrewshire
Glasgow South West	East Renfrewshire
Glasgow West	West Dunbartonshire

## 4. Profile

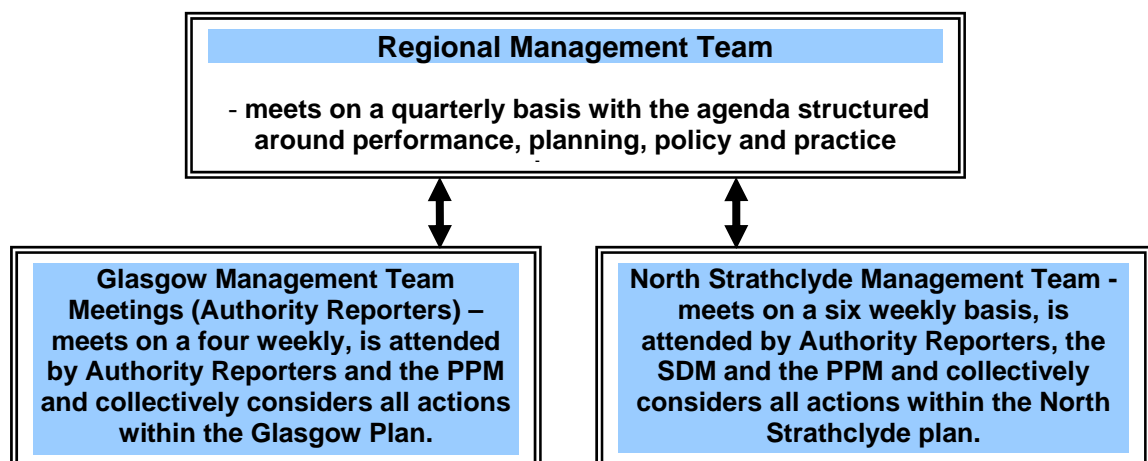
### 4.1 Demographics

**Table 1: Child Population Figures (GRO 2008 Mid Year Estimates)**

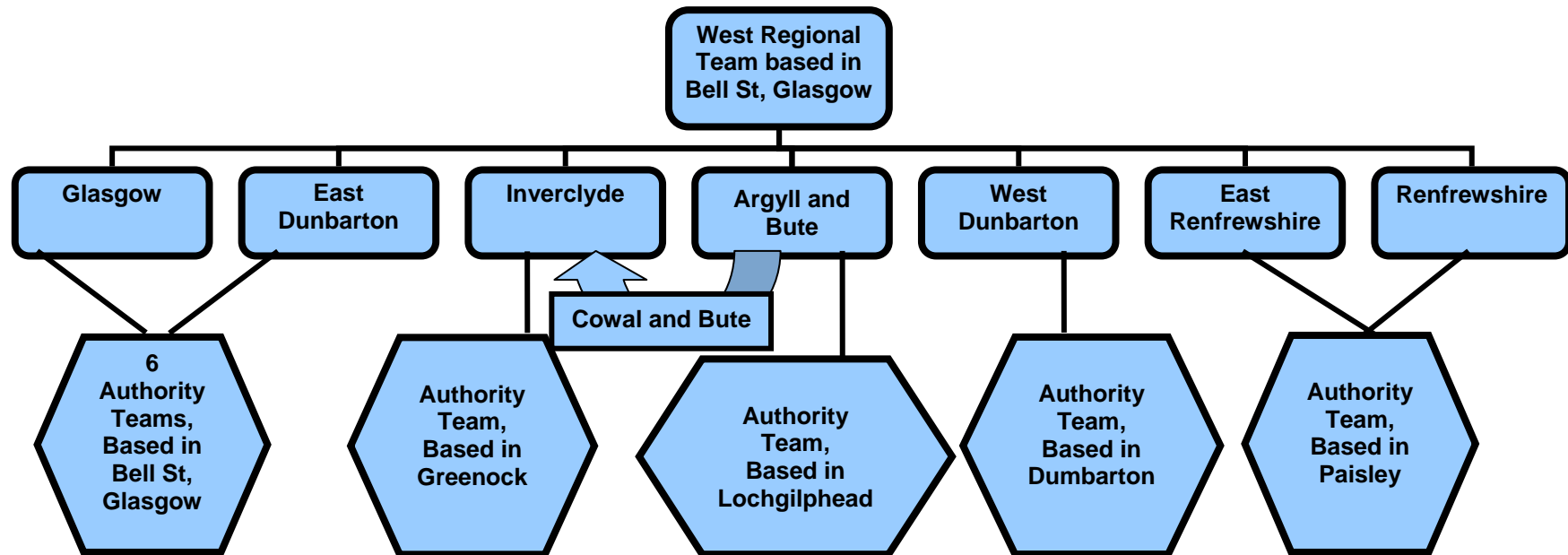
Area	Total Population	% Male Population under 16	% Female Population under 16
<b>SCOTLAND</b>		<b>19</b>	<b>17</b>
Argyll & Bute	90,500	17	16
East Dunbartonshire	104,720	20	17
East Renfrewshire	89,220	22	19
Glasgow City	584,240	17	16
Inverclyde	80,780	19	16
Renfrewshire	169,800	19	17
West Dunbartonshire	90,940	19	17

**Argyll and Bute** - more than 50% of all residents live in a rural area. Employment levels and weekly earnings are lower than the national average. **East Dunbartonshire** is on the urban fringes of Glasgow City. It is essentially a prosperous area with some of the least deprived areas in Scotland. **East Renfrewshire** area has very considerable advantages over some other councils in Scotland which have much higher levels of deprivation. **Glasgow City's** socio-economic context presents significant challenges to those providing services to protect children. Unemployment levels are higher and earnings lower than the Scottish average. There is a growing community of migrant workers. Deprivation and levels of domestic abuse and drug related offences are high. **Inverclyde** is one of the poorest local authorities in Scotland, with 47% of the total population living in, or on the margins of poverty and the death rate is 14-15% higher than for Scotland as a whole. **Renfrewshire** is a combination of urban and rural areas, has a population of 169,800 with 20.9% under the age of 18 years. The estimated population of **West Dunbartonshire** is 90,940 of whom 19,400 are under 18 years. The council area is one of the smallest and most deprived in Scotland.

### 4.2 West Regional Management Structure



### 4.3 West Regional Team Structure



#### 4.4 West Region Workload Information – based on workload as at Q3 2009/10

Workload Area	Central West	East	North	West	SCRA	West as % of National Figure
Children	5254	2662	1541	3471	12926	27
CPO	31	51	24	43	149	29
Children with SR Activity	1349	1270	638	1775	5032	35
Hearing Activity	2876	2760	1212	3512	10360	34
Court Apps	264	255	106	346	971	36
Court Apps Led concluded during period	30	25	1	27	83	33
No. of Appeals Concluded during period	34	52	29	49	164	30
Court Warrants	90	85	41	118	334	35
Custody Referrals	2	2	1	12	17	71
Comp to National	1.00	0.98	0.85	1.08		

Table 2 above shows a workload comparison between Regions. **West Region experiences a relatively high level of workload as compared with other Regions.**

**Over and above the workload figures outlined in table 2, West Region currently has approximately 50% of all non-disclosure cases in Scotland** and it is recognised that non-disclosure cases require adequate time to process to reduce the risks of breaches.

In terms of the context of workload in relation to performance, the workload levels, including non-disclosure cases, have a bearing on the ability of individual teams and subsequently the Region's ability, to achieve improved performance. The figures above suggest that within West Region, a higher percentage of children referred, as compared to other Regions, are in need of compulsory measures of supervision.

The workload levels, combined with the volume and quality of service required for children requiring compulsory measures means that West Region is operating within a very challenging context.

#### 4.4 West Region Performance Information – Year on Year Comparison

Performance Data Comparisons Year on Year – West Region	06/07	07/08	08/09	09/10 YTD (as at 130410)	09/10 Targets
Receipt to Registration within 10 Working Days.	80%	89%	91%	88%	90%
% of Hearings that take place within 20 working days from Reporter decision	68%	69%	77%	75%	71%
% of Hearings that take place within 30 working days from Reporter decision	86%	89%	91%	91%	92%
% of written notifications of referral outcomes sent to children and families from the Reporter within 5 working days	62%	77%	86%	85%	85%
% of written notifications of Hearing decisions sent to children and families from the Reporter within 5 working days	88%	91%	98%	93%	90%
% of decisions on referrals made within 50 working days of receipt	70%	74%	78%	75%	68%
The average number of days for referrals on offence grounds from date of receipt of referral to Hearing decision	77	76	75	71	67
The average number of days for referrals on non-offence grounds from date of receipt of referral to Hearing decision	138	149	133	139	123
% of non-offence applications established at court	89%	87%	91%	93%	94%
% of initial Hearings proceeding to disposal	70%	71%	72%	74%	75%
Social Work reports submitted within 20 days	34%	38%	37%	40%	75%

Despite the challenging context, as can be seen from the KPIs above, West Region has consistently improved in the majority of areas year on year since 2006/07.

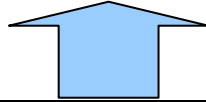
## 5. Regional Plan 2009/10 – Summary of Progress

Ref	Objective	Outcome Measure	Outcome Measure Baseline	Outcome Measure Results 2009/10	Objective Achieved
1.	To ensure compliance with key policies and procedures	<ul style="list-style-type: none"> <li>Implementation of information sharing policy by due date</li> <li>Implementation of information strategy by due date</li> <li>Absence policy implementation improved</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring system for implementation of absence policies in place.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring system in place.</li> <li>Policies not implemented due to delay from HQ plans – due to be implemented 10/11</li> </ul>	Yes where within our control √
2.	To effectively manage resources and ensure staff are managed supported and developed.	<ul style="list-style-type: none"> <li>Implementation of training plan by due date/s.</li> <li>Implementation of new technology solutions and feedback from partners.</li> <li>Increased capacity and flexibility of property.</li> <li>Regional events take place.</li> <li>Review findings of regional team support, reception and court team implemented.</li> <li>Review findings of resources within the region implemented.</li> <li>Reduction in % sickness absence.</li> <li>Reduction in % unfilled posts</li> </ul>	<ul style="list-style-type: none"> <li>Avg Sickness rate per team Q3 08/09 - 5.86%</li> <li>% unfilled posts Dec 08 - 6%</li> <li>No baseline for other measures.</li> </ul>	<ul style="list-style-type: none"> <li>Training plan implemented</li> <li>Electronic transfer of receipt of sw reports implemented.</li> <li>Increased capacity of property achieved.</li> <li>Regional events did not take place</li> <li>Review findings from regional team support, reception and court team implemented.</li> <li>Review findings from resources review not implemented.</li> <li>Avg Sickness rate per team Q3 09/10 – 7.91%</li> <li>% unfilled posts Dec 09 - 11%</li> </ul>	Whilst 4 from 8 achieved, decline evident in other areas Therefore Overall objective not achieved.
3.	To improve the management of practice	<ul style="list-style-type: none"> <li>Case sampling results.</li> <li>Practice Audit results</li> <li>Implementation of new and revised practice instructions by due dates.</li> </ul>	<ul style="list-style-type: none"> <li>08/09 results</li> <li>No comparisons completed for practice audits.</li> <li>No comparisons for new practice instruction.</li> </ul>	<ul style="list-style-type: none"> <li>Favourable comparison between case sampling results. 08/09 and 09/10</li> <li>Non disclosure and role of reporter practice instructions implemented by due dates</li> </ul>	√
4.	To improve performance in Key Performance Areas	<ul style="list-style-type: none"> <li>KPI Results</li> <li>EFQM accredited assessors level achieved.</li> <li>EFQM self assessment informs the planning process for 2010/11.</li> </ul>	<ul style="list-style-type: none"> <li>See section 4.4.</li> <li>n/a</li> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>See section 4.4.</li> <li>Accreditation achieved.</li> <li>EFQM applied.</li> </ul>	√

## 6. Objectives 2010/11

### SCRA Outcomes

- The quality of our decision-making has the best possible effect on the safety and protection of children and young people.
- Outcomes for children and young people are improved by working collaboratively with our partners involved in the Children's Hearings System.
  - Our service to children and young people, their families and the communities in which they live is
    - Efficient, responsive, inclusive and continually improving.



### West Region's Regional Objectives

Objective 1 – Improve the Use and Management of Resources	Objective 2 - Engagement with Partners and Stakeholders	Objective 3 – Leading and Managing Change	Objective 4 - Continuously Improving What We Do
<ul style="list-style-type: none"> <li>■ To modernise the roles within West Region to increase flexibility of resources and minimise crisis management.</li> <li>■ To review and improve current management arrangements within Glasgow and North Strathclyde SCRA Teams</li> <li>■ To revise current outreach hearing centre and accommodation arrangements to support increased flexibility of approach.</li> </ul>	<ul style="list-style-type: none"> <li>■ To implement an improved approach to engagement with partners.</li> <li>■ To implement an improved approach to the engagement and participation of children and young people</li> </ul>	<ul style="list-style-type: none"> <li>■ To further develop leadership competency throughout the Region.</li> <li>■ To review all operational processes within Glasgow SCRA teams to achieve improved effectiveness, efficiency and economy.</li> <li>■ To review and improve current court work arrangements within the Region</li> </ul>	<ul style="list-style-type: none"> <li>■ To introduce a more efficient approach to all initial contacts with Glasgow SCRA teams to ensure economies of scale.</li> <li>■ To implement any identified improvements resulting from reviews of practice, audits, inspections and self assessments.</li> </ul>

## 7. Budgetary Statement

Heading	Budget for 20010/11
Staff Costs	4,234,291
Property Costs	770,472
Travel and Subsistence	40,882
Supplies and Services	266,713
<b>Total</b>	<b>5,312,358</b>

## 8. Training Plan

Development/ Training Area	Teams/Individuals Affected
2 Regional Events for Glasgow and North Strathclyde Staff	All Staff
2 Team Building sessions	1 Glasgow team and Paisley office
Partnership Development	Renfrewshire and East Renfrewshire
Planning days 5	GMT, NSMT and Regional Team
Modernising West Project Work	All Authority Reporters
Management Team Building	Glasgow and North Strathclyde Managers
Regional Team development	Regional Team staff
Mediation estimate	To be confirmed
Monitoring and Management Absence training	All Managers
Professional Training complex case managements	To be confirmed

## 9. Approval

The approval process is as follows;-

### Regional Plans

❖ Consultation with Regional Management Teams (RMTs).
❖ Sign off by the Reporter Manager.
❖ Consultation with Head of Planning.
❖ Sign off by the Executive Management Team.

## 10. Monitoring and Managing the Plan

### 10.1 Monitoring the Plan

The GMT and the NSMT management team plans is the core agenda item of each individual management meeting and will be monitored during 20010/11 by way of trackers used by each management team and progress reports to the Regional Management Team. This brings planning, responsibility and accountability to the heart of the management teams at both Regional and Authority levels. Through this mechanism, there exists an appropriate level of scrutiny and accountability in terms of implementation of the plan at all levels within the Region.

All Management Teams focus on performance and this is a standing agenda item at each of the three meetings. However, should significant performance issues arise for individual teams; these are addressed by support being provided by the Planning and Performance Manager to the Authority Reporter and team concerned. Generally, this results in a team specific performance action plan which is monitored on a regular basis through meetings held between the Reporter Manager and Authority Reporter. Detailed quarterly performance reports are provided to the RMT. These reports highlight not only regional performance but team specific improvements or decline.

Risks to the implementation of the plan, containing and managing those risks, will be a key agenda item at every Regional management meeting.

### 10.2 Managing Risk - Operational Risk Register

Risk Type	Description of Risk	Assessment	Controls in place/Assessment of Operation/Validation Performed	Action Plan & Timescales	Owner
People Reputational	Risk of lack of sufficient funding to improve or sustain current quality of Service provision	20	Restructuring within Region, raising resource issue within EMT, Improving efficiency.	Actions as outlined within West Regional Plan 1. Improved efficiency , restructuring and reallocation of resources during 2010/11 – Dec 2010 2. Raise issue within EMT -	Reporter Manager
People Reputational	Risk of increase of staff absence rates, low morale and staff turnover	15	Reprioritisation of activity, restructuring within Region.	As above.	Reporter Manager
People Reputational	If risks in 1 + 2 above are realised, the risk of a negative impact on external partnerships.	15	Reprioritisation of Partnership working involving partners and containing expectations.	Actions as outlined within West Regional Plan. 1. Partnership project North Strathclyde – May 2010. 2. Management Project – Glasgow – July 2010.	Reporter Manager

## 11. Action Plans

### 11.1. Regional Team Action Plan

Objective 1 – Improve the Use and Management of Resources			
Reference & Priority	Milestone	Timeline	Responsible Person
RT1	To implement new roles and responsibilities within West Region to increase flexibility of resources and minimise crisis management.	July 31 <sup>st</sup> to September 30 2010	Jackie Robeson/Jim Doherty
RT2	The development of a more stable and settled workforce in terms of vacancy and absence management.	April 30 <sup>th</sup> 2010 to March 31 <sup>st</sup> 2011	Jackie Robeson/Jim Doherty
RT3	To review current outreach hearing centres and accommodation arrangements to support flexibility of approach.	September 1 <sup>st</sup> to Dec 31 <sup>st</sup> 2010	Tbc
RT4	To review current arrangements for management of resources, staff and peripatetic support and include devolvement of responsibility in review.	July 1 <sup>st</sup> to Sept 30 <sup>th</sup> 2010	Jackie Robeson/Jim Doherty
Objective 2 – Better Engagement with Partners and Stakeholders			
Reference & Priority	Milestone	Timeline	Responsible Person
RT5	To implement the National Partnership Strategy within West Region.	June 30 <sup>th</sup> to September 30 <sup>th</sup> 2010	Shirley MacDonald
RT6	To improve partnership working arrangements between the Regional Team and Authority Teams.	April 30 <sup>th</sup> to Sept 30 <sup>th</sup> 2010	Michelle Diston
Objective 3 – Leading and Managing Change			
Reference & Priority	Milestone	Timeline	Responsible Person
RT7	To further develop leadership competency throughout the Region.	April 30 <sup>th</sup> 2010 – March 31 <sup>st</sup> 2011	Jackie Robeson/Jim Doherty
Objective 4 – Continuously Improving What We Do			
Reference & Priority	Milestone	Timeline	Responsible Person
RT8	To develop and support implementation of the National Case Sampling approach	May 31 <sup>st</sup> 2010 – November 31 <sup>st</sup> 2010	Shirley MacDonald
RT9	Improved performance in key performance areas.	April 30 <sup>th</sup> 2010 – March 31 <sup>st</sup> 2011	Shirley MacDonald

## 11.2 Glasgow Management Team Action Plan

Objective 1 – Improve the Use and Management of Resources			
Reference & Priority	Milestone	Timeline	Responsible Person
GM1	To review and improve current management arrangements within Glasgow SCRA teams.	September 30 2010	Paul Harkness/ Gordon Bell
Objective 2 – Better Engagement with Partners and Stakeholders			
Reference & Priority	Milestone	Timeline	Responsible Person
GM2	To review and re-prioritise partnership working.	September 30 <sup>th</sup> 2010	Tbc
GM3	To implement an improved approach to the engagement and participation of Children and Young People.	September 30 2010	Erica Murray
GM4	To improve engagement with staff within the Glasgow SCRA teams.	June 30 2010	Tbc
Objective 3 – Leading and Managing Change			
Reference & Priority	Milestone	Timeline	Responsible Person
GM5	To review key operational processes within Glasgow SCRA teams to achieve improved effectiveness efficiency and economy.	May 31 2010	Erica Murray
GM6	To review and improve current court work arrangements within Glasgow.	May 31 2010	Gordon Brechin
GM7	To roll out changes to the Referrals Administration Database (RAD)	April to October 2010	Tbc
GM8	To roll out electronic sharing of information of 16/17 year olds on SR.	June to Sept 30 2010	Tbc
GM9	To implement electronic notifications of offence disposals to relevant police force.	October 2010 to March 31 2011	Tbc
Objective 4 – Continuously Improving What We Do			
Reference & Priority	Milestone	Timeline	Responsible Person
GM10	To introduce a more efficient approach for all initial contacts within Glasgow SCRA teams to ensure economies of scale.	December 31 2010	Jim McClafferty
GM11	To implement a National Case Sampling approach within Glasgow SCRA teams.	November 2010	Shirley MacDonald
GM12	To participate within the HMle joint inspection of Child Protection in Glasgow City Council	Feb/March 2011	Gordon Bell

### 11.3 North Strathclyde Management Team Action Plan

Objective 1 – Improve the Use and Management of Resources			
Reference & Priority	Milestone	Timeline	Responsible Person
NS1	To review and improve current management arrangements within North Strathclyde SCRA teams.	July 31 <sup>st</sup> 2010	Chris Docherty/Julie Patterson
Objective 2 – Better Engagement with Partners and Stakeholders			
Reference & Priority	Milestone	Timeline	Responsible Person
NS2	To review and re-prioritise partnership working.	September 30 <sup>th</sup> 2010	Kenneth Ritchie
NS3	To implement an improved approach to the engagement and participation of Children and Young People.	September 30 2010	Tbc
NS4	To improve engagement with staff within the North Strathclyde SCRA teams.	June 30 2010	Tbc
Objective 3 – Leading and Managing Change			
Reference & Priority	Milestone	Timeline	Responsible Person
NS5	To introduce pre-referral screening within East Dunbartonshire, Argyll and Bute and West Dunbartonshire Councils.	December 31 <sup>st</sup> 2010	Chris Docherty/ Douglas Hill
NS6	To roll out changes to the Referrals Administration Database (RAD)	April to October 2010	Tbc
NS7	To roll out electronic sharing of information of 16/17 year olds on SR.	June to Sept 30 2010	Tbc
NS8	To implement electronic notifications of offence disposals to relevant police force.	October 2010 to March 31 2011	Tbc
Objective 4 – Continuously Improving What We Do			
Reference & Priority	Milestone	Timeline	Responsible Person
NS9	To participate within the HMle joint inspection of Child Protection in East Renfrewshire Council.	May 31 <sup>st</sup> 2010	Julie Patterson
NS10	To participate within the HMle joint inspection of Child Protection in Renfrewshire Council.	October 31 <sup>st</sup> 2010	Nicola Harkness
NS11	To participate within the HMle joint inspection of Child Protection in Inverclyde Council.	November 30 2010	Kenneth Ritchie
NS12	To implement a National Case Sampling approach within Glasgow SCRA teams.	November 30 2010	Shirley MacDonald

