

Adult Services, Housing Options and Homelessness Service Service Plan 2024 - 2025



The principal purpose of the Service is to:

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

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

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

Adult care functions except for the Mental Health Statutory Work, Out of Hours Social Work delivery and part of the Single Access Point are delegated to the Integrated Joint Board for delivery through the Health and Social Care Partnership.

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

Economy

- Our Workforce and their skills base are growing.

Travel, Connectivity and Infrastructure

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

Health and Wellbeing

- Access to personal support and care helps keep people safe.
- People have access to high quality affordable housing that supports their independence, prosperity and wellbeing.

The service demonstrates the Council's Principles by:

Support our citizens



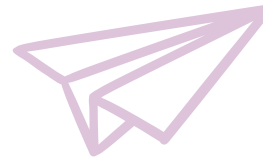
- Put customers at the heart of services: provide responsive and reliable services that achieve high standards of customer care.
- Support the most vulnerable and in need: target resources to have a positive impact for the most vulnerable, people in need and those who are disadvantaged.
- Address inequalities: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

Support our communities



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

Be a responsive Council



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



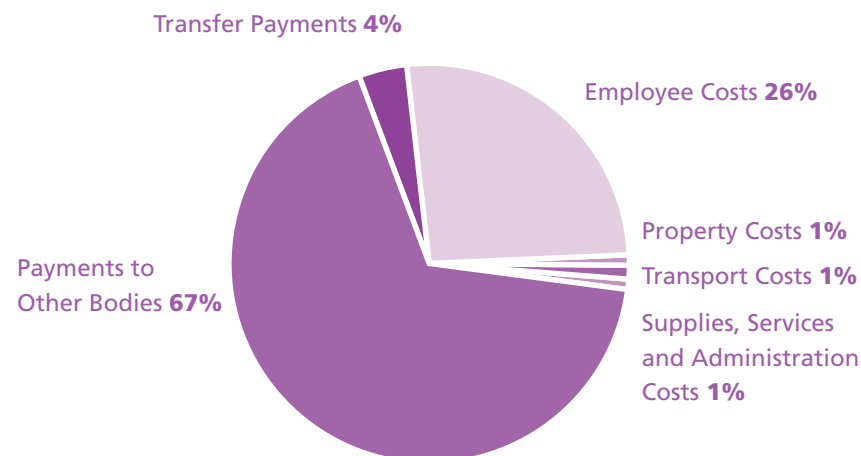
Resource Plan

The following resources underpin the delivery of the Service Plan:

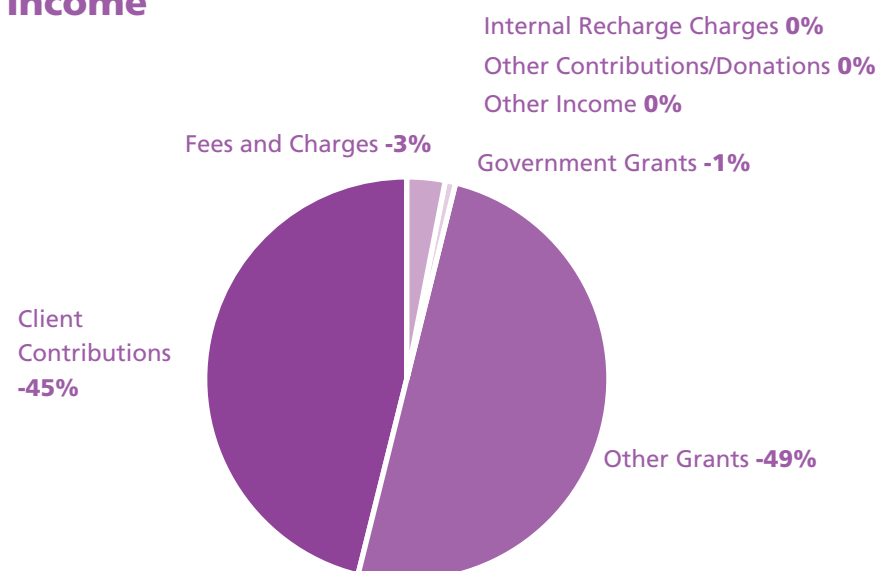
Budget:

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

Expenses



Income



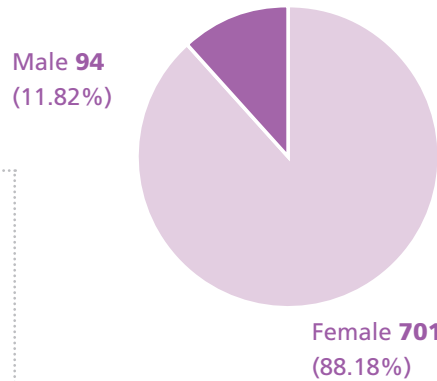
This is the Budget Estimates Summary for the whole of Social Work Services including Integrated Joint Board.

Workforce

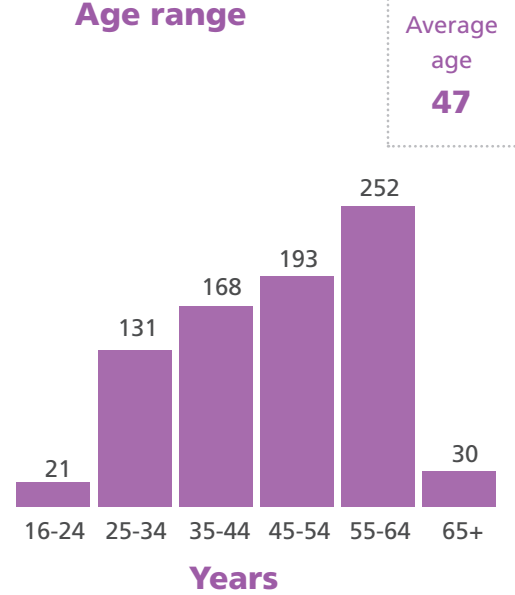
Our people, our posts

Adult Services, Housing Options and Homelessness Service including Finance and Information and Public Protection. It also includes Single Access Point which is in transition to Customer and Digital.

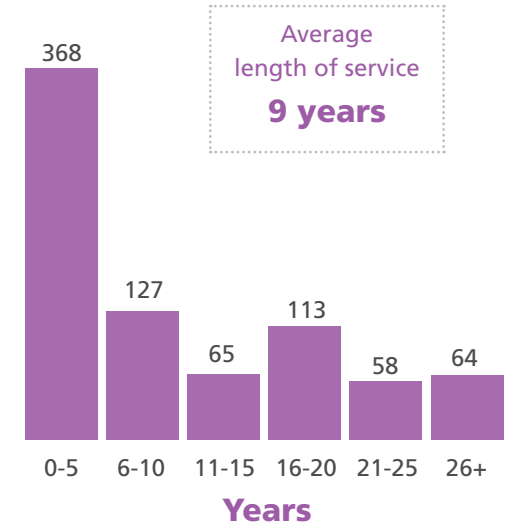
Gender



Age range



Length of service



Our People as at 1 April 2024

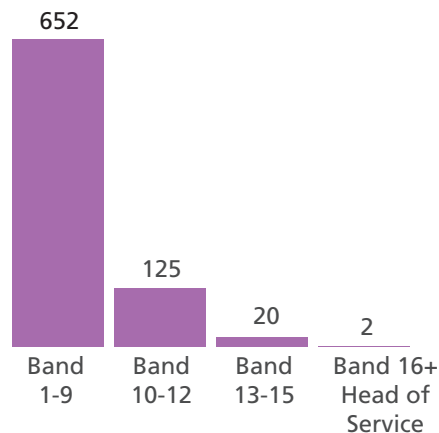


Number of people
795

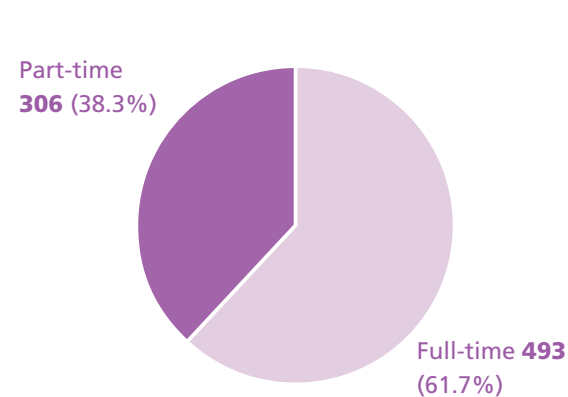


Number of posts
799

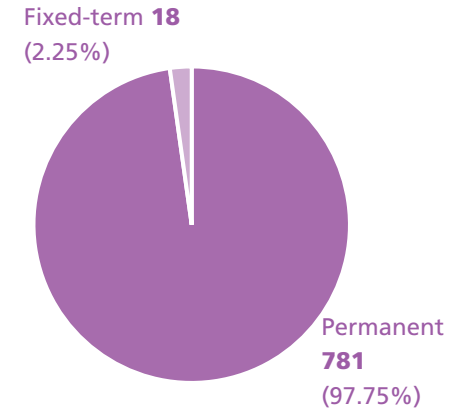
Pay Band of Employees



Employment Basis



Employment Type



Workforce Planning

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

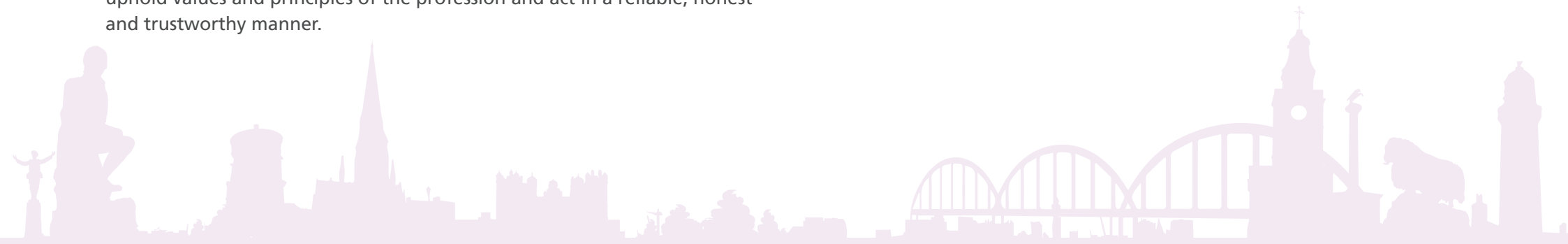
It is our ambition to have a diverse workforce that is representative of the people of Dumfries and Galloway. Staff working in Social Work and Social Care Services in Dumfries and Galloway will feel valued and committed ambassadors of the local social work workforce.

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

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

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

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



Adult, Housing Options and Homelessness Service Plan 2024/25 – all data will be recorded and reported through Pentana

Council Plan Delivery 2024/25

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

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

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

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

Strategic Outcome 19: Prevention and early intervention assist people to have independent lives.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
CARRY FORWARD - Implement the Housing Options and Homelessness Strategy 2023-2028 which will provide assistance to those at threat of homeless.	Housing Options and Homelessness Team	

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

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEW - Deliver on localised self-directed support in line with legislation and Scottish Government's SDS Improvement Plan 2023/27.	Adult Services / Children and Families / Strategic Planning and Delivery Team	Council Plan
NEW - Implementation of the next phase of Right Care, Right Place, meeting the health and social care needs of the communities.	Adult Services	

Strategic Outcome 23: People have access to high quality affordable housing that supports their independence, prosperity and wellbeing.

Delivery Plan Action	What team will do it?	Linked Strategy / Plan
NEXT PHASE - Commence the test of change for the Housing First for Youth model to see how it would look for the region together with engaging with partners and external agencies.	Strategic Planning and Delivery Team / Children and Families/ Housing Options and Homelessness	Housing Options and Homelessness Strategy 2023-2028



Service Delivery 2024/25

What are we planning to do?	What team will do it?	Linked Strategy / Plan
Deliver the Chief Social Work Officer Annual Report 2023/24	Chief Social Work Officer / Strategic Planning and Delivery Team	
Deliver on our Workforce Plan	Chief Social Work Officer / Head of Service / Strategic Planning and Delivery Team	DGC Workforce Strategy

Adult Services

Progression of the Garrick Site, Stranraer (supported accommodation)	Complex Care and Support Team / Mental Health Team	
Review of high-cost care panel guidance and procedure	Complex Care and Support Team	
Development and Introduction of Child to Adult Transition procedure / guidance with complex needs	Complex Care and Support Team / Children with Disabilities Team	
Development and introduction of Mental Health Officer casual contracts to support training of grow your own mental health officers to respond to the demand on Mental Health Officer resources from adults with incapacity applications and delayed discharge	Mental Health Team	
Full review of Mental Health Team risk assessments and risk management practices across the service to improve safe practices and interventions for staff and service users.	Mental Health Team	
Review and alteration to Adults with Incapacity conferences to increase responsiveness of service in relation to adults newly assessed as lacking capacity and ensure there are timeous access to appropriate legal framework that supports decision making to the benefit of the adult.	Mental Health Team	
Representation and participation in the national steering group for Power of Attorney; with development of regional support information being available on national website.	Mental Health Team	

What are we planning to do?	What team will do it?	Linked Strategy / Plan
Participation in Health Improvement Scotland working group focusing on adults with incapacity and its impact on delayed discharges.	Mental Health Team	
For individuals subject to detention, under the mental health care and treatment (Scotland) Act 2005: <ul style="list-style-type: none"> • increase uptake of advanced statements and carers assessments as appropriate to their needs. • Introduction of MHO social circumstance report at detention review intervals to support best practice and interventions for individuals subject to long term detention orders • IT system updated to track data on these improvement areas 	Mental Health Team	
Review and update of the psychiatric emergency plan with partner agencies in the region.	Mental Health Team	
Physical Disabilities - Work closely with the Community Rehabilitation Team to improve access to Community Rehabilitation for people living outwith the Nithsdale area, ensuring equity of service provision across the region.	Homes Team	
Develop and maintain closer links with social housing providers to ensure that people living with long term health conditions and physical disabilities are allocated suitably adapted properties which meet their needs. This includes people who are delayed in hospital awaiting re-housing. This will be done alongside HSCP colleagues, resourced within current resource and will be ongoing for the duration of the plan.	Homes Team	

Housing Options and Homelessness		
What are we planning to do?	What team will do it?	Linked Strategy / Plan
Delivery on Housing Options and Homelessness Strategy 2023/28	Housing Options and Homelessness Team	Council Plan

Change and Improvement Activities 2024/25

What are we planning to do and what is the intended outcome?	What team will do it?	Linked Strategy / Plan
Migration to Sharepoint	Strategic Planning and Delivery Team	
Introduce Check Ins to ensure supervision and reviews are conducted for all staff aligned with professional supervision requirements of qualified staff	Strategic Planning and Delivery Team	
Refresh supervision policy	Strategic Planning and Delivery Team	
Adult Services		
Updating policy and procedures driven by national drivers and legislation including Self-Directed Support – Scottish Government new standards	Senior Operational Manager, Adult Services	
Housing Options and Homelessness		
Software upgrade of ABRITAS system	Homeless Strategy Officer	
Test of change of mobile devices for use by officers during onsite visits.	Homeless Strategy Officer	

Adult, Housing Options and Homelessness Services Success Measures 2024/25

Measures

Success Measure	Target	Timescale / Frequency	Benchmark
Number of Homeless Families in Temporary Accommodation (including Lone Parents)	40	Monthly	External (Scottish Government publish Homeless indicators)
Number of Homeless Presentations	1200	Monthly	External (Scottish Government publish Homeless indicators)
Number of successful interventions on tenancy evictions which prevent homelessness	100	Monthly	External (Scottish Government publish Homeless indicators)
Homeless households who have been permanently rehoused as a percentage of all social rented lets	50%	Quarterly	External (Scottish Government publish Homeless indicators)
Percentage of homeless cases re-assessed (as homeless or potentially homeless) within 12 months of completion of duty	13%	Quarterly	External (Scottish Government publish Homeless indicators)
Number of homeless applications received where someone has been a looked after child by the local authority less than 5 years ago	30	Quarterly	External (Scottish Government publish Homeless indicators)
Number of homeless applications received where someone has been a looked after child by the local authority more than 5 years ago	30	Quarterly	External (Scottish Government publish Homeless indicators)

Council Wide Indicators

Success Measure	Target	Timescale / Frequency	Benchmark
People			
The average number of days lost per all other (non-teacher) local government employees through sickness absence	9 days	Monthly	Internal / External: LGBF
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances	4%	Monthly	Internal
Percentage of staff who have completed an appraisal in the last 12 months - Updated	95%	Monthly	Internal
Enquiries/Complaints			
Percentage of Elected Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales	85%	Quarterly	Internal / External: Local Authority Complaint Handling Network
Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale.	85%	Quarterly	Internal
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescale	85%	Quarterly	Internal
Percentage of Youth Councillor enquiries dealt with through the Enquiry Service within the agreed timescale	85%	Quarterly	Internal
Percentage of Stage 1 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network

Percentage of Stage 1 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Freedom of Information and Environmental Information (Scotland) Regulations requests received that have been responded to within 20 working days of receipt	90%	Monthly	Internal/External
Percentage of requests for subject access requests completed within one month	85%	Monthly	Internal
Finance			
Revenue Budget Outturn - Projected Outturn as a % of Budget	100%	Quarterly	Internal
Health and Safety			
Number of Head of Service Safety Visits	2	Six Monthly	Internal
Total Number Significant Health and Safety Risk Priorities with Actions Overdue	0	Six Monthly	Internal
Total Number HSE/SFRS Interfaces resulting in legal enforcement action	0	Six Monthly	Internal
Number of HSE/SFRS Interfaces with actions overdue	0	Six Monthly	Internal
Number of RIDDOR reportable incidents outside of HSE legal reporting timescales	0	Six Monthly	Internal
Number of Serious Incident Investigation Reports Overdue	0	Six Monthly	Internal
Total Number of Serious Incident Reports with actions overdue	0	Six Monthly	Internal
Number of RIDDOR Reportable Dangerous Occurrences, Employee Injuries and Diseases	0	Six Monthly	Internal
Number of 3rd Party RIDDOR incidents	0	Six Monthly	Internal
Number of Reported Near Misses	Data only	Six Monthly	Internal
Number of Employee Reported Accidents	Data only	Six Monthly	Internal
Number of Reported Violent Incidents to Employees	Data only	Six Monthly	Internal

Local Government Benchmarking Framework Indicators

Success Measure	Target	Timescale / Frequency	Benchmark
Older persons (over 65) home care costs per hour	TBC	Annual	Internal / External: LGBF
Direct payment and personalised budget spend as a % of total social work spend on adults 18+	TBC	Annual	Internal / External: LGBF
Percentage of people 65+ with long-term needs receiving care at home	TBC	Annual	Internal / External: LGBF
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	TBC	Annual	Internal / External: LGBF
Percentage of adults supported at home who agree that they are supported to live as independently as possible	TBC	Annual	Internal / External: LGBF
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	TBC	Annual	Internal / External: LGBF
Percentage of carers who feel supported to continue in their caring role	TBC	Annual	Internal / External: LGBF
Residential costs per week per resident for people aged 65 or over	TBC	Annual	Internal / External: LGBF
Rate of readmission to hospital within 28 days per 1,000 discharges	TBC	Annual	Internal / External: LGBF
Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	TBC	Annual	Internal / External: LGBF
Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	TBC	Annual	Internal / External: LGBF

Adult, Housing Options and Homelessness Service Risk Register

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

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

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

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

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

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