

**Annual Report  
Chief Social Work Officer Report  
South Lanarkshire Council  
2016/2017**

South Lanarkshire Chief Social Work Officer Report 2016/2017		
Section	Title	Page numbers
	Introduction	3
1	CSWO's Summary of Performance – Key challenges, developments and improvements during the year	4 - 8
2	Partnership Working – Governance and Accountability Arrangements	9 - 13
3	Social Services Delivery Landscape	14 - 17
4	Resources	18 - 20
5	Service Quality and Performance including delivery of statutory functions	21 - 23
6	Workforce	24 - 25

## Introduction

Welcome to the annual Chief Social Work Officer Report for 2016/2017. I assumed the role of CSWO for South Lanarkshire Council on 23 May 2017 and this is my first report. I am grateful to my predecessor, Robert Swift, for completing the previous year's report.

Local Authorities have a statutory requirement to appoint a professionally qualified Chief Social Work Officer (CSWO). He or she must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to Local Authorities, Elected Members and Officers in the provision of Social Work Services, both commissioned and directly provided. The CSWO has a responsibility for overall performance improvement and the identification and management of corporate risk, insofar as these relate to Social Work services.

The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. A summary report is also published annually by the Scottish Government to aid learning and the sharing of information nationally.

The aim of [Social Work Resources](#) is to promote social welfare and provide effective assessment, care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and to supporting people to maximise their potential, maintain their independence and improve outcomes.

All local councils have a duty under the Social Work Scotland Act 1968 to assess a person's community care needs and, where appropriate, to arrange any services they may require. South Lanarkshire Social Work Resources, in partnership with community planning partners voluntary organisations and independent providers offer a range of services designed to enable, support, improve and protect the health and social care of those using our services. Throughout 2016/17 Social Work Resources activities included:

- processing over 40,000 referrals a year
- providing assessment, specialist assessment and support
- the provision of targeted services to vulnerable children, young people and adults
- providing services, including homecare and care at home
- providing day, respite, residential and support services
- supervision and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Additionally, we have a range of Home Care, Day Care and Supported Living providers operating across our localities. Social Work funds a wide range of contracted services and there are forty one independent care homes for older people, thirteen care homes for adults and a small number of children's care homes within the council area.

As always, the ongoing development of social work services and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2016-17 and I look forward to working together during the year ahead.

Liam Purdie  
Chief Social Work Officer (CSWO)

## 1. CSWO's Summary of Performance –

### Key challenges, developments and improvements during the year

A review of Social Work Services in Scotland, led to a set of recommendations in the Changing Lives report. These recommendations were aimed at delivery social services for the 21<sup>st</sup> Century that would continue to rise to the challenge of supporting and protecting vulnerable people and improving the well-being of people and communities. The recommendations were to set social services on a sustainable course.

Changing Lives has led to a very wide range of specific products and outcomes, including guidance on the role of the CSWO, the responsibilities of Social Workers and practice guidance for social work services.

The Scottish Social Services Council has been instrumental in supporting the up-skilling and competence of the social services workforce, similarly the Health and Care Professionals Council regulate and set standards for occupational therapists working in social services.

A range of other organisations and individuals also deliver on Changing Lives, including Social Work Scotland (SWS), Coalition for Care and Support Providers (CCSP).

The Changing Lives report was over a decade ago and has been followed by [Social Services in Scotland: A Shared Vision and Strategy 2015-2020](#). This Strategy was developed by the Social Work Services Strategic Forum consisting of wide range of representation from across Scotland.

Within South Lanarkshire Social Work Resources continue to operate in a period of change and innovation. In 2016-17, social care services were delivered within an environment of significant organisational change and reducing public sector funding. The Integration of Health and Social Care, the ongoing implementation of the 10 year Self-directed Support Strategy, the Community Empowerment (Scotland) Act 2015, the redesign of Criminal Justice Services, the further implementation of the Children and Young People Act and the Carers Act and have all placed demands on Social Work Resources.

As outlined in the Public Bodies (Joint Working) (Scotland) Act 2014 the **South Lanarkshire Health and Social Care Partnership** now has an established Integration Joint Board (IJB). A Performance and Audit Sub Group will assist with the necessary governance and accountability arrangements of the IJB. Four locality planning areas are being developed and by March 2017 a manager will be appointed within each locality. An important building block of locality development has been the approval of an operational management structure which will provide the necessary platform through which further locality development can be planned and implemented. Each locality now has a locality planning group that is chaired by a voting member of the IJB. Each group is currently profiling information and looking at the respective priorities which will assist in shaping future commissioning intentions and the next iteration of our Strategic Commissioning Plan.

A further area of significant activity, with strong links to the personal outcomes agenda, is **Self-directed Support**. Self-directed Support is underpinned by a ten year strategy and whilst there remains a lot to do, Social Work Resources has continued to make good progress in relation to this multi-faceted agenda. Areas which required development include changes in the assessment process, associated IT developments, staff training and, procurement amongst others. Throughout 2016/17 further developments have been taken forward such as the implementation of the Outcomes Support Plan and the Adult Carers Support Plan; the latter is introduced through the new Carers (Scotland) Act 2016.

The introduction of the **Community Justice (Scotland) Act 2016** followed a consultation period on the Future Model of Community Justice in Scotland. The outcome of consultation was that the Community Justice Authorities (CJA) would cease to exist on 31 March 2017 with:

- local planning and the delivery of community justice services being delivered on a partnership basis under the existing 32 Community Planning Partnerships (CPPs) from 2017; and
- a new national body, Community Justice Scotland (CJS) to provide (a) independent professional assurance to Scottish Ministers on the collective achievement of the community justice outcomes and (b) a hub for community justice innovation, learning and development.

The Scottish Governments vision is reflected in the first South Lanarkshire Community Justice Outcome Improvement Plan which has been developed with contributions from all partner agencies. The main elements of the National Strategy for Community Justice are to provide:

- improved community understanding and participation
- effective strategic planning and partnership working
- effective use of evidence-based interventions
- equal access to services

Our plan aims to ensure as a partnership we:

- prevent and reduce further offending by addressing its underlying causes; and
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens

Throughout 2016/17 Children's Services continued with developments to implement the **Children and Young People (Scotland) Act 2014**. The Act consists of 18 parts, with specific parts being phased in at differing timeframes. Consultation and supporting guidance has been issued in respect of: Named Person; Childs Plan; Corporate Parenting; Aftercare; and Continuing Care. The Act ensures that children's rights influence the design and delivery of policies and services. The Act puts the child at the centre and improves the way families are supported by promoting co-operation between services. Better permanence planning for looked after children is ensured by improving support for kinship carers, families and care leavers and extending the role of corporate parenting across the public sector. Continuing Care and Aftercare Services are being developed to support young people up to their 26th birthday.

The **Carers (Scotland) Act** was passed in February 2016 and throughout the summer of 2017 the regulations and guidance will be drafted and consulted upon with implementation expected in April 2018. This Act is far reaching, bringing new

legal rights for carers including young carers. There is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. The Act changes the definition of a carer in Scotland and stipulates what must be included in the new Adult Carer Support Plan and Young Carers Statement to assess carers' needs. It places new duties on local authorities and health boards in terms of strategic planning, provision of information and advice for carers. Carers' involvement in strategic planning remains firm policy intent. Social Work Resources have a long established partnership with carers and carers' organisations in South Lanarkshire and will continue to work with them as we prepare to implement the new Act.

In addition to the challenges and opportunities initiated by legislation the CSWO oversees standards and improvements in a range of Social Work activity including; The **Joint Inspection of Children's Services** (JICS), South Lanarkshire's first, which concluded with the published report in February 2015. Since then there has been a review of children's services structure, accountability and responsibility. Our Action Plan identified 17 improvement actions covering 6 areas of improvement. 13 of these actions are now complete and the remaining 4 are being progressed. Children's services are monitored as part of multi agency Continuous Improvement Activity and we continue to build on improvement in key areas of service delivery. The Improvement Action Plan will continue to inform the Children's Service Plan 2017-20 which is currently in development.

The **Joint Inspection of Older People's Service** took place from July to October 2015. In line with the findings of our own self evaluation across the 9 Quality Indicators inspected, the Partnership was evaluated as Adequate for 6 indicators and as Good for 3 indicators. An improvement plan is in place to address the 9 recommendations for improvement and the progress which is being made is monitored through the multi agency inspection group and by regular liaison with Care Inspectorate.

The **Alcohol and Drugs Partnership** conducted a self assessment of services against the Quality Principles during 2015 -16 including consultation with staff and services users. A positive response was received from the Care Inspectorate and for the areas where improvement was identified an action plan is in place to take the necessary actions forward.

The **Care Inspectorate** continue to regulate and inspect our 43 registered care services which include: 8 Care Homes for older people; 14 Day Centres for older people; 6 Care Homes for children and young people; 3 Child and Family services (Fostering, Adoption, Supported Carers); 6 Adult Lifestyles Centres; 2 Adult Community Support Services, 4 Home Care services. During 2016/17, 29 services were inspected.

Following consultation in 2015 and autumn 2016 which South Lanarkshire Council, Social Work Resources contributed to, new **National Care Standards** have been developed and are expected to be implemented from Spring 2018. Council employees will require to be briefed on the new standards which will impact on our registered services and those of the external care providers from whom we commission services.

The **Realigning Children's Services** programme has been working in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children. It supports a joint strategic commissioning approach, providing tools and support with which Community Planning Partnerships can gather evidence, develop staff skills and facilitate discussion within the local partnership. This

programme is now in its final year and the insight which has been gained will contribute to the continued development of children's services.

Support for unaccompanied asylum seeking children (**UASC**). A review of the South Lanarkshire Council protocol for managing UASC and Age Assessments for those claiming to be aged 16-18yrs has been undertaken and a protocol prepared. This has achieved greater consistency across the locality offices and a bank of suitably trained Lead Professionals to ensure UASC interventions are fair, supportive and transparent.

Alongside this activity the CSWO has continued to lead an active improvement agenda within Social Work Resources and across the Partnership including;

- a revised **Supervision Policy** which has been developed based on Morrison & Wonnacott's (2010) 4 x 4 x 4 model. This will promote supervision in the context of a supportive learning environment and actively encourage a culture of continuous development. The new policy will roll out to staff within the resource, from March 2017.
- **Social Work Governance Group** which has been established to provide assurance in relation to the delivery of safe, effective, person-centred social work practice in the delivery of its statutory duties. To provide assurance to the council, the Integrated Joint Board and to staff that governance is being discharged in relation to the statutory duties and quality of care requirements. To support localities in ensuring social work governance is understood and applied at a locality level. To ensure that the Scottish Social Services Codes of Practice for Social Services Workers and Employers are understood and implemented
- the **Child and Family Services Performance and Continuous Improvement Group** which has undertaken a programme of audit activity to monitor compliance with policies, procedures and standards within the service and identify areas and actions for improvement.
- ongoing **self-evaluation activity** has taken place within Adult and Older People's Services using as a guideline the Quality Indicator Framework provided by the Care Inspectorate and the newly developed National Care Standards.
- an **analysis of complaints** received and suggested improvement actions are presented to Social Work Committee annually.
- continued development of **service user/carers participation and involvement activity**. Users and carers have involvement within joint planning structures. Their feedback and input is also sought directly in relation to how services can be improved using tools such as electronic surveys and interactive sessions with option finder key pads.
- investment into the performance management system (**IMPROVe**) has supported frontline managers with real time management information. This system allows Managers to look at detailed caseload or timescales information for aspects of service such as AWI visits and the supervision of children under statutory requirements. In addition, the system allows the higher level performance measures within the Resource Plan to be tracked and measured daily. This has greatly enhanced performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.
- engagement in audit and improvement action planning for **Child Protection and High Risk Offenders**.
- presenting reports from the **Mental Welfare Commission** for discussion at Senior Management Team meetings with follow-up actions implemented as appropriate.
- regular meetings with the **Care Inspectorate, Link Inspector** to ensure continuous improvement and findings from self evaluation are taken forward across the Resource.
- participation in the **Customer Service Excellence (CSE)** award scheme. The CSE standard aims to make a tangible difference to service users by encouraging provider organisations to focus on their individual needs and preferences. The Award assesses services in the following areas: customer insight; culture of the organisation; information and access; delivery and timeliness and quality of service against a set standard. In

addition to meeting the standard, Services can be awarded “compliance plus” status which demonstrate that services exceed the standards set and are examples of national best practice. Social Work services for Older Peoples Residential and Day Care and Adult Mental Health services are fully compliant in all areas of the standard and have collectively achieved the higher standard of compliance plus in 38 criteria.

- the positive evaluation of South Lanarkshire’s partnership **Missing Children from Foster Care** pilot in respect of Looked After Children who go missing from Residential and Foster Care in Scotland.
- the advancement of **Corporate Parenting Core Commitments** which are advanced and lead to improved outcomes for our looked after and accommodated children and young people.
- taking forward **penal reform** – South Lanarkshire has been chosen as a test site. The aim of this is to reduce the use of remand and short term custodial sentences using alternatives to custody including more reliable community bail options by having more person centred coordinated services.

Social Work within South Lanarkshire continues to operate against a backdrop of significant change and challenge including: financial constraints and austerity; increasing expectations of services and for services to be delivered in new ways; issues arising from the models of delivery and the complexities in the market approach to care; challenges in approaches to commissioning and procurement; changes to the welfare system, medical advances and changes in the demography profile of our people.

As CSWO I will continue to progress our priorities of:

- public protection responsibility for Children, Adults and Multi Agency Public Protection arrangements
- health and social care integration
- Self Directed Support
- the requirements of the Children and Young Peoples Act
- implementation of the Carers (Scotland) Act
- continue to drive forward Community Justice



## 2. Partnership Working – Governance and Accountability Arrangements

### South Lanarkshire Council Vision, Values, Ambitions and Objectives

Social Work Resources is one of the five Council Resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources; Housing and Technical Resources. All Resources work together in support of the Council Plan. The council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and along with our Values, influences everything that we do. Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.

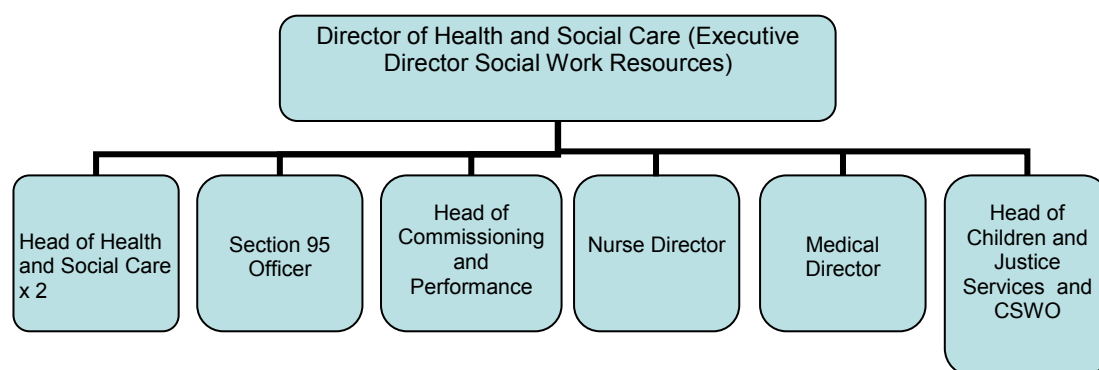


Each Resource prepares an annual Resource Plan which details the work, achievements and ongoing performance activity. Here is the link to [Social Work Resource Plan 2016/17](#).

Within the South Lanarkshire Health and Care Partnership, the Director of Health and Social Care has the additional role of the Executive Director Social Work Resources within Council structures. They cannot hold the office of CSWO.

The CSWO holds the position of the Head of Children and Justice Services, is a member of the Senior Management Team (SMT) and a standing member of the Integrated Joint Board (IJB).

## Health and Care Partnership



The CSWO provides professional advice directly to the Chief Executive of South Lanarkshire Council on statutory service delivery and on matters relating to the profession. This professional advice and guidance also extends to local elected members, officers within other Resources of the Council and also to senior staff within partner agencies.

### Partnership Structures

The CSWO is a member of a number of influential decision-making forums through which they have a significant leadership role in shaping the overall strategic direction of services.

Examples of the key forums which the CSWO attends and influences include:

Structure	Role
<b>Council</b>	The CSWO attends; Senior Management meetings Heads of Service meetings Social Work Committee Good Governance Group Learning and Developments Board Corporate Management Team meetings (as appropriate) other Council committees (as appropriate)
<b>Integrated Joint Board</b>	The CSWO; is a standing member of the IJB attends Health and Care Senior Management Team meetings attends Support, Care and Governance Group (Depute Chair)

<b>Children's Services</b>	The CSWO is a member of; Getting it Right for South Lanarkshire's Children (GIRSLC) Partnership Board GIRSLC Strategy Group (Chair) - which develops the partnership's Children's Services Plan and Oversees the work of Children's Services Planning sub groups eg Corporate Parenting, Continuous Improvement Group.
<b>Public Protection</b>	The CSWO is a member of; Chief Officers' Group Child Protection Committee Adult Protection Committee as required MAPPA Strategic Oversight Group (Chair on rotation)
<b>Community Planning</b>	The CSWO attends; Community Planning Partnership Board (as appropriate) Safer South Lanarkshire Steering Group South Lanarkshire Community Justice Partnership (Chair) Lanarkshire Alcohol and Drugs Partnership (ADP) (Depute Chair) Lanarkshire Data Sharing Partnership Board

## Reporting Arrangements

At the time of drafting this report, May 2017 Council elections have taken place and a new administration will take office. It is anticipated that there will be significant change in the new administration as over 20 of our elected members are retiring. However, for the time frame to which this report refers the Council was a Labour led administration, with sixty seven elected members. Details of the new administration is now included:

Date	Scottish Labour Party	Scottish Nationalist Party	Conservative /Unionist	Independent	Scottish Liberal Democrats Party	Solidarity Scotland	Total
May 2017	38	21	4	2	1	1	67
June 2017	19	25	14	5	1		64

Social Work Committee deals with the majority of the business relevant to the CSWO role as well as strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups.

The CSWO is a member of the Integration Joint Board (IJB). The Board has eight voting members, four of whom are elected council members and four NHS Lanarkshire Board non-executive members. In addition, the board has representation from the third sector, independent sector, service user and carers and the trade union. As Child and Family and Justice Social Work Services are not currently included in the South Lanarkshire Integration scheme they lie outside the Health and Social Care Partnership. A Performance and Audit Sub Group assists with the governance and accountability arrangements of the Board. The key areas of work which are led by the IJB relate to:

- the approval and implementation of the strategic commissioning plan
- the establishment of locality planning
- the finalisation of governance and accountability arrangements, and
- the production of an annual performance report

A current key area of development for the Board is the locality planning agenda. Within South Lanarkshire four locality planning areas have been established each with a locality Planning Group chaired by a voting member of the IJB. Each group is considering profiling information and looking at the respective priorities emerging from this which will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan.

A key role for the CSWO is the monitoring of Resource performance. Social Work Resources utilises a quarterly performance and monitoring system which allows services within the Resource to assess performance against key Council and Social Work Resources objectives.

Performance information is then used to inform the annual Resource Plan highlighting areas of progress and approaches to continuous improvement. The Resource Plan also identifies those areas of action where performance requires to be measured e.g. Adult Support and Protection, AWI, Child Protection.

In common with other Council Resources an Internal Statement of Assurance is produced annually covering general good governance, internal controls, information governance and systems of governance and control.

## **User and Carer Engagement**

Partnership working forms the foundation of Social Work Resources' approach to supporting and protecting vulnerable adults and children. Legislative duties in establishing the Health and Social Care Partnership also reinforce the importance of joint working; ultimately working towards a more 'seamless' approach for people in receipt of services and support.

Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work. The Participation and Involvement Strategy outlines our approach, which is built upon the eight principles of citizen leadership:

1. Potential - Everyone should have their leadership potential recognised;
2. Development - People's leadership potential can only be fulfilled through opportunities for development;
3. Early Involvement - People who use services and carers must be involved at all stages of developing and delivering services;
4. Person-centred - Everyone is an individual and should be helped to show leadership in the way that suits them best;
5. Information - People need information that is clear to them and they need it in plenty of time;
6. Equality - People use their leadership skills to challenge inequality in services and wider society;
7. Control through Partnership - Citizen Leadership enables people to have more control over their own services, through working in partnership with those services;
8. Wider Benefit - Citizen Leadership is for the benefit of other people who use services as well as yourself.

A range of tools and approaches are used to engage service users and carers. This can include individual or group activity, service wide activity and electronic methods and tools such as online surveys. Further examples of the delivery of this strategy include:

- representation of key third sector groups within planning and decision making processes, for example, Carers Strategy Group and the Young Voices Group for children

and young people who are looked after and accommodated; the development of locality planning groups through health and social care integration;

- carers' groups within each of our residential older people's homes and adult day care centres;
- SDS Carer and Service-user Group;

Staff are excellent with dad. Very informative regards any concerns they may have about him. They are also very approachable and friendly.

- engagement with young people and other stakeholders in relation to corporate parenting;
- engagement with Young Carers;
- advocacy for Adults and Older People;
- advocacy for Children and Young People supported through the work of *Who Cares? Scotland* as a key partner in children's services;

"I liked having my advocate at the meetings. It made me feel less nervous. My advocate listened to my wishes for the meetings. I feel stronger now."

- a focus on supporting and empowering service-users and carers to identify and achieve their desired outcomes. This is central to the assessment, support planning and review process that Social Work Resources has in place for adult, older people and children's services. This has been further reinforced by the requirements of Self-directed Support legislation and the Children and Young People (Scotland) Act 2014, which reaffirms the importance of the Getting it Right for Every Child approach;

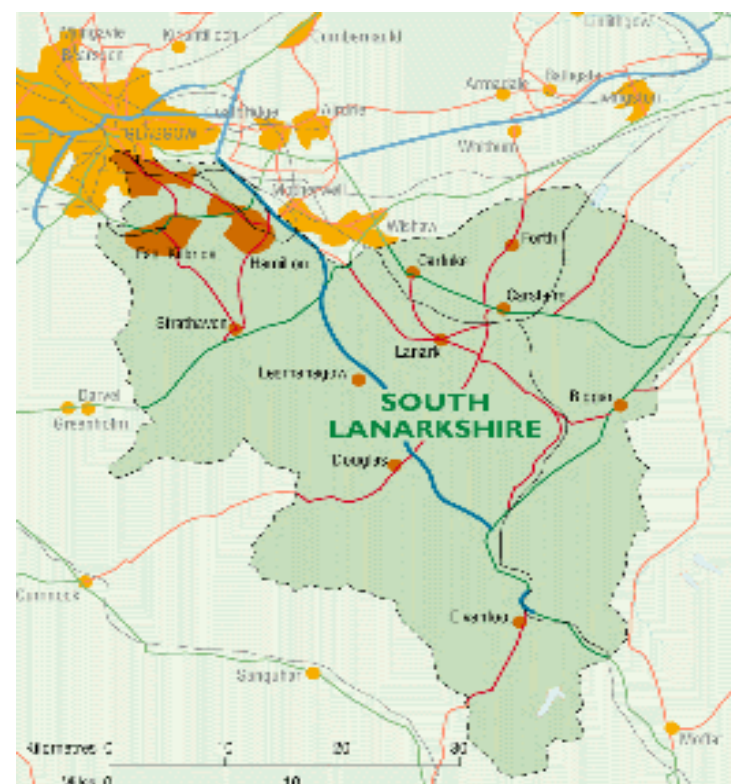
From Douglas View Care Home (Rehab Unit) to having my own flat. I know Social Work has played a major part in this process.

- the GIRFEC assessment tool, which uses the "What I think tool" and VIEWPOINT to capture and embed the child's view through the Child's Plan;
- the use of the VOXUR tool<sup>1</sup> to record DVD evidence of service-users' satisfaction;
- the use of snap surveys, ipads and option finder
- exit interviews for offenders completing a Community Payback Order

Delivering social services in a climate of reform of public services is being driven with more emphasis on achieving inclusion through partnership with people who need assistance and with those who support them: professionals, carers and communities. Working with partners we can help people living in South Lanarkshire to feel safe, flourish and experience improved opportunities and a better quality of life.

<sup>1</sup> The VOXUR box can be loaded with questions and then acts as a mobile points of view box / diary room. Great for engaging with people without them having to write and it can be used in various locations, pulling all of the answers together into one video output. It can be a good way of involving people in carrying out consultations by getting them to take charge of the VOXUR unit.

### 3. Social Services Delivery Landscape



South Lanarkshire Council is one of the most diverse local authorities in Scotland, covering a geographical area of 180,000 hectares and a population of 317,100. Overall, this makes South Lanarkshire the fifth largest local authority in Scotland. Of the population within South Lanarkshire, 17.3% are aged 15 and under, 15.9% are aged 16-29, 18.5% are aged 30-44, 23.1% are aged 45-59, 16.9% are aged 60-74 and 8.2% of the population are aged 75+.

There are four towns in South Lanarkshire with a population in excess of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population over 1,000. These four towns form the basis of the four locality planning areas that support our Health and Social Care Partnership and are:

- Hamilton, Blantyre and Larkhall;
- East Kilbride and Strathaven;
- Clydesdale; and
- Rutherglen and Cambuslang.

Social Work Resources employs approximately 3,000 staff and provides a broad range of in house services to the most vulnerable people in South Lanarkshire. This covers all client groups: children, families, adults and older people, carers and includes services for people with learning and physical disabilities, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and



residential services. Our services operate across the four main local offices together with a range of our own registered services that are matched into these localities.

Social Work Resources also has a lead partnership role in commissioning services for people who require support and recognises that positive outcomes can be achieved through partnership work with a range of agencies. Services commissioned are required to be innovative and build on the assets and strengths of individuals and communities. Social Work Resources can commission services from the following range of providers

- 12 Childcare Services;
- 13 Day Care Services;
- 21 Supported Living Services;
- 23 Home Care Services; and
- 54 Care Home Services.

Social Work fund a wide arrange of contracted services provided by the independent, voluntary and private sector. There are forty two independent care homes for older people, fourteen care homes for adults, and a small number of children's care homes in the Council area. We record occupancy levels for all care homes.

Social Work Resources oversees relevant inspection reports for external providers, ensuring graded inspections, requirements and recommendations are tracked. When performance is weak a coordinated improvement action plan is put in place with the provider to ensure remedial action is taken. Service user placement in the service is reviewed and no new placements are made until performance has improved.

Social Work in South Lanarkshire has a number of challenges, which require strategic and operational responses. Many of these challenges arise from the socio-economic circumstances of the local authority area and the following information describes some of these challenges:

- in 2016 the total population of South Lanarkshire was estimated at 316,378. This is projected to rise by 1.5% to reach 321,175 by 2026. However this rise is just over a third of the projected population increase over this period for Scotland as a whole. For all age groups other than those under 14 years (0.9% increase) and over 65 years, the population will decline. Those over 65 years will show the most significant increase with the population of 65 to 79 year olds projected to rise by 26.1%, those aged 80 to 84 years rising by 22.4% and those aged 85 and over rising by 50%;
- there are significant issues of deprivation, with the most recent Scottish Multiple Deprivation Index (SIMD) showing that 62 areas in South Lanarkshire are in the 15% most deprived areas in Scotland and 21 of those areas are in the 5% most deprived areas of Scotland;
- South Lanarkshire has been significantly affected by recession. The unemployment rate within the area has been above the Scottish average and the gap has been widening. For those in employment hourly pay is below the Scottish average. It is estimated that approx 20,000 people in South Lanarkshire are earning less than the living wage;
- around 13% of the working age population in South Lanarkshire are income deprived and for this reason tackling disadvantage and deprivation is a priority objective in the Council Plan;
- the health of the people of South Lanarkshire is not as good as the average for Scotland as a whole, with relatively more people in South Lanarkshire reporting that their day to day activity is 'limited a lot' by a health condition. South Lanarkshire residents have lower life expectancy than the Scottish average and they do not enjoy as many years of good health. This is particularly evident within communities identified as economically,

socially and environmentally deprived. In the most deprived areas, poor health is a significant problem with one in four of all people saying they have a long – term health condition. Death rates for some conditions such as heart disease and stroke match the Scottish average, for others such as cancer they are above the national average;

Against this background demand for social work and social care services continues to be high. The following is an overview of the services we delivered in 2016/17 and the main areas of activity which the CSWO oversees:

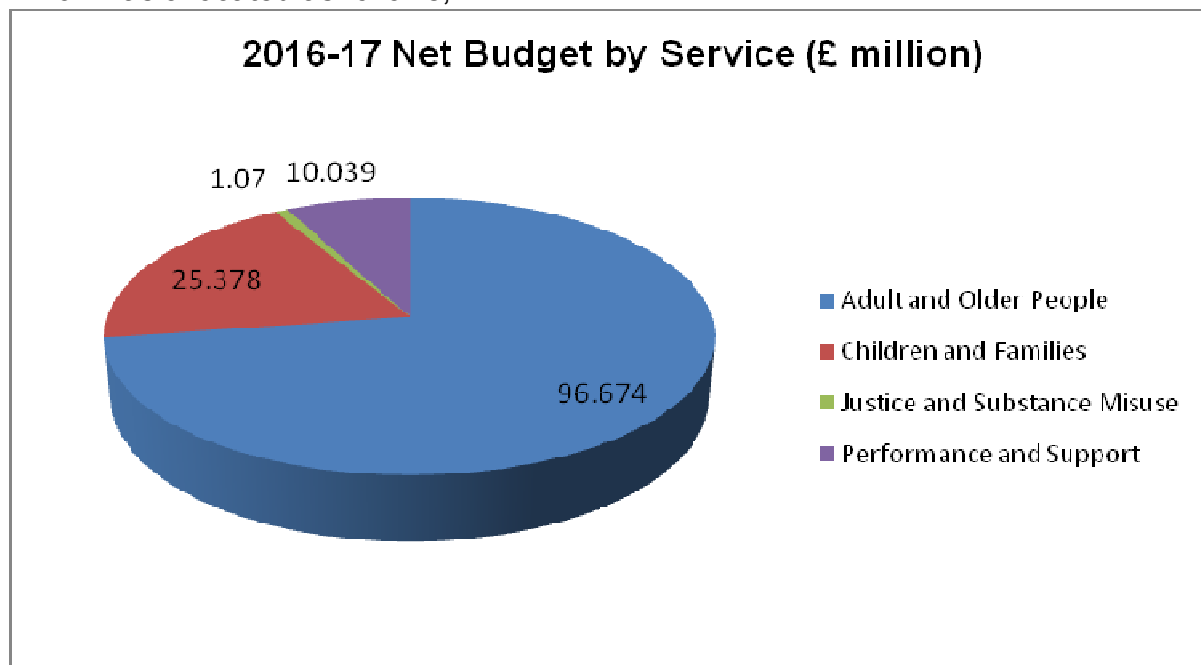
- worked with 1898 people to promote independence as part of the Supporting Your Independence approach;
- provided 13768 items of equipment to people to enable them to stay at home;
- supported 2845 carers through our two carers organisations
- at any time can support up to 213 older people with a home like environment in the council's own residential homes and up to 1569 older people in private or voluntary care homes;
- provided Adult Support and Protection. Activity showed decreased demand this year in relation to adults under 65. We supported 871 inquiries which led to 41 investigations. For adults over the age of 65 demand increased and we supported 1100 inquiries leading to 67 investigations;
- monitor local authority welfare guardianship orders. Visits have been maintained at a good level over the course of the year within 91% within timescale;
- monitor private welfare guardianship orders. Demand remained high with 87% of visits being completed within timescale;
- protected 712 children through child protection investigations. At 31 March 2017, there were 140 children on the Child Protection Register;
- prepared 529 reports for children who were supported through the Children's Hearing system;
- supported 227 children and young people in foster placements on a full time basis;
- supported the 563 children who were looked after by the council. Of these children: 266 or 47.3% were looked after at home; (106 of these with friends and relatives); 227 or 40.3% were looked after by foster carers/prospective adopters. 12.4% children were in residential and/or secure accommodation, 40 or 7.1% in the council area, 15 or 2.7% in residential schools 15 or 2.7% required specialist, out of area placements to meet their needs;
- supported 1051 people with a learning disability to live in their own communities
- worked with 7052 adults with a physical disability who were referred to the physical disability teams;
- worked with 671 individuals with a mental health problem who were referred to Community Mental Health Teams;
- supported 630 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities;
- supported 1134 individuals through providing substance misuse services, following a referral for alcohol or drug misuse; and
- during the past year helped residents of South Lanarkshire to claim over £12.5m in benefits and over £3.8m in backdated payments through the Money Matters Advice service. Over the same period Money Advisors have also helped people to deal with over £11m debt.



The social services workforce delivers essential support every day to some of our most vulnerable people. Social services encompass a wide range of support and services delivered by statutory, voluntary and private organisations. Services are there for people at all stages of life and in all kinds of circumstances. And whilst services are available when people need them and seek them out, it is important to recognise that many services are also required to assess and manage risk, to proactively intervene to protect people and to provide therapeutic interventions as well as care and support.

## 4. Resources

Social Work Resources had a net revenue budget of £133,161 million for 2016/17 which was allocated as follows;



There were a number of financial challenges which Social Work Resources had to manage during the year including:

- the financial impact of demographic growth;
- the Council requirement to achieve ongoing savings. The target for 2016/17 being £36m. In a social work context this resulted in a savings target of £5.45m;
- managing service user and carer expectations, whilst continuing to meet service-users' outcomes;
- an increase in demand for external placements for children, with a rise in costs for these, which can range from approx £1000 per week to in excess of £7,500 per week for a residential care placement.

Risk management is a key duty for Social Work Resources, both in a service wide and individual service-user and carer context. From a service perspective, the Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes.

Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. There are 13 top service risks identified for the Resource and these are reviewed and monitored on a regular basis. This aims to mitigate any increased risk/s because of changes in the micro and macro environment. The identified risks for 2016/17 are listed below;

### Risk Description

1	Reduction in funding and income generated by the Council
2	Integration of Health and Social Care
3	Self-directed Support (SDS)
4	A lack of intervention or action by the council fails to prevent the death, neglect or injury to service-users
5	Failure to meet legislative requirements
6	Reputation is damaged following poor external evaluation
7	Partnership arrangements are not effective
8	Change management and strategic direction
9	Information management
10	Business continuity arrangements are not complete or robust
11	There are not enough trained, competent and qualified staff to lead and deliver quality, person centred services
12	Reduced funding and savings difficulty
13	Effects of implementation of Welfare Reform legislation

As the integration of Health and Social Care develops further we need to look to Strategically Commission services and supports for those most vulnerable people living in our communities. We need to understand long term demand and how best to meet that demand to:

- improve and modernise support and services
- provide better outcomes for individuals
- encourage innovation across all service providers
- achieve best value through better configuration of delivery of services and greater efficiencies,
- facilitate and manage the market in a climate of changing independent and third sector providers, increased pressure on internal providers and the need to build community capacity and community resilience, for example by self management,
- review where to invest, re-invest or disinvest.

In 2015, South Lanarkshire Community Planning Partnership joined the Realigning Children's Services Programme (RCSP) – an initiative sponsored by Scottish Government to support effective commissioning of children's services. A key aim of the RCS is to improve the availability and use of evidence about local needs and

services. We are in the final year of this programme and will use the learning to refocus priorities if required.

The Resource continues to review and reshape how it operates and where it can find efficiency and innovation. It has developed a dashboard that comprises a range of performance information and a range of statistical data that assists focus on the strategic needs of the most vulnerable population we are required to support.

## **5. Service Quality and Performance including Delivery of Statutory Functions**

Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. A full report is available in the Resource Plan, which is currently being finalised for 2017/18 and which will incorporate performance figures from 2016/17. Examples of how service performance and monitoring is addressed are given below:

- a quarterly meeting dedicated to performance management takes place in line with the reporting timescales of the quarterly report. Examples of performance activity, which are discussed include findings from case file audit activity, self-evaluation and the greatest Social Work risks and financial performance;
- the performance scorecard within the Resource Plan has a number of measures which relate to the Council Plan. These are formally reported to the Council's Executive Committee twice a year. Any measures which have amber or red progress status are discussed within the Council's Scrutiny Forum and a Head of Service Manager from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity;
- as part of their statutory responsibilities, the Accounts Commission audit public performance reporting arrangements each year to provide continuity and support progress of the Local Government Benchmarking Framework (LGBF). Social Work Resources reports a range of information to demonstrate that it is securing Best Value in providing services. Over the past three years Social Work has shown continued improvement in the collection of performance information and reporting on outcomes.
- the Joint Inspection of Children's Services (JICS), South Lanarkshire's first, concluded with the published report in February 2015. The subsequent Action Plan identified 17 improvement actions covering 6 areas of improvement. 13 of these actions are now complete and the remaining 4 are in progress. Children's services are monitored as part of multi agency Continuous Improvement Activity and we continue to build on improvement in key areas of service delivery. The Improvement Action Plan will continue to inform the Children's Service Plan 2017-20 which is currently in development.
- the Joint Inspection of Older People's Service took place from July to October 2015. In line with the findings of our own self evaluation across the 9 Quality Indicators inspected, the Partnership was evaluated as Adequate for 6 and as Good for 3. An improvement plan is in place to address the 9 recommendations for improvement. Our progress is being monitored through the multi agency inspection group and regular liaison with Care Inspectorate.
- our 43 registered services undergo regular self evaluation and external inspection by the Care Inspectorate. During 2016/17, 29 inspections took place with no requirements indicated for 22 of the establishments inspected. The details of the Social Work Registered Care Service inspection summary is included in Appendix 1.
- South Lanarkshire Council has achieved Gold Status as an Investor in People. South Lanarkshire Council has been recognised as a Carer Positive Employer at the Engaged Level. The carer positive award is presented to employers in Scotland who have a working environment where carers are valued and supported.
- within Social Work Resources 3 services (Day Care, Residential Care and Mental Health) have achieved the Customer Service Excellence Award and are fully compliant in all areas of the standard. The higher standard of Compliance Plus has been achieved in 37 criteria.

<b>Customer Service Excellence Service Area</b>	<b>Compliant Plus</b>
Adult Mental Health Services	8
Older Peoples Day Care Services	15
Older Peoples Residential Care	14

## Statutory functions

The CSWO is active in overseeing the quality of services and is responsible for ensuring that social work staff are appropriately trained and supported to carry out their professional and statutory duties in an appropriate manner. This is done in a number of ways including;

- regular meetings between the CSWO and senior managers to discuss performance and other operational issues;
- fulfilling corporate governance requirements through the annual Internal Statement of Assurance and overall Governance Assessment Framework with the agreement of the Chair of the Social Work committee;
- analysis and management of information relating to Guardianship Orders;
- ensuring there is effective governance arrangements for the management of the complex balance of need, risk and civil liberties in accordance with professional standards, for example in relation to Adult Support and Protection and Child Protection guidelines;
- decisions relating to the need to place children in secure accommodation and the review of such placements. The CSWO Chairs meetings relating to individual children;
- the requirement for all social work staff working with service-users to be bound by a professional Code of Conduct which is governed by the Scottish Social Services Council (SSSC). The Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification, have agreed to adhere to specific professional codes that guide their practice;
- Self-directed Support (SDS): a new co-produced assessment is now operational across Adult and Older People's Services and the Child's Plan has been amended to meet the statutory requirements of SDS. Support planning and a Carers' Support Plan are also being developed to support statutory requirements alongside the new Communication Strategy for SDS.
- the Health and Social Care Partnership Learning and Workforce Development Board which meets on a quarterly basis. Information relating to training and SSSC registration for Social Work and Social Care staff is made available as required. Self-directed Support, Choose Life, Doorway, Welfare Reform, Children's Services (including child protection), SWISplus systems training, Mental Health, Criminal Justice and SVQ activity all feature in the Learning and Development Board's Training Plan;
- identifying suitably qualified and experienced social workers and supporting their training and practice as Mental Health Officers to ensure sufficient numbers of appropriately qualified staff are available to the service;
- actively promoting continuous improvement and evidence-informed practice, including the development of person-centred services that are focussed on the needs of the service-user. The CSWO also oversees the quality of practice learning experiences for social work students and effective workplace assessment arrangements in accordance with the SSSC Code of Practice. This is evidenced by a strong partnership arrangement, which is in place with Glasgow Caledonian University, whereby cohorts of students are provided with placements annually across the Social Work service. Each placement is supported by a Practice Teacher identified from the South Lanarkshire Social Work services workforce;
- the CSWO leading staff seminars, conferences and locality events as required;

- undertaking significant case/learning reviews when required and by following an agreed procedure. This ensures that all findings and areas for improvement are reported and action is taken;
- ensuring Significant Case Reviews and Significant Incident Reviews take place as required. Significant Case Reviews (SCR) are published on South Lanarkshire Council's Adult Protection Committee or Child Protection Committee's website. Learning from SCRs is crucial for staff across the Resource. Actions are agreed and taken forward as a partnership as a result of reports published;
- responding to Care Inspectorate reports and findings from local and national activity, addressing the requirements of internal and external audit and reporting on progress against outcomes and follow-up actions from this activity. This includes discussion with the Chair of Social Work;

Social Work Scotland (SWS) is the professional leadership body for the social work and social care professions. It is a membership organisation which represents social workers and other professionals who lead and support social work across all sectors. Membership is included from NHS, Local Authorities, third and independent sectors. SWS effectively, do two things:

1. influence and advice on the development of policy and legislation;
2. support the development of the social work and social care professions.

The raft of legislation which is the operational backdrop to social work practice continues to grow, and can be viewed at [Social Work Scotland - What we do](#) useful documents.

## 6. Workforce

The CSWO has a key planning and leadership role in relation to workforce planning and development, both from a local authority and partnership perspective.

Whilst social services is a diverse sector in terms of job roles, career pathways and service structures, what unifies the sector is a common set of shared values and ethics which underpins the principles of those that work in the sector.

Ethical awareness, professional integrity, respect for human rights and a commitment to promoting social justice are at the core of social service practice. The life changing and challenging work undertaken cannot be underestimated. This essential work is underpinned by core values. These values focus on understanding each individual in the context of family and community, supporting participation and building on the strengths of the individual and their communities to promote enablement.

There are also standards of conduct and practice which social services workers and employees must follow. It is the CSWO responsibility to ensure their staff and that of external providers adheres to these standards and is equipped to support service users.

The CSWO has led and helped shape capacity in the following ways;

### **Planning -**

- building on the work of the previous CSWO, the current CSWO will support possible successors through the Chief Social Work Officer Award offered by Glasgow Caledonian University;
- Social Work Resources has conducted a pilot mentoring programme which has been evaluated with positive outcomes. This programme will be developed corporately with a view to embedding a mentoring/coaching approach across the Council;
- prepare the Resource for service delivery in a health and social care integrated model of care at locality levels.

### **Development -**

- contributing to Health and Social Care Integration. Work continues and locality planning groups are established that will report into the Integrated Joint Board;
- the development of the Dementia Strategy: a pathway has been developed, which details the level of input/training required for each sector of the workforce from 'Informed' through to 'Expert'. The programme includes colleagues from other Council Resources and Health colleagues;
- the development and implementation of the Citizen Leadership approach which is outlined in the Participation and Involvement Strategy for Social Work Resources;
- supporting Frontline managers to undertake leadership training, which includes elements such as emotional intelligence, self awareness and key processes;
- a training programme which has been developed for frontline managers across residential and day care services. The programme uses a 'blended' approach to include e-learning and face-to-face inputs and makes use of the 'Step Into Leadership' tools developed by the Scottish Social Services staff;
- registration of all staff within Social Work Resources within the timescales set out by the SSSC. Where staff have conditional registrations and the achievement of appropriate qualifications is required, support is provided;
- preparation for the register for Workers in Care at Home Services opening in 2017. A significant development programme is already underway to support staff to gain the



required qualification. A plan will be developed over the coming year to ensure that workers who fall within this part of the register are supported through the registration process;

- an induction programme for Newly qualified Social Workers which is supported by the Learning and Development Team. Social Workers are assigned a mentor to support them in their first year of practice and they are guided through their first Post Registration Training and Learning (PRTL) before they are allowed to practice as fully qualified Social Workers; and
- a planned approach to the overall development of our social care workforce, through the Learning and Workforce Development Board, ensuring that all employees are given access to appropriate developmental opportunities. All employees within the Council receive an annual Performance Review (PDR), which includes an identification of learning and training needs. This is progressed through an employees' Line Manager and overseen by the Learning and Development Team to ensure that all employees receive the training that is appropriate to their role and function. Social Work Resources supports evidence informed practice and in developing its research culture funds a number of post-graduate courses to support staff with their learning and development.

The social care workforce is one of the largest employment groups in South Lanarkshire with thousands of people working to provide a range of support within our communities. Excellent social services require a confident, dedicated and skilled workforce which is valued by employers, service users and the public.

Everyone in the workforce needs to feel valued and to be motivated to improve their contribution and be innovative in their practice. The CSWO needs to ensure these workers have the right skills, knowledge and values to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent social services.

Liam Purdie  
Chief Social Work Officer  
South Lanarkshire Council  
22 June 2017

<b>Care Inspectorate Inspection Activity 2016/17</b>					
<b>CARE HOMES</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Canderavon House	4	4	5	5	4
David Walker Gardens	5	5	5	5	0
Dewar House	4	NA	5	NA	3
Kirkton House	5	NA	5	NA	0
McClymont House	5	5	5	5	0
McKillop Gardens	5	NA	5	NA	0
McWhirters House	3	NA	4	NA	3
Meldrum Gardens	6	6	6	6	0
<b>OP DAY CARE</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Ashley Grant House	5	5	5	5	0
Canderavon NC	4	5	5	5	0
Harry Heaney Centre	5	5	5	NA	0
Jenny McLachlan Centre	6	NA	5	NA	0
Jimmy Swinburne RC	5	5	5	5	1
Lesmahagow NC	5	NA	5	NA	0
McClymont RC	5	NA	5	NA	0
Jean Brownlie (Service Closed)	5	5	5	NA	4
Willie Devin (Service Closed)	5	5	5	NA	0
Meldrum House	5	5	5	5	0
Newberry Rooney	5	NA	NA	4	1
Nisbet Centre	5	NA	NA	5	0
Parkhall	5	5	5	4	1

Saltire	5	5	5	5	0
St Andrews	5	5	5	5	0
Whitehill	5	5	5	5	0
<b>HOME CARE</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>	
Clydesdale / Larkhall	2	3	3	7	
East Kilbride	5	5	5	1	
Hamilton / Blantyre	4	4	4	0	
Rutherglen	3	NA	3	6	
<b>ADULT DAY OPS</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Carluke Lifestyles	5	6	5	5	0
Eastfield Lifestyles (Murray Owen)	5	NA	5	NA	0
Fairhill Lifestyles	5	5	5	5	0
Harry Smith Complex Lanark	6	6	6	6	0
East Kilbride Lifestlyes	5	NA	5	NA	0
Stonehouse/Larkhall	4	4	4	4	2
Care & Support North	5	NA	4	NA	0
Care & Support South	5	NA	NA	5	0
<b>CHILD AND FAMILY</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Bardykes Road	4	NA	4	NA	0
Hillhouse Road	5	5	NA	NA	0
Hunters Crescent	4	4	4	4	0
Langlea Avenue	5	5	5	5	0

Rosslyn Avenue	5	NA	5	NA	
Station Road	5	5	5	5	0
Supported Carers (Adult Placement Service)	5	NA	5	5	1
Fostering Services	5	NA	5	5	0
Adoption Services	5	NA	5	5	0