



Council Offices, Almada Street
Hamilton, ML3 0AA

Friday, 24 August 2018

Dear Councillor

Social Work Resources Committee

The Members listed below are requested to attend a meeting of the above Committee to be held as follows:-

Date: Wednesday, 20 June 2018

Time: 10:00

Venue: Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

Members are reminded to bring their fully charged tablets to the meeting

Yours sincerely

Lindsay Freeland
Chief Executive

Members

John Bradley (Chair), Maureen Chalmers (Depute Chair), Robert Brown, Archie Buchanan, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Margaret Cowie, Mary Donnelly, Fiona Dryburgh, Allan Falconer, Mark Horsham, Katy Loudon, Joe Lowe, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross, Bert Thomson, Margaret B Walker, Jared Wark, David Watson

Substitutes

Alex Allison, Gerry Convery, Geri Gray, George Greenshields, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Eileen Logan, Mark McGeever, Carol Nugent, Mo Razzaq, Josh Wilson,

BUSINESS

1 Declaration of Interests

2 Minutes of Previous Meeting

3 - 10

Minutes of the meeting of Social Work Resources Committee held on 25 April 2018 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

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- | | |
|--|---------|
| 3 Social Work Resources - Workforce Monitoring - March and April 2018 | 11 - 16 |
| Joint report dated 15 May 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
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Item(s) for Decision

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- | | |
|--|---------|
| 4 Investing to Modernise South Lanarkshire Council Care Facilities | 17 - 28 |
| Report dated 7 June 2018 by the Director, Health and Social Care. (Copy attached) | |
| 5 Community Justice and Health and Social Care Planning and Performance Support | 29 - 34 |
| Joint report dated 30 May 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 6 Autism Resource Coordination Hub (ARCH) - Update and Approval of The South Lanarkshire Local Autism Action Plan | 35 - 56 |
| Joint report dated 23 May 2018 by the Director, Health and Social Care and Executive Director (Education Resources). (Copy attached) | |
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Item(s) for Noting

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- | | |
|---|---------|
| 7 Inclusion as Prevention | 57 - 62 |
| Report dated 23 May 2018 by the Director, Health and Social Care. (Copy attached) | |
| 8 Unpaid Work Service Progress Review | 63 - 68 |
| Report dated 24 May 2018 by the Director, Health and Social Care. (Copy attached) | |
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Urgent Business

9 Urgent Business

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name: Tracy Slater

Clerk Telephone: 01698 454185

Clerk Email: tracy.slater@southlanarkshire.gov.uk

SOCIAL WORK RESOURCES COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 25 April 2018

Chair:

Councillor John Bradley

Councillors Present:

Robert Brown, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers (Depute), Mary Donnelly, Fiona Dryburgh, Allan Falconer, George Greenshields (*substitute for Councillor Lowe*), Eric Holford (*substitute for Councillor McGavigan*), Mark Horsham, Eileen Logan (*substitute for Councillor Cowie*), Katy Loudon, Catherine McClymont, Hugh Macdonald, Lynne Nailon, Richard Nelson, Carol Nugent (*substitute for Councillor McGuigan*), Bert Thomson, Margaret B Walker, Jared Wark, David Watson

Councillors' Apologies:

Archie Buchanan, Margaret Cowie, Joe Lowe, Colin McGavigan, Jim McGuigan, John Ross (ex officio)

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); G McCann, Head of Administration and Legal Services; M Milne, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer; J Taylor, Head of Finance (Strategy)

Health and Social Care/Social Work Resources

V de Souza, Director; B Hutchinson, Head of Health and Social Care; M McConnachie, Adult and Older People Service Manager; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

Chair's Opening Remarks

The Chair, having agreed, in terms of Standing Order No 4, that a report entitled 'Investing to Modernise South Lanarkshire Care Facilities' be considered as an item of urgent business to allow the matter to be progressed expeditiously, accepted members' representations that they had not been provided with sufficient time to consider the report and it was agreed that it be withdrawn from the agenda.

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 7 February 2018 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

3 Social Work Resources - Revenue Budget Monitoring 2017/2018

A joint report dated 16 February 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 2 February 2018 against budgeted expenditure for 2017/2018 for Social Work Resources, together with a forecast for the year to 31 March 2018.

As at 2 February 2018, there was an overspend of £0.511 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £0.924 million at 31 March 2018. The overspend was due to an increased demand for social care services. The previous level of overspend had been reduced due to care home numbers fluctuating over the winter months and additional income from clients as a result of financial assessments.

The position would continue to be closely monitored.

The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.511 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2018 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 7 February 2018 (Paragraph 3)]

4 Social Work Resources - Capital Budget Monitoring 2017/2018

A joint report dated 21 March 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2017/2018 and summarising the expenditure position at 2 February 2018.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 February 2018 (Paragraph 4)]

5 Social Work Resources - Workforce Monitoring - December 2017 to February 2018

A joint report dated 13 March 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period December 2017 to February 2018:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 9 December 2017

The Committee decided: that the report be noted.

[Reference: Minutes of 7 February 2018 (Paragraph 5)]

6 Money Matters Advice Service - Scottish Legal Aid Board Funding

A joint report dated 5 April 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on a proposal to increase the staffing establishment within the Money Matters Advice Service.

The Money Matters Advice Service had been in receipt of 'Making Advice Work' grant funding administered by the Scottish Legal Aid Board (SLAB) in 2013 which had been extended on an annual basis.

In November 2017, 2 temporary SLAB funded Benefits Advice Assistant posts were to be made permanent, however, on advice from SLAB, this was put on hold, pending notification of funding for 2018/2019.

The annual confirmation of funding and temporary nature of contracts had meant that officers within the SLAB structure were looking to move into permanent posts. This had resulted in reduced resources, instability within the team and an inability to draw down full funding from SLAB.

SLAB had confirmed funding to 19 March 2019 of £110,301. This would fully fund 1 post of Welfare Rights Officer, 2 posts of Benefits Advice Assistant and 0.5 post of Clerical Assistant.

Information was provided on the demand that had been placed on the Service as a result of the roll-out of Universal Credit and the requirement for good quality and well informed advice and assistance. It was, therefore, proposed that the following posts within the Money Matters Advice Service be made permanent:-

- ◆ 1 Full-time Equivalent (FTE) post of Welfare Rights Officer on Grade 2, Level 3-4, SCP 44-57 (£22,683 to £27,446)
- ◆ 2 FTE posts of Benefits Advice Assistant on Grade 2, Level 1-3, SCP 33-48 (£19,307 to £24,070)
- ◆ 0.5 FTE post of Clerical Assistant on Grade 1, Level 3, SCP 25-27 (£8,595 to £8,841)

The cost of the above proposals would be met from SLAB funding in the financial year 2018/2019. SLAB funding had been agreed annually since 2013, however, should this be reduced or removed, there was sufficient turnover within the section and successful redeployment of Money Matters Advice Services' employees within the Council to absorb this.

The Committee decided:

- (1) that the 'Making Advice Work' grant funding from the Scottish Legal Aid Board be noted; and
- (2) that the proposal to make permanent, the posts within the Money Matters Advice Service, as detailed in the report, be approved.

7 Moving and Handling Training in South Lanarkshire Social Services

A report dated 6 March 2018 by the Director, Health and Social Care was submitted on the award of a contract for moving and handling training for employees within Social Work Resources.

The Health and Social Care Partnership had identified the need to review the approach to moving and handling training to ensure a robust framework was in place and a consistent approach across Health and Social Care employees. The implementation of the Scottish Manual Handling (MH) Passport Scheme, which was the culmination of health boards and local authorities within Scotland working together towards a shared vision to clarify minimum requirements for manual handling education arrangements across those sectors and promote national consistency, was supported by the Health and Safety Executive.

Social Work Resources had approximately 1,400 employees that required this training and provision was also required to be made for staff turnover, estimated to be 450 employees over a 3-year period.

The current contract for the provision of this training with Physicare, as part of Clyde Valley Shared Services, was due to expire in July 2018. It was proposed that, from August 2018, SALUS, a NHS based provider of occupational health, safety and return to work services across the public and private sectors, provide the MH Passport Scheme training. SALUS was the largest multi-disciplinary service of the NHS and operated as a social enterprise model.

As outlined in the report, in terms of Regulation 13(8) of the Public Contracts (Scotland) Regulations (PCS) and the Council's Standing Orders on Contracts, it would be permissible to award this contract to SALUS.

Information was provided on the cost and benefits of awarding the contract to SALUS, together with a proposed training implementation plan.

The costs associated with this proposal would be met from the overall corporate training budget.

The Committee decided:

- (1) that the move to the Scottish Manual Handling Passport Scheme model of training for Social Work Resources' employees be noted; and
- (2) that the contract to provide training for Social Work Resources' employees be awarded to SALUS, a NHS based provider of occupational health, safety and return to work services across the public and private sectors, without carrying out a formal procurement exercise, as permitted in terms of the Public Contracts (Scotland) Regulations and the Council's Standing Orders on Contracts, for a period of 6 years, be approved.

8 Rates and Charges for Care Services for 2018/2019

A report dated 28 March 2018 by the Director, Health and Social Care was submitted on various proposals for the 2018/2019 rates and charges for care services.

The proposals covered the rates and charges that would be adopted for residential, nursing, supported living, non-residential care services and care at home services. The rates to be charged to other local authorities also required to be set.

The Committee decided:

- (1) that, following a review by COSLA, Scottish Care and the Coalition of Care and Support Providers in Scotland, with effect from 9 April 2018, the rate for nursing and residential care be increased by 3.39% to £689.73 and £593.89, respectively and that this rate also be adopted for in-house residential care to ensure equity for all residents and form the basis for the charge to other local authorities that had placed service users within in-house care homes;

- (2) that free personal and nursing care payment rates, which were revised annually by the Scottish Government, be increased to £174 per week for personal care and £79 per week for nursing care with effect from 1 April 2018;
- (3) that, with effect from 9 April 2018, the rates for adult residential care be increased up to a maximum of 3.39%;
- (4) that the COSLA agreement continue to be adopted to accept, for placements outwith South Lanarkshire, the rates set and agreed by the relevant host authority where applicable;
- (5) that, to allow the Council to recover the cost of residential accommodation placements for children to other local authorities, the charge be increased to £2,480 per place per week with effect from 1 April 2018;
- (6) that the charge for nursing and residential respite be increased by £3.05 to £136.00 per week, with effect from 9 April 2018, in line with the Department for Work and Pensions increase;
- (7) that the charge for residential respite for adults remain unchanged at £84.45 per week;
- (8) that, to reflect the increase in the living wage, the rates paid by the Council for care at home, supported living and day care be increased by £0.36 per hour, with effect from 1 April 2018, and that sleepover rates be increased by £1.68 to a standard rate of £9.74 per hour;
- (9) that the COSLA agreement continue to be adopted to accept, for care at home, supported living and day care services provided outwith South Lanarkshire, the rates set and agreed by the relevant host authority where applicable;
- (10) that, to ensure equity for all services users receiving a Care at Home service, the Care at Home Framework rate be increased by £0.36 per hour;
- (11) that the charging policy in respect of non-residential care services be amended to reflect the thresholds recommended by COSLA for 2018/2019 with effect from 9 April 2018;
- (12) that the level of percentage taper set by the Council remain at 60%;
- (13) that the flat rate for lunch clubs remain at £3.00 per meal;
- (14) that, in accordance with the contractual price agreed by Scotland Excel, the flat rate for frozen meals be set at £2.97 per meal;
- (15) that the flat rate for the Community Alarm Service be increased by £0.05 (3%) to £1.59 per week; and
- (16) that the charge to other local authorities for non-residential care services be increased by £1.00 with effect from 1 April 2018 for integrated community facilities at £119 per day and day care centres at £134 per day.

[Reference: Minutes of South Lanarkshire Council of 18 May 2017 (Paragraph 10)]

Councillor Carmichael left the meeting during this item of business

9 Adult and Older People's Day Opportunities Update

A report dated 15 March 2018 by the Director, Health and Social Care was submitted on work being undertaken within Adult and Older People's Day Care Services.

The Council delivered a mix of day care and support services for both adults and older people within their communities. Information was provided on the current provision, together with occupancy levels and trends within the Service.

A number of initiatives over recent years had proven to be very successful in re-positioning the Service. Details were provided on the successes in both Adult and Older People's Day Care Services as follows:-

- ◆ alternative day opportunities
- ◆ extending choice to adult day care
- ◆ co-location of adult and older people day care
- ◆ shared activities and services across adult day care
- ◆ intermediate day care

Although the day care delivery model had remained relatively unchanged, demand, demography and national policy had changed significantly. Therefore, a strategy for day care, which outlined a service wide model for the future, would be developed for consideration at a future meeting of the Committee. Thereafter, and subject to agreement, a full implementation plan would be developed.

The Committee decided: that the report be noted.

Councillor Carmichael re-entered the meeting and Councillor Thomson left the meeting during this item of business

10 Self-directed Support

A report dated 6 March 2018 by the Director, Health and Social Care was submitted on the progress of Self-directed Support (SDS).

SDS aimed to improve the lives of people with social care needs by empowering them to be equal partners in decisions about their care and support. The following 4 fundamental principles had been built into the legislation:-

- ◆ participation and dignity
- ◆ involvement
- ◆ informed choice
- ◆ collaboration

The 10-year SDS Strategy was introduced jointly by the Scottish Government and COSLA in 2010 and was one of a number of national policies designed to empower people and communities to become more involved in designing and delivering services that affected them.

At its meeting on 15 November 2017, the Committee had considered a report from Audit Scotland on 'Self-directed Support – 2017 Progress Report'. The aim of the audit was to establish whether councils, integration authorities and the Scottish Government were making sufficient progress in implementing SDS to achieve the aims of the 10-year Strategy. Audit Scotland found that local authorities had not yet made the transformation required to fully implement the SDS Strategy.

Nationally, progress on implementing SDS was reported through the Local Government Benchmarking Framework (LGBF). Information was provided on the progress made in implementing SDS within South Lanarkshire, together with the future work that would be undertaken. This would continue to be reviewed and improvement actions identified where required. The Council's internal audit had completed an audit of SDS, the findings of which and emergent improvement plan would be reflected in the future SDS Strategy for the Council.

The Committee decided: that the report be noted.

[Reference: Minutes of 15 November 2017 (Paragraph 9)]

Councillor Burns left the meeting during this item of business

11 Integration Joint Board Update

A report dated 12 March 2018 by the Director, Health and Social Care was submitted on the progress of Health and Social Care Integration and the work of the Integration Joint Board (IJB).

The Public Bodies (Joint Working) (Scotland) Act 2014 provided a legislative framework that required councils and NHS Boards to integrate services associated with adult health and social care. In establishing local arrangements, councils and NHS Boards had to submit to the Scottish Government for parliamentary approval, an Integration Scheme which set out how integration arrangements would function.

One of the key arrangements within Integration Schemes was the creation of IJBs, as formal entities of the public sector, to oversee the planning, commissioning and financial direction of adult and older people functions as outlined in the Act. There was also a requirement to appoint a Chief Officer and Chief Financial Officer.

Also as outlined in the Act, South Lanarkshire's membership of the IJB comprised:-

- ◆ 8 voting members, 4 elected members and 4 Non-Executive Directors of Lanarkshire NHS Board
- ◆ the Chief Officer and Chief Finance Officer of the IJB
- ◆ professional advisers who included the Chief Social Work Officer, Medical Director, Nurse Director and professional clinical representation from acute services and General Practice
- ◆ service user, carer and Third Sector representation
- ◆ additional representation in the form of the Health and Social Care Senior Management Team

A summary was provided on the key milestones and achievements of the IJB to date, together with the key priorities for the next year.

The Committee decided: that the report be noted.

Councillor Calikes left the meeting during this item of business

12 Carers (Scotland) Act 2016 - Update

A report dated 9 March 2018 by the Director, Health and Social Care was submitted on the progress of the implementation of the Carers (Scotland) Act 2016.

The Carers (Scotland) Act 2016, which came into effect on 1 April 2018, established the rights of carers on a more formal basis by placing specific duties on local authorities and health boards.

The Act identified the following new requirements and actions to support carers:-

- ◆ the development of an adult carer support plan
- ◆ the development of a young carer statement
- ◆ the duty to support carers, including by means of a local eligibility criteria
- ◆ the duty to prepare a local carer strategy
- ◆ the duty to provide an information and advice service and publish a short breaks' services statement
- ◆ the duty to involve carers in the discharge from hospital of the people they cared for

A Carers Act Programme Board had been established which used the Carers Act Readiness Toolkit to track the progress of the implementation of the Act.

The Council recognised carers as equal partners in the delivery of support and care and provided funding to Lanarkshire Carers' Centre (LCC) and South Lanarkshire Carers' Network (SLCN) which provided support services and a voice to carers. Social Work Resources worked closely with both organisations in preparing for the implementation of the Act.

The Committee decided: that the report be noted.

13 Urgent Business

There were no items of urgent business.

Report

3

Report to: **Social Work Resources Committee**
 Date of Meeting: **20 June 2018**
 Report by: **Executive Director (Finance and Corporate Resources) and Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – March to April 2018**

1 Purpose of Report

1.1 The purpose of the report is to:-

- ◆ provide employment information for March and April 2018 relating to Social Work Resources

2 Recommendation(s)

2.1 The Committee is asked to approve the following recommendation(s):-

- (1) that the following employment information for March and April 2018 relating to Social Work Resources be noted:-
- ◆ attendance statistics
 - ◆ occupational health
 - ◆ accident/incident statistics
 - ◆ discipline, grievance and Dignity at Work cases
 - ◆ analysis of leavers and exit interviews
 - ◆ Staffing Watch as at 10 March 2018

3 Background

3.1 As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for March and April 2018.

4 Monitoring Statistics

4.1 Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of April 2018 for Social Work Resources.

The Resource absence figure for April 2018 was 5.6%, which represents a decrease of 0.3% when compared to the previous month and is 1.5% higher than the Council-wide figure. Compared to April 2017, the Resource absence figure has increased by 0.4%.

Based on the absence figures at April 2018 and annual trends, the projected annual average absence for the Resource for 2018/2019 is 5.6%, compared to a Council-wide average figure of 4.1%.

For the financial year 2018/2019, the projected average days lost per employee within the Resource equates to 11.9 days, compared with the projected average figure for the Council of 9.4 days per employee.

4.2 Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 263 referrals were made this period, an increase of 2 when compared with the same period last year.

4.3 Accident/Incident Statistics (Appendix 2)

There were 34 accidents/incidents recorded within the Resource this period, an increase of 3 when compared to the same period last year.

4.4 Discipline, Grievance and Dignity at Work (Appendix 2)

There were 13 disciplinary hearings held within the Resource this period, an increase of 5 when compared with the same period last year. There were no grievance hearings, which remains unchanged when compared to the same period last year. There was 1 Dignity at Work complaint raised within the Resource this period, which remained unchanged when compared with the same period last year.

4.5 Analysis of Leavers (Appendix 2)

There were 23 leavers in the Resource this period, an increase of 4 when compared with the same period last year. Exit interviews were held with 8 employees.

5 Staffing Watch (Appendix 3)

5.1 There has been an increase of 16 in the number of employees in post from 9 December 2017 to 10 March 2018.

6. Employee Implications

6.1 There are no implications for employees arising from the information presented in this report.

7 Financial Implications

7.1 All financial implications are accommodated within existing budgets.

8 Other Implications

8.1 There are no implications for sustainability or risk in terms of the information contained within this report.

9 Equality Impact Assessment and Consultation Arrangements

9.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

9.2 There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

15 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

Previous References

- ◆ Social Work Resources – 25 April 2018

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: Janet.McLuckie@southlanarkshire.gov.uk

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019
April	4.8	5.0	5.3	April	6.6	5.6	6.2	April	5.4	5.2	5.6	April	4.3	3.9	4.1
May	5.3	4.9		May	6.9	4.1		May	5.8	4.6		May	4.4	4.2	
June	5.2	5.3		June	6.2	4.6		June	5.5	5.1		June	4.1	3.9	
July	5.0	4.8		July	5.7	4.9		July	5.3	4.8		July	3.3	3.0	
August	4.8	4.9		August	5.4	4.7		August	5.0	4.8		August	3.6	3.2	
September	4.3	5.0		September	5.3	5.2		September	4.7	5.1		September	4.1	4.0	
October	4.7	4.2		October	5.6	5.8		October	5.0	4.8		October	4.4	4.1	
November	5.1	4.4		November	5.4	5.9		November	5.2	4.9		November	4.9	4.8	
December	5.6	5.6		December	6.1	6.1		December	5.8	5.7		December	4.9	5.1	
January	5.5	5.5		January	5.5	7.3		January	5.5	6.1		January	4.5	5.0	
February	5.8	6.1		February	4.8	5.8		February	5.4	6.0		February	5.0	5.0	
March	5.6	5.7		March	4.8	6.5		March	5.3	5.9		March	4.7	4.7	
Annual Average	5.1	5.1	5.3	Annual Average	5.7	5.5	6.2	Annual Average	5.3	5.3	5.6	Annual Average	4.4	4.2	4.1

No of Employees at 30 April 2018			1838	No of Employees at 30 April 2018			1072	No of Employees at 30 April 2018			2910	No of Employees at 30 April 2018			15026
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For the financial year 2018/19, the projected average days lost per employee equates to 11.9 days.

SOCIAL WORK RESOURCES

	Mar-Apr 2017	Mar-Apr 2018
MEDICAL EXAMINATIONS		
Number of Employees Attending	86	86
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	26	30
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	104	85
REFERRALS TO EMPLOYEE SUPPORT OFFICER	36	54
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	9	8
TOTAL	261	263

CAUSE OF ACCIDENTS/INCIDENTS	Mar-Apr 2017	Mar-Apr 2018
Over 7 day absences	1	0
Minor	4	8
Near Miss	1	0
Violent Incident: Physical****	11	12
Violent Incident: Verbal*****	14	14
Total Accidents/Incidents	31	34

*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

***Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

****Physical violent incidents and ***** Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Mar-Apr 2017	Mar-Apr 2018
Total Number of Hearings	8	13

Time Taken to Convene Hearing Mar - Apr 2018

0-3 Weeks
8

4-6 Weeks
4

Over 6 Weeks
1

RECORD OF GRIEVANCE HEARINGS	Mar-Apr 2017	Mar-Apr 2018
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Mar-Apr 2017	Mar-Apr 2018
Number of Incidents	1	1
Number Resolved at Formal Stage	1	0
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	Mar-Apr 2017	Mar-Apr 2018
Career Advancement	0	3
Poor Relationship with Manager/Colleagues	0	2
Moving Outwith Area	1	0
Personal Reasons	1	0
Childcare/caring responsibilities	1	0
Other	1	3
Number of Exit Interviews conducted	4	8

Total Number of Leavers Eligible for Exit Interview	19	23
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Percentage of interviews conducted	21%	35%
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**JOINT STAFFING WATCH RETURN
SOCIAL WORK RESOURCES**

APPENDIX 3

1. As at 10 March 2018

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
222	189	901	1488	2800

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1344.61	470.83	542.79	19	26	2	0	0	2406.23

1. As at 9 December 2017

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
221	187	904	1472	2784

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1331.78	480.04	534.17	19	26	2	0	0	2393.99

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	20 June 2018
Report by:	Director, Health and Social Care

Subject:	Investing to Modernise South Lanarkshire Council Care Facilities
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the members of the Committee about the planned investment to modernise care facilities in keeping with the Strategic Commissioning Plan to focus on transitional support and the “home for life” principle
- ◆ provide an update of the progress to date by South Lanarkshire Council and an overview of the next steps

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that it notes the progress to date and approves, in principle, the care facilities model outlined in sections 4-7;
- (2) that the starting point for the implementation of Phase One of the model being within the Hamilton/Blantyre locality as outlined in sections 6.2 and 6.3 be approved;
- (3) that a report outlining the detail of proposals to rollout the model across the remaining three localities of South Lanarkshire be submitted to future Social Work Committees; and
- (4) that a report be provided to the Integration Joint Board which outlines the transformational plan for care facilities as outlined in section 6

3. Background

- 3.1. Demographic growth projections for South Lanarkshire indicate that the 75+ population and 85+ population will rise year on year by 2.7% and 5.2% respectively. People are living longer but not necessarily healthier lives. Recent figures identify an increase of 35% in the number of people diagnosed with dementia over a three year period. The population projections for South Lanarkshire and each of the four localities is provided graphically in Appendix 1.
- 3.2. Since 1996, whilst significant funding was invested to upgrade and refurbish the South Lanarkshire Council residential care home estate, the current model of service delivery has remained relatively static whilst factors such as demographic demand, complexity of care needs and government policy to shift the balance of care have all changed significantly in this timeframe.

- 3.3. In terms of this estate, four of the existing eight care homes are ageing in building infrastructure and design layout. The four care homes identified are Kirkton House (Blantyre), Canderavon House (Stonehouse), McWhirters House (Larkhall) and McClymont House (Lanark). The total number of registered care places is 134.
- 3.4. The remaining four residential care homes, Dewar House (Hamilton), Meldrum Gardens and McKillop Gardens (East Kilbride) and David Walker Gardens (Rutherglen) are of a sufficiently high standard to continue to meet regulatory requirements, thus providing the opportunity to continue to provide care provision within these locations. The total number of registered care places is 138.
- 3.5. Of equal importance, the Council, working in partnership with NHS Lanarkshire (NHSL), is committed to contributing to the nine National Health and Wellbeing Outcomes (Appendix 2), particularly Outcome 2 which specifically refers to supporting people to live independently at home. It is also important that we deliver against the six national measures prioritised by the Ministerial Steering Group and reported on a monthly basis to the Scottish Government in relation to:-
- ◆ unplanned admissions
 - ◆ occupied bed days for unscheduled care
 - ◆ A&E performance
 - ◆ delayed discharges
 - ◆ end of life care
 - ◆ balance of spend across Institutional and Community Services
- 3.6. The Scottish Government's Strategy "Age, Home and Community" (2012-2021) also sets out a 10-year vision to develop appropriate housing for older people, aimed at shifting the balance of care towards supporting people to remain at home independently for as long as possible, rather than in care homes or hospitals. The Local Housing Strategy 2017-2022, "Affordable Homes, Sustainable Places", sets out a specific outcome for supporting people with particular needs and their carers to live independently within the community in a suitable and sustainable home.
- 3.7. The proposed direction of travel is consistent with the Strategic Commissioning Plan and annual Integration Joint Board (IJB) Directions which emphasise a reduction on the reliance of nursing and residential care. It is proposed that this will be achieved through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the "home for life" principle.
- 3.8. Through its strategic commissioning relationship with the IJB, South Lanarkshire Council operationally delivers elements of the Strategic Commissioning Plan (SCP) 2016-19 and the annual IJB Directions. A similar relationship applies to NHSL for the Health specific elements of the SCP and Directions. Within the SCP and recently approved IJB Directions, there was a specific Direction issued to the Council to *reduce reliance on Nursing and Residential Care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the 'home for life' principle*. The content of this report indicates the progress and options the Council has considered, prior to making a decision which meets the requirements of this Direction.

- 3.9. Social Work Services for Adults and Older People, Care Home Services and respite provision were functions, amongst others, which were delegated to the South Lanarkshire IJB on 1 April 2016. This delegation was required by the Public Bodies (Joint Working) Scotland Act 2014 and is set out at clause 5.2 in the South Lanarkshire Health and Social Care Integration Scheme. The ownership of the properties from which Health and Social Care Services are delivered however was retained by local authorities and health boards in line with the legislation.

4. Progress to date

- 4.1. In 2016, a pilot/test of change was undertaken within the care facilities of Canderavon House, Meldrum Gardens and McKillop Gardens through the provision of 22 intermediate/transitional beds. Evaluation of the pilot confirms that service users who would have otherwise moved to residential or nursing care have been supported to regain skills and confidence. Of the people supported through this service, 56% successfully returned home supporting the view that, through an enabling approach, more people can be supported to return to their community.
- 4.2. New models of care and developing practice have also been considered by officers across the Health and Social Care Partnership. Research has been undertaken and a number of observational visits have taken place to explore opportunities and to consider the application of these findings within South Lanarkshire.
- 4.3. Based on the test of change and the research, the Council and its partners recognise the need to transition the current model of residential care to one which is focused on intermediate care aimed at supporting the person to return home or to a setting which best meets their needs. A whole system approach is being adopted which reflects early intervention, self-management and enablement and supports people to secure their personal outcomes. This will best be achieved through the provision of timely re-ablement and rehabilitation interventions provided from a locality based multi-disciplinary Hub. The Hub will provide accommodation for multi-disciplinary staff including social care workers, allied health professionals and nursing staff. Together, the staff will provide integrated services within the model set out. It is intended to develop the care facilities within a broader strategic framework.
- 4.4. The future model of care if approved will therefore incorporate the following principles:-
- ◆ the flexible use of beds to support people through a transitional period, particularly those who are at risk of premature admission to long term care; require crisis intervention; have palliative care needs; or have been subject to acute hospital admission and require a period of recovery
 - ◆ the provision of an environment to undertake further multi-disciplinary assessment, monitoring, rehabilitation and enablement
 - ◆ the provision of a recovery and recuperation period to enable the person to return home safely
 - ◆ be centred around a Hub which will be resourced by a multi-disciplinary team, with multi-function rooms to undertake the necessary rehabilitation and re-ablement of service users in the designated transitional beds
 - ◆ connect with wider community supports, with both staff in the Hub and in the community providing in-reach and out-reach support. The availability of multi-purpose rooms will allow community staff to deliver inputs such as Podiatry, Occupational Therapy and Physiotherapy Services
 - ◆ a carers and third sector Hub to support carers and community engagement

- 4.5. This innovative model of care will support more people to return home who may otherwise have been prematurely admitted to a care home setting or resided longer than necessary in a hospital bed. The service will be responsive, flexible and available at times of crisis to ensure the person recovers and maximises their independence.
- 4.6. The model, if approved, will have a stronger connection to existing community based resources including the Home Care Re-ablement Teams, the Integrated Community Support Teams and Hospital at Home Service. The model will also support a fuller assessment period prior to any decision regarding permanent admission to a care home. This will ensure the care home option is only utilised at the most appropriate point in the person's life journey.

5. Communication and Engagement

- 5.1. Given the extensive work done to date, a number of sessions were facilitated to communicate progress with all Council Elected Members. The format and scope of these sessions covered the following elements:-
- ◆ the changing strategic context of Adult and Older People Services
 - ◆ demographic and future demand challenges, including increasing complexity of care
 - ◆ the proposed model to meet this changing demand
 - ◆ the starting point for the model
 - ◆ the proposed implementation plan and roll-out
 - ◆ discussion and opportunity for questions and to seek clarification
- 5.2. Overall, the sessions were well attended with a number of important issues discussed and highlighted by Elected Members with regards to:-
- ◆ the impact on long term care capacity as a result of re-modelling a proportion of existing residential care beds to transitional care beds
 - ◆ how successful the model will be
 - ◆ the impact of the new model on other resources such as potential increased demand on other community resources including home care through supporting more people to remain at home
 - ◆ how the model will be financed
 - ◆ the impact on Council staff
 - ◆ the contribution of other partners to the model
- 5.3. Subsequent to this, a Question and Answer briefing, together with a one page summary briefing was prepared and circulated to all Elected Members following the initial briefing sessions.
- 5.4. Following the main briefing sessions, the Director, Health and Social Care, together with members of the Senior Management Team have also held a number of meetings with Senior Elected Members to have continued dialogue regarding the proposals.
- 5.5. From a staff and service user/carer viewpoint, initial communication has been undertaken to inform that a new model of care is being considered and to reassure that any potential service change will be managed with minimal impact to existing users.

6. Phasing the Investment – Care Facilities

- 6.1. It is proposed that the model will be implemented South Lanarkshire wide across the four localities. The future configuration of resources across each locality will involve de-commissioning of the older care homes which are coming to the end of their life

span in terms of being fit for purpose in future years, whilst at the same time enhancing the remaining ones. This is outlined below:-

Locality	Implementation
Hamilton	Kirkton House and McWhirters House will be replaced by a new care facility. Dewar House will be maintained
Clydesdale	McClymont House and Canderavon House will be replaced by a new care facility
East Kilbride	Will see an enhanced model for the existing Meldrum House and McKillop Gardens Care Facilities
Rutherglen/Cambuslang	Will see an enhanced model for the existing David Walker Gardens

- 6.2. **Hamilton Proposal Phase One** - The Hamilton locality has been identified as the starting point for the implementation of the model. There are a number of factors supporting the proposals to start in Hamilton including ageing care homes within this locality and the identified need in relation demographic growth. The Hamilton locality has the largest population of 107,000 and the most significant growth in the 85+ population. 29.4% of the population comprises people aged 65+. Frailty amongst the Hamilton population is higher and the locality has the highest prevalence of mental health needs, including dementia. It also has the highest rates of emergency admissions and people living with multiple long term conditions.
- 6.3. A preferred site has been identified – St Joseph’s in Blantyre. The site provides the opportunity to co-locate and integrate the following services and amenities:-
- ◆ 20 transitional ensuite rooms providing care for adults and older people with multi – purpose rooms for re-ablement and rehabilitation interventions. There will be staff accommodation to enable the delivery of in reach and outreach support
 - ◆ 20 technology enabled homes which support adults with complex needs and older people to live independently. Where support is required, this would be provided by community based Health and Social Care teams
 - ◆ a Centre of Excellence which would host Telehealth/Telecare demonstration space, facilities to train and develop our own care staff, accommodation for students, a community cafe and a community I.T Hub
 - ◆ community regeneration and intergenerational space to promote social enterprises such as community gardens, sensory garden and children’s play area which is autism and disability friendly
 - ◆ employment opportunities created through community cafe and social enterprise
 - ◆ new supply of mainstream social rented housing built to Housing for Varying Needs Standards, which includes barrier free internal spaces and other accessibility features

7. Next Steps and Future Phases

- 7.1. Following Phase One, this will followed in sequential order by Clydesdale, East Kilbride, Rutherglen and Cambuslang. The model will be tailored to each locality's requirements beyond the core elements, recognising that the asset base and current service configuration in each locality will be different, thus providing their own unique opportunities. This will be further developed following consultation and engagement with key stakeholders and the progress and developments of each phase will be brought back to future Social Work Committees for approval.
- 7.2. This concept is set out diagrammatically at Appendix 3.
- 7.3. Given the significance of the capital investment and the transformational change programme, the IJB will be asked to endorse the approach being adopted by the Council and note the requirement for the delegated funding to continue to be available to operate the new care facilities. The IJB is responsible in terms of the Integration Scheme for the delivery of the integrated functions and provides operational oversight of all integrated services.
- 7.4. If approved by Social Work Committee, a report will go to the IJB providing an update on the progress being made. The transition to the new model of service delivery relies on the ongoing availability of the revenue budget allocation delegated by the IJB to the Council.
- 7.5. If approved, the existing communication strategy will be extended to include a wider group of stakeholders. This will include working with relevant stakeholders in each of the localities to tailor the specifics of the model in line with the unique characteristics of each locality.
- 7.6. With regards to the delivery of the build programme, work is already underway to develop specific project briefs and specifications for each phase of the works and it is currently anticipated that Phase One of the works will commence on site later in 2018. There is a joint Social Work/Housing and Technical Resources Programme Board already established and which will oversee the physical and financial progress made in the delivery of this programme. Updates on progress will be included as part of future capital monitoring reports.

8. Employee Implications

- 8.1. Employee implications have been factored into the development of transitional care model and it is envisaged that, if approved, the new model of care will provide an opportunity for staff to develop their skills and knowledge in a wider range of activities. The Council is well placed to support staff to undertake the necessary personal development to equip them to discharge their professional roles inline with regulatory requirements and will work in partnership with Trade Union colleagues. In time, this will result in an increase in the social work establishment and, as the model develops, future staffing requirements will be brought back to the Social Work Committee.

9. Financial Implications

- 9.1. For the Hamilton proposal (Phase One) costings have been completed and the net costs of running the new care facility will be £2.286m. The cost of the proposal will be funded from the existing budget provision for Kirkton and McWhirters of £2.029m with the balance of £0.257m from the existing recurring Health and Social Care Partnership Social Care Fund for care home placements.
- 9.2. As well as this existing investment there will be additionality from community health resources that will be attached to the multi-disciplinary Hub with the co-location of additional social care and health resources including the promotion of new technology and telecare. This will ensure a best value approach both financially and in terms of outcomes for service users.
- 9.3. As proposals for other phases progress, detailed costings will be brought back to committee.
- 9.4. The capital cost of the care facilities development across South Lanarkshire will be met from within the agreed capital investment programme. At the meeting of the Executive Committee on 28 February 2018, the General Services Capital Investment Programme for the financial years 2018/2019 and 2019/2020 was updated and a revised budget of £17.6m was approved for the replacement of Social Work care facilities.
- 9.5. The development of the Hamilton/Blantyre site will be met in a phased way from the current capital investment.

10. Other Implications

- 10.1. The approved capital investment programme will mitigate future operational risks which would otherwise emanate from the deterioration of four of the existing residential care homes.
- 10.2. A full decommissioning plan is being put in place to maintain the stability and quality of care and support for existing service users.
- 10.3. There are no sustainable development issues associated with this report.
- 10.4. There are no other issues associated with this report.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. A full equality impact assessment will be undertaken of the strategy for care facilities in the future, including the Fairer Scotland duties.
- 11.2. Ongoing consultation and engagement will be a key component of the implementation approach.

Val de Souza
Director, Health and Social Care

7 June 2018

Link(s) to Council Values/Objectives/Ambitions

- ◆ deliver better health and social care outcomes for all
- ◆ protect vulnerable children, young people and adults
- ◆ improve later life
- ◆ accountable, effective, efficient and transparent
- ◆ focused on people and their needs
- ◆ ambitious, self aware and improving

Previous References

- ◆ Executive Committee 28 February 2018 - Capital Programme 2018/2019 to 2019/2020 Update
- ◆ Integration Joint Board 26 March 2018 – Directions from the South Lanarkshire Integration Joint Board to NHS Lanarkshire and South Lanarkshire Council

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Evelyn Devlin, Service Manager, Transitions

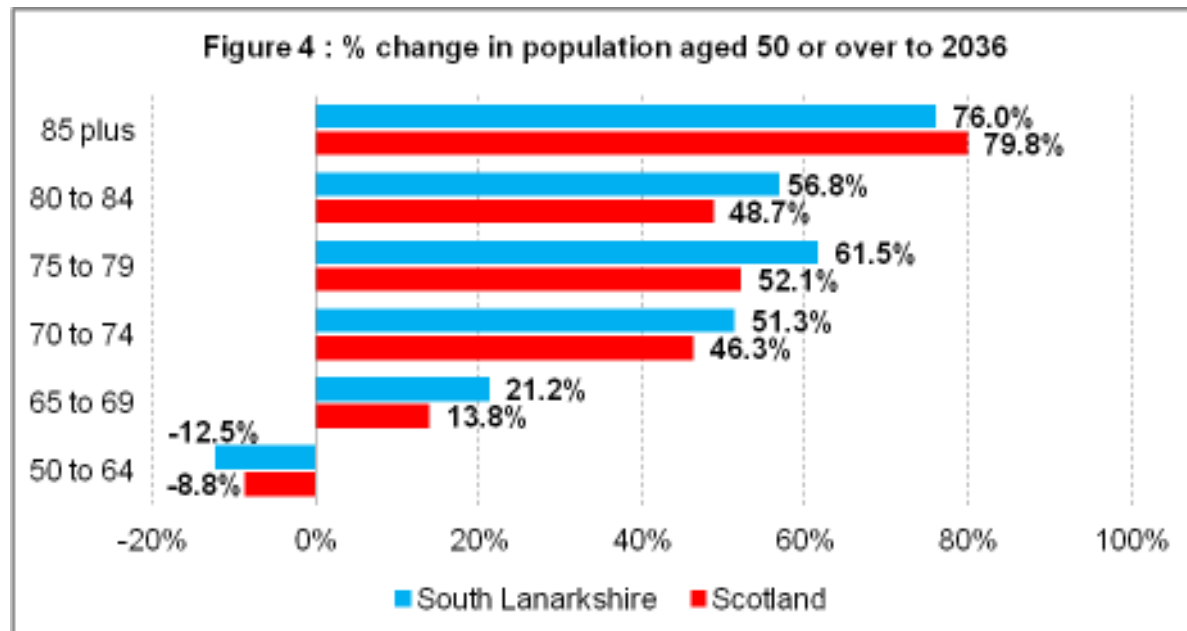
Ext: 3938 (Phone: 01698 453938)

Email: evelyn.devlin@southlanarkshire.gov.uk

Demographic Growth projections South Lanarkshire and Localities Appendix 1

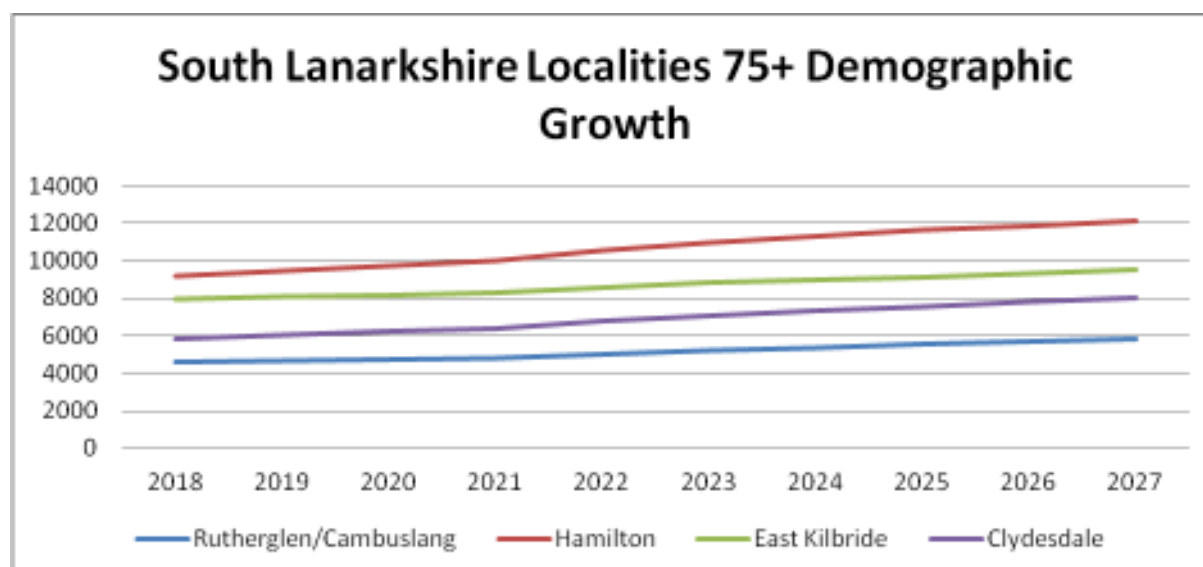
1) South Lanarkshire 50+ Demographic Growth Compared with Scotland

The chart below gives a breakdown of the 50+ demographic growth for South Lanarkshire compared with the national (Scotland) growth



2) South Lanarkshire Locality Demographic Growth 2018 – 2027

The following chart shows the 75+ demographic growth across each of the 4 localities of South Lanarkshire between 2018 and 2027

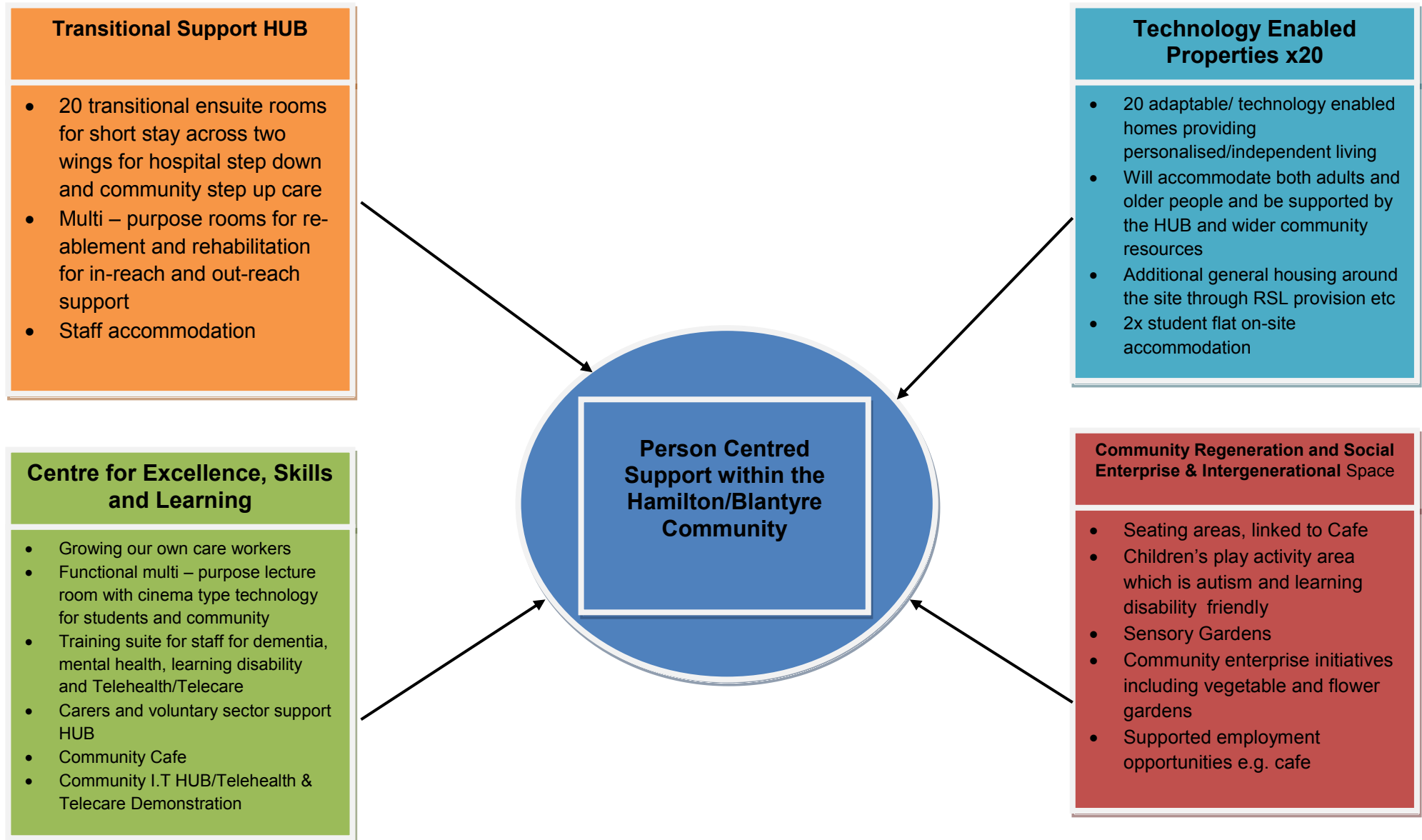


National Health and Wellbeing Outcomes

The National Health and Wellbeing Outcomes are high-level statements of what health and social care partners are attempting to achieve through integration and ultimately through the pursuit of quality improvement across health and social care.

By working with individuals and local communities, Integration Authorities will support people to achieve the following outcomes:

- **Outcome 1:** People are able to look after and improve their own health and wellbeing and live in good health for longer
- **Outcome 2:** People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
- **Outcome 3.** People who use health and social care services have positive experiences of those services, and have their dignity respected
- **Outcome 4.** Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
- **Outcome 5.** Health and social care services contribute to reducing health inequalities
- **Outcome 6.** People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being
- **Outcome 7.** People using health and social care services are safe from harm
- **Outcome 8.** People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide
- **Outcome 9.** Resources are used effectively and efficiently in the provision of health and social care services



Report

5

Report to: **Social Work Resources Committee**
 Date of Meeting: **20 June 2018**
 Report by: **Director, Health and Social Care**
Executive Director (Finance and Corporate Resources)

Subject: **Community Justice and Health and Social Care
Planning and Performance Support**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that South Lanarkshire Council has been granted further transitional funding of £50,000 for 2018/2019 to help embed the Community Justice Partnership model in South Lanarkshire
- ◆ advise the Committee of proposals to utilise this funding to continue to fund the part-time temporary post of Community Justice Co-ordinator
- ◆ request approval to utilise existing and additional funding to create two new temporary posts of Performance and Systems Development Assistant and Planning Officer to support new demands emanating from both the Health and Social Care Partnership and the Community Justice Partnership

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the contents of the report are noted;
- (2) that the existing 0.5 Full-time Equivalent (FTE) Community Justice Co-ordinator post is extended for one year to 30 June 2019; and
- (3) that two FTE fixed term posts of Performance and Systems Development Assistant and Planning Officer be created within the Planning and Performance team for a period of one year to 30 June 2019.

3. Background

- 3.1. The implementation of the new Community Justice (Scotland) Act 2016 led to significant changes to the structure and function of Justice Services in Scotland. As a result, in April 2017, Community Justice authorities were dissolved and, in a South Lanarkshire context, a Community Justice Partnership (CJP) was formed.
- 3.2. From an accountability perspective, the CJP reports to the Community Planning Partnership (CPP) via the Safer South Lanarkshire Board (SSLB).
- 3.3. As part of the new model for Community Justice, South Lanarkshire Council (SLC) was allocated funding of £50,000 annually for a period of three years from 1 April 2015 to 31 March 2018 to employ a temporary Community Justice Co-ordinator to facilitate the transition to the new model of Community Justice.

- 3.4. The Scottish Government has now confirmed that the £50,000 funding has been approved for a further financial year with indications that this funding will then become part of the annual Section 27 Grant for the delivery of Community Justice Services from April 2019. The purpose of the funding is to support the embedding of the CJP and ultimately improve Community Justice Outcomes (CJOs).
- 3.5. The Community Justice Co-ordinator is responsible for developing a CJO Improvement Plan. The Plan aims to ensure that the Partnership:-
- ◆ prevents and reduces further offending by addressing its underlying causes
 - ◆ safely and effectively manages and supports those who have committed offences to help them integrate into the community and realise their potential for the benefit of all citizens
- 3.6. The main aims of Community Justice are to provide:-
- ◆ improved community understanding and participation
 - ◆ effective use of strategic planning and partnership working
 - ◆ effective use of evidence-based interventions
 - ◆ equal access to services
- 3.7. The CJO Improvement Plan is renewed annually. Additionally, there are requirements for quarterly reporting to the CJP.
- 3.8. Social Work Resources' Justice Services is an essential part of the CJP and is required to report on its statutory performance to Community Justice (Scotland) on an annual basis. From 1 April 2018, SLC has been providing Justice Throughcare Services (previously hosted by North Lanarkshire Council). This also requires additional information to be reported annually to the Scottish Government. There continues to be a requirement to report on key performance indicators on a quarterly and annual basis to the CPP and Community Justice (Scotland).
- 3.9. Similarly, and as a result of the developing Health and Social Care agenda, there have been a number of new demands, both internally to the Council and as part of the wider Health and Social Care Partnership (HSCP).
- 3.10. Notably, there are two significant pieces of activity which require focused support in the short/medium term. The review of Home Care Services, which has been an ongoing piece of activity within the Council, aimed at maximising service efficiency through the introduction of mobile working, I.T. support, improved scheduling and a new contractual framework. Secondly, the introduction of a new quarterly performance reporting framework for Health and Social Care which will provide a composite performance report for the Integration Joint Board (IJB) and the four locality planning areas.
- 3.11. Both areas of work require a level of resource over and above existing management information and also require existing I.T. systems to be adapted to ensure that relevant performance data is captured and reported in a way which supports future decision-making.

4. Current Situation

- 4.1. As referred to at 3.5, the Community Justice Co-ordinator in post, oversees the development of a CJO Improvement Plan.
- 4.2. Alongside the new model of Community Justice, the Scottish Government also developed an Outcome, Performance and Improvement Framework (OPI Framework) and a self-evaluation guide and framework was developed in relation to Community Justice in Scotland. Additionally, the Scottish Government announced that this self-evaluation model would be the basis for future scrutiny and inspection of Justice Services.
- 4.3. Over 2017/2018, the self-evaluation model was used to review the Unpaid Work Service (UPWS). Additionally, all Pan-Lanarkshire Justice Services were reviewed. There was a shared finding from all of the reviews that improvements need to be made to the service's ability to capture and measure outcome based improvements.
- 4.4. The Council's current performance information system IMPROVe captures a wealth of information in relation to Justice, but there is a need to ensure that this is consolidated and developed as required, to capturing accurate, relevant and useful information to ensure that the service is meeting its statutory requirements.
- 4.5. Additional information is required to be reported on a more frequent basis in order to ensure effective service delivery. For example, there is a need to capture the level of "Other Activity" in the UPWS and also a need to capture data for reporting on the newly established Throughcare team.
- 4.6. Additionally, there is a need to capture the views of service users, partners and the community in order to report on the effectiveness of the CJP.
- 4.7. As a result of the continued work described for the HSCP and Justice Services, there is a continuing need for this role. Should the funding become part of the annual Section 27 Grant, the nature and permanency of the posts will be reviewed.
- 4.8. The Health and Social Care agenda continues to evolve and places new demands on a number of areas across the system. In recognition of this, and ongoing reviews, a temporary post was piloted to ascertain the level of resource and longevity required in the future. From the work of this post to date, a number of gains and benefits have been made as follows:-
 - ◆ regular suite of four weekly home care performance information developed and implemented which provides evidence regarding the impact of service changes
 - ◆ development of integrated performance reporting framework which was considered and supported by the South Lanarkshire Integration Joint Board Performance and Audit Sub-Committee in May 2018. This aspect of work now requires to be implemented and form the basis of a core suite of performance data for Health and Social Care
 - ◆ systems development with regards to identifying a reporting tool which will allow NHS and Council managers/staff to view this information, thus taking away the need to access more than one system
 - ◆ training, supervision and development of staff with the Planning and Performance team to increase capacity and knowledge of this agenda

5. Next Steps

5.1. In order to resource this identified need, the following is proposed:-

- ◆ two temporary posts are created for a period of one year. The purpose is that the post-holders would assist with the development and implementation of systems to capture performance related and outcome based information for Health and Social Care and Justice Services
- ◆ the posts will support the Community Justice Co-ordinator and report to the Manager within the Planning and Performance section. The post will support all of Justice Services to improve outcome reporting for their services and embed the new model of Community Justice
- ◆ the posts will assist with the collation of information from all partners to meet the outcomes noted in the local plan to deliver CJOs. This post will also assist with developing information to inform strategic planning and will assist Social Work Resources to fulfil their obligations under the Community Justice (Scotland) Act 2016
- ◆ the new posts will also provide the necessary capacity and expertise to harmonise and bring together information held on separate systems to provide a more holistic overview of the Health and Social Care agenda. In turn, this will support decision making through the provision of the most relevant and timely performance data
- ◆ a health and social care context, a temporary post has already been successfully tested for 6 months to support this work

6. Employee Implications

6.1. The employee implications for implementing the proposed changes are detailed in the table below:-

Post (Social Work)	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 33.1%
Community Justice Co- ordinator – Fixed Term	0.5	0.5	Grade 4 Level 5	85 – 88	£22.79 – £23.85	£20,794 – £21,761	£27,095 – £28,355
Performance and Systems Development Assistant – Fixed Term	0	1	Grade 2 Level 4	52 – 57	£13.98 – £15.04	£25,512 – £27,446	£33,242 – £35,762
Planning Officer – Fixed Term	0	1	Grade 3 Level 4	70 – 74	£18.22 – £19.35	£33,249 – £35,311	£43,323 – £46,010
Total Costs	0.5	2.5					£103,660 – £110,127

6.2. The posts have been evaluated using the Council's grading scheme, however, may be subject to future job evaluation.

7. Financial Implications

- 7.1. The posts related to the Community Justice Partnership will be funded in-part from the funding to embed the new model for Community Justice 2018/2019 and is supported by the CJP. The other part of this funding is from the Section 27 Grant to support the development of reporting in Community Justice.
- 7.2. The Health and Social Care related post will be funded from within the existing Planning and Performance Team establishment.

8. Other Implications

- 8.1. There is a risk if recommendations are not supported that the capacity to improve services will be limited. This will impact on development of the CJP, the HSCP and the Council's requirements to meet national reporting requirements in relation to Community Justice and local requirements with regards to the impact of the Home Care review.
- 8.2. There are no implications for sustainability in relation to this report.
- 8.3. There are no other issues associated with this report

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy function or strategy, nor does it recommend a change to existing policy, function or strategy, therefore, no impact assessment is required.
- 9.2. Trade Union colleagues have been consulted on the proposals contained within this report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

30 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Achieve results through leadership, good governance and organisational effectiveness
- ◆ Accountable, effective, efficient and transparent
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities
- ◆ Protect vulnerable children, young people and adults

Previous References

- ◆ Executive Committee of 26 August 2015

List of Background Papers

◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Report

6

Report to:	Social Work Resources Committee
Date of Meeting:	20 June 2018
Report by:	Director, Health and Social Care Executive Director, Education Resources

Subject:	Autism Resources Coordination Hub (ARCH) Update and Approval of the South Lanarkshire Local Autism Action Plan
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of the background and current progress of the development of the Autism Resource Coordination Hub (ARCH)
- ◆ advise of the development of the South Lanarkshire Local Autism Action Plan to sit within the Scottish Strategy for Autism
- ◆ request approval of the Local Autism Action Plan (Appendix 1) and continued funding of the ARCH

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the updated South Lanarkshire Local Autism Action Plan 2018 – 2023 and the continued funding of the ARCH over the next 5 years of the Action Plan be approved; and
- (2) that the development of a Resource Plan to implement the revised and updated Action Plan be noted.

3. Background

- 3.1. Following the closure of the Pan Lanarkshire One Stop Shop based in Motherwell, which was managed by Scottish Autism, in May 2016, interim arrangements were put in place to deliver an alternative South Lanarkshire Autism Service within identified premises in Fairhill Lifestyles, Hamilton. On 4 July 2016, the service provision moved to Hamilton Academicals Football Club, primarily in recognition of the needs of children with autism and their siblings who required a more suitable venue.
- 3.2. Following the school summer holidays in 2016, the ARCH Service moved to its own premises in Burnbank, Hamilton where it remains.
- 3.3. The model of service delivery adopted in ARCH is the Asset Based Community Development (ABCD) approach which seeks to engage and mobilise the capacities of all autism partners in the private, statutory, voluntary and parent led sectors within South Lanarkshire.

- 3.4. Staffing of ARCH incorporates a Coordinator, a part-time Autism Advisor holding relevant experience and a part time Administration Officer. Additional funding has been sourced from Social Work Recourses to recruit an additional member of staff due to the growth of the service.
- 3.5. The ARCH is the flagship of South Lanarkshire's commitment to promoting and implementing the four strategic outcomes outlined in the revised Scottish Strategy for Autism – Outcomes Approach (2015) and Revised Outcomes and Priorities 2018-2021.
- 3.6. ARCH remains active in facilitating the development of services within the community many of which are delivered by the community itself alongside partners in the statutory, private and third sectors. Parent carer support groups are arranged and delivered collaboratively between parent carer volunteers and ARCH staff who deliver guidance, signposting and support to fellow parent carers and people affected by autism themselves. The Lanarkshire Carers Centre has also been commissioned to provide a staff member to co work/facilitate one of the constituted parent carer support groups held in the centre.
- 3.7. A range of Autism stakeholders remain actively involved in collaborating on designing and delivering supports based within the ARCH.
- 4. Further Development of the ARCH Service – February to May 2018**
- 4.1. Engagement and consultation culminated in an Autism survey and subsequent focus groups in the last four months with all stakeholders of 2017. This resulted in identification of five main themes used to agree on three main objectives identified by locality based focus groups comprising representatives of; South Lanarkshire's autistic people, their parent carers and families and a range of Autism partners in the private, statutory and third led sectors.
- 4.2. ARCH was instrumental in distilling the data/feedback from both the survey and focus groups and translating this into The South Lanarkshire Local Autism Action Plan 2018-2023.
- 4.3. The proposals contained in The Local Action Plan were presented to participants at a 'Thank you and Feedback' event on 21 March 2018 and all stakeholders who attended provided positive written evaluations of the event. The event was also attended by Elected Members, Autism Network Scotland and the Scottish Government's Autism Strategy Implementation Service based at Strathclyde University. Autism Network Scotland have also been actively involved as consultants in the design of the South Lanarkshire Local Autism Action Plan.
- 4.4. ARCH has been actively involved in raising the profile of autism within the community, Health and Social Care Partnership, third sector and voluntary organisations.
- 4.5. A common theme consistently identified throughout Scotland's Autism community has been the lack of accessible and clear information regarding Autism and Autism Services. To address this, ARCH developed a public information leaflet which has been widely praised as being clear and concise. This leaflet has been distributed by Autism Network Scotland to the other 31 Scottish Local Authorities as an exemplar of good public information.

- 4.6. A further development was in the production of an ARCH 'teen' leaflet which was produced for teens newly diagnosed with Autism, or who have had little or no accessible information since being diagnosed. The leaflet was coproduced with the full involvement and participation of all stakeholders in the Autism community. Copies can be made available on request.
- 4.7. ARCH is currently producing an under 12's version of the information leaflet and this has, once again, been coproduced with the full participation of all stakeholders in the Autism community including Autistic under 12's themselves.
- 4.8. An important development in public information was the translation of the sibling support pack; 'Your Story, My Story, Our Story' into an electronic version and uploaded on to the South Lanarkshire website.

5. Further Developments

- 5.1. ARCH staff have collaborated with lead staff in Autism Network Scotland, the Autism Resource Centre in Glasgow City Council and a private Autism consultant to develop a basic Autism awareness programme which will be targeted at all stakeholders in the wider community as well as parent carers. This will be to fulfil the objectives of the National Autistic Society Autism training framework and seek to achieve an Autism 'informed' level of awareness within the wider South Lanarkshire community and generic workforce. The basic awareness programme will be in addition to existing provision offered by The Lanarkshire Carers Centre but which is exclusively for parent carers, and the 'Learn on Line' programme for Social Work Resources staff and The Autism Consultation within Education Resources.
- 5.2. The ARCH has been collaborating with the various parent carer/charitable groups who use the centre in undertaking Autism friendly adaptations including a sensory garden, a sensory shed, a pop up sensory tent, and subdued lighting. There have also been successful funding applications submitted by these groups to the local Archdiocese, Scotwest Credit Union and The Bank of Scotland. The Big Lottery has also met with user group representatives in May 2018 and is considering further funding applications to support the commissioning of additional supports and services within the ARCH.
- 5.3. The ARCH has been instrumental in identifying a fully funded SVQ Level 2 in understanding Autism, and supported over 50 practitioners and other stakeholders to undertake the qualification. The intention of this is to seek to establish a network of Autism informed staff available to act as points of contact throughout the Partnership for other staff when dealing with autistic children and young people.
- 5.4. ARCH has also collaborated with Education Inclusion Services in looking to provide the 'Early Bird' programme throughout South Lanarkshire, and have this staffed by National Autistic Society accredited practitioners. This will be in delivering the four programmes: Early Bird, Early Bird Plus, Early Bird Healthy Minds and Early Bird Teen Life.

6. The South Lanarkshire Local Autism Action Plan (Appendix 1)

- 6.1. The Local Autism Action Plan has now been drafted, and incorporates; Outcome Measures, all stakeholders involved in the construction of the Local Action Plan, a glossary of terms and acronyms used in the document and the proposed governance structure of the Local Autism Action Plan.

- 6.2. If approved by Committee, the Plan will be sent to graphics to be presented as the South Lanarkshire Partnership Plan for distribution and inclusion in relevant stakeholders websites. A summary version will also be produced for easy access.

7. Employee Implications

- 7.1. There are no employee implications associated with this report

8. Financial Implications

- 8.1. Staff running costs were agreed and remain as £51,694- £56,865. These costs will continue to be met by a 50/50 split between Social work Resources and Education Resources. Social Work Resources will fund £4,200 for the two years to meet the costs of a school holiday activities provision for children on the Autism spectrum and their siblings. Social Work Resources will continue to meet the running costs of £8,000 per annum.
- 8.2. Social Work Resources and Education Resources have agreed to commit to the current funding arrangements over the five years of the Action Plan to be reviewed on an annual basis.

9. Other Implications

- 9.1. There are no additional risk implications associated with this report.
- 9.2. There are no sustainable development issues associated with this report.
- 9.3. There are no other issues associated with this report

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 10.2. Full consultation has taken place with a number of stakeholders in the development of the Local Autism Action Plan and these have been referenced in the final plan in Appendix 1.

Val de Souza
Director, Health and Social Care

Tony McDaid
Executive Director, Education Resources

23 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve health, care and wellbeing
- ◆ Get it right for children and young people
- ◆ Protect vulnerable children, young people and adults
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ Executive Committee Report - 8 March 2017
- ◆ Social Work Resources Committee Report – 15 November 2017

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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“Moving on from Transacting to Transforming”
South Lanarkshire’s Five Year Local Autism Action Plan
(2018-2023)

Contents

- a brief background about Autism in Scotland and the UK – costs and investments
- how we arrived here – a timeline
- the **first** phase
- the **second** phase
- the **third** phase
- The Five Themes and priorities identified by the focus groups
- moving forward into the **Fourth** phase ‘Transforming Autism Services’
- Appendix 1a – All South Lanarkshire stakeholder organisations involved in the Autism consultation
- Appendix 1b – A glossary of acronyms in this document
- Appendix 1c – The governance of the Local Autism Action Plan

A brief background – Autism in the UK, Scotland and South Lanarkshire

South Lanarkshire has produced the present document along with the full involvement of all stakeholders within the South Lanarkshire Autism community in realising our shared vision to improve Autism supports and services across the entire Partnership.

Following the launch of the Scottish Strategy for Autism in 2011, in 2013 the Scottish Government commissioned a National Autism Mapping Project - a short-term fact finding and analysis exercise to build up a picture of Autism service provision nationally and provide information on Autism coordination at a local level. It was this process which gave rise to the funding of One Stop Shops across Scotland for a fixed term including North and South Lanarkshire between 2013-2016.

The prevalence of Autism in children is rising yearly. In 2003, it was reported to be one child in 163, ten years later in 2013 it was reported to be one child in 67. This is equivalent to almost 1.5% of Scottish children having a diagnosis of Autism Spectrum Disorder (ASD). A recent North American prevalence rate was published in April 2018 by the Centre for Disease Control (CDC) and estimated the prevalence figure to be one in 59. (This document will make use of the term Autism Spectrum Condition (ASC) as a preferred alternative; and autistic people rather than people with Autism.)

These rates and trends are comparable to that of the rest of the UK. This means that in South Lanarkshire with a population of 316,230 and applying the one in 67 prevalence statistic there are approximately 4,711 (1.49%) autistic people. The prevalence is expressed as a percentage of the total school population.

Data Source: www.scotland.gov.uk/Topics/Statistics/Browse/SchoolEducation/dspupcensus.

In terms of the costs of Autism to the UK economy a study conducted by Knapp and collaborators from Kings’ College London estimated the cost of ASD across the lifespan to range from £0.80 to £1.23 million per person depending on the co occurrence of an additional intellectual disability diagnosis.

One of the recommendations made by the Scottish Government in relation to the Scottish Strategy for Autism was to commission an analysis of the Knapp report and place it within the context of Scottish localities. This segmentation exercise was undertaken by Professor Tommy McKay at Strathclyde University and Professor Martin Knapp at The London School of Economics between 2014-2018 and some of the most important findings are outlined in summary later in this document.

The segmentation report provided important information on what interventions lead to better outcomes for autistic individuals and the economy as a whole, as well as examining UK prevalence figures in considerable detail.

It is essential to have a firm appreciation of the current level of Autism funding in order to strategically invest in interventions that lead to better outcomes. High care costs are often associated with crisis situations, which have arisen as a consequence of unmet need. By segmenting the Autism population, the 2018 report will hopefully contribute to more targeted cost effective interventions, backed by research led approaches.

For the purpose of clarity the research initially conducted in 2014 by The London School of Economics and The Journal of the American Medical Association relating to the financial impact of Autism will be noted, and contrasted with the comparative low investment in Autism supports and services.

The subsequent segmentation of this research into the Scottish context is then outlined following the publication of the Micro Segmentation Report in March 2018;

The 2014 Report -

Autism costs more per year than other chronic conditions including; Dementia, Cancer, Heart Disease and Strokes. (Outlined below)

Costs to UK economy (2014):

- £23billion – Dementia
- £12billion – Cancer
- £8billion – Heart Disease, and
- £5billion – Stroke; compared to:
- £32.1billion – Autism

By comparison – annual research spend:

- £50million – Dementia
- £590million – Cancer
- £169million – Heart Disease
- £32million – Stroke;
- £4million – Autism

When it came to the average spend per person per year throughout the UK, this equated to the following (2014);

- £61.00 - Dementia
- £295.00 - Cancer
- £75.00 - Heart Disease
- £22.00 - Stroke
- £6.60 – Autism (generally) and
- £0.60 - Adults with Autism

Source:

<http://www.lse.ac.uk/website- archive/newsAndMedia/news/archives/2014/06/Autism.aspx>

The 2018 report –

As from 26 March 2018, a major study commissioned by the Scottish Government from Professor Tommy McKay at Strathclyde University, and Professor Martin Knapp at The London School of Economics has reported back on the 'Micro Segmentation' of the above findings translated into the Scottish economy context.

The **Micro Segmentation Report** is the conclusion of four years of research, and as Scotland has approximately 8.4% of the total UK population, Professors' Knapp and McKay's comprehensive study found that Autism costs amount to **£429.00** for every person in Scotland. With a South Lanarkshire population of approximately 316,000 this totals some **£135,564,000 per annum** for the entire Health and Social Care Partnership community.

Of particular significance was one of the segmentation report's findings that "parent training and support programmes could benefit families of autistic children and adults both with and without an Intellectual Disability" (Micro Segmentation Report; p 216) which when combined with other evidence based interventions constitute early and effective strategies.

The report also highlights both the 'inescapable' costs of Autism i.e. prevalence of Autism, Autism and Intellectual Disabilities and Co Morbid conditions such as ADHD, as well as the 'escapable' costs i.e. lost productivity for the 85% of autistic people with no full time gainful employment. This issue in particular can be hugely influenced by research-informed policies such as Employment Support Programmes and other similar initiatives.

The 357 page micro segmentation study concluded that for every **1% of reduced 'escapable' costs** affected by evidence based interventions for children and adults with Autism, savings of **£22million** would be made, and for **10% of reduced escapable costs** by evidence based interventions for children and adults with Autism there would be some **£223million** savings to the Scottish economy (page 218).

In addition to the obvious economic benefits, the study also concluded that **quality of life measures** would increase accordingly for the estimated **44,133** Scottish autistic people, their families and communities. **"The strong links between economic impacts and quality of life have been demonstrated over a long period in a wide variety of studies"** (page 208).

The Micro Segmentation Report's 'invest to save' philosophy would therefore seem indisputable and compelling on both ethical and economic grounds.

Source: <http://www.gov.scot/Resource/0053/00533382.pdf>

How South Lanarkshire Arrived Here: A timeline for our transaction with the autism community –

2011 –

When the ten year long Scottish Strategy for Autism was implemented in 2011, it initially centred on the ten indicators of good practice (below);

Ten Indicators for best practice in the provision of effective Autism Spectrum Disorder (ASD) services:

1. a local Autism Strategy developed in cooperation with people across the Autism spectrum, carers and professionals ensuring that needs of people with ASD and carers are reflected and incorporated within local policies and plans;
2. access to training and development to inform staff and improve the understanding amongst professionals about ASD;
3. a process for ensuring a means of easy access to useful and practical information about ASD, and local action, for stakeholders to improve communication;
4. an ASD Training Plan to improve the knowledge and skills of those who work with people who have ASD, to ensure that people with ASD are properly supported by trained staff;

5. a process for data collection which improves the reporting of how many people with ASD are receiving services and informs the planning of these services;
6. a multiagency care pathway for assessment diagnosis and intervention to improve the support for people with ASD and remove barriers;
7. a framework and process for seeking stakeholder feedback to inform service improvement and encourage engagement;
8. services that can demonstrate that service delivery is multiagency in focus and co-ordinated effectively to target meeting the needs of people with ASD;
9. clear multiagency procedures and plans which are in place to support individuals through major transitions at each important life stage; and
10. a self evaluation framework to ensure best practice implementation and monitoring.

2015 –

The Scottish Strategy for Autism was revised and reformed into 'The Outcomes Approach'. The South Lanarkshire Local Autism Action Plan set out to address the four strategic outcomes identified (below) in this revised strategic model:

- a healthy life
- choice and control
- independence
- active citizenship

2016 –

South Lanarkshire established the **ARCH** (Autism Resources Coordination Hub) following the closure of the previous Pan Lanarkshire resource based in Motherwell.

2017 –

In 2017 the Scottish Government undertook a further 'Engagement Exercise' which concluded with the '**Engagement Analysis**' and revised '**Outcomes and Priorities 2018-2021**' documents (both Links provided below).

The documents resonated with the feedback from the 'Engagement and Involvement' process undertaken at the same time across South Lanarkshire and with all relevant stakeholders between September–December 2017.

The development of the **South Lanarkshire Local Autism Action Plan**, referred hereafter in the present document as 'The Plan'; has been an iterative process spanning a four year period from 2014 onwards culminating in the present document. The Plan will mirror both the revised '**Outcomes Approach (2015)**' adopted in the revised Scottish Strategy for Autism as well as the '**Outcomes and Priorities 2018-2021**' issued by the Scottish Government in March 2018.

The Plan also sets out South Lanarkshire's strategic vision for the next five years for Autism services and supports between 2018-2023.

The Plan will act as the template for the proposed five thematic work streams to be organised around the key themes set out within the Plan. The five work streams will be tasked to progress each of the key priorities set out later in this document, and agree on any additional local performance measures to allow South Lanarkshire's Autism services to be benchmarked and reported back upon alongside existing national measures.

Each of the five work streams will be chaired by identified leads within the Partnership best suited to steering each group toward progressing each of the priorities and locally agreed performance measures outlined. This will include representation from South Lanarkshire's autistic people and parent carers themselves. Each work stream chair will be accountable to the main South Lanarkshire Autism Management Steering group.

Overall, the Plan outlined in the final sections of this document is the culmination of the four year long engagement process which involved the entire Autism community in identifying and addressing the support needs of autistic people and their parent carers within South Lanarkshire. These

engagement exercises and events took place in three distinct phases, prompted in response to strategic developments taking place at a national level. As much of the content of the Plan can be directly traced back to these earlier events, it would therefore seem helpful to firstly place the Plan within this historical context;

Sources: <http://www.gov.scot/Resource/0053/00533386.pdf>
<http://www.gov.scot/Resource/0053/00533392.pdf>

The First Phase: 10 November 2014 'An initial consultation event' -

This initial event took place in the Murray Owen Centre, East Kilbride. A wide range of Autism community stakeholders participated in the consultation and engagement process which was intended to hear what the Autism community as a whole felt should be progressed in developing the Local Autism Action Plan. The themes this event identified were 'clustered' around the following areas;

- diagnosis (adults and children)
- post diagnostic support
- training
- information ,and
- parent carer/service user involvement

The Second Phase: 21 January 2016 'A second Autism Strategy multi agency development day' –

This event was organised in response to the revised 'Scottish Strategy for Autism's –Outcome Approach' published in December 2015.

The Autism Strategy Development Day organised its feedback and discussions around the four strategic outcomes already identified;

The Four national Strategic Outcomes in the Scottish Strategy for Autism –

- a healthy life
- choice and control
- independence
- active citizenship

The Outcome-Based Priorities identified at the event were:

A Healthy Life –

- increased awareness and understanding of Autism and how it fits in with the Child and Adolescent Mental Health Service (CAMHS) model of service;
- shared beliefs and being solution focussed;
- looking for a more joined up approach between CAMHS and PACT (Paediatric Autism Consultancy Team);
- establishing multi disciplinary teams to support people - post diagnosis;
- establishing a clear diagnostic pathway for adults;
- Advocacy Services for people with Autism and who have no learning disability or mental health problems; and
- greater skills sharing throughout services and supporting children and young people with Autism in their transition stages.

Independence –

- support for future planning processes – life long transitions;
- support for people with Autism at night time;
- change language from 'independence' to 'reducing dependency';
- increase Autism awareness in the wider community;
- Identify areas of good practice and share these; and
- change attitudes to those with Autism.

Choice and Control –

- develop better research and data gathering processes around autism and use practice informed research to develop supports;
- develop the effective use of Self Directed Support (SDS) to support choice and independence for individuals with Autism;
- ensure professionals treat individuals with dignity; and
- wider availability of clear and accessible sources of Autism-specific information.

Active Citizenship –

- all agencies to collaborate in seeking to provide equal access to education /employment/ training and purposeful activity – only 14% of adults with Autism are in full time employment;
- raise awareness of stay at home children, young people and adults with Autism; and
- early intervention by all agencies will prevent further escalation in the future.

The Third Phase: 2017 ‘Developing Local Key Priorities’ - ‘transforming our transactions’

A comprehensive ‘Engagement and Involvement’ exercise took place over the last four months of 2017 by firstly developing a Snap Autism Survey which was distributed to all partners within the South Lanarkshire Autism community. The survey asked all Autism partners and stakeholders including; people with Autism, their parent carers, siblings, extended family members, friends and all agencies and autism partners within South Lanarkshire to outline their views on the status of current Autism supports and services, and what they thought needed to be done to improve and develop these services over the next five years.

The survey was completed in November 2017, and from the feedback provided, common themes were drawn from the data collected relating to Autism supports and services. Many of these themes ‘echoed’ and built upon the issues identified in the two other events which took place in 2014, and 2016.

Thereafter, a number of **Locality-based Focus groups** were organised, comprising representative groups drawn from;

- autistic people;
- parent carers and siblings affected by autism, and
- multiagency professionals and other stakeholders with a role relating to Autism in South Lanarkshire

The Key Priorities Identified by the Focus Groups:

In order to achieve locally defined goals, stakeholders identified five overarching ‘themes with 15 Key Objectives set out for the next five years of the Local Action Plan:

The South Lanarkshire Local Autism Action Plan (the Plan)

Has now been developed to sit within, and be consistent with the revised outcomes and priorities within The Scottish Strategy for Autism updated and refreshed in 2018. This approach will help to ensure that each person on the Autism Spectrum finds a route that is appropriate to them, a route that is not necessarily reliant on services but one where the right knowledge and right support, at the right time, can assist the person to achieve their potential and life outcomes. To support this it is also important that some people will be able to use family networks and friends to help themselves. Other people may require information, signposting, support, services or funding.

Not everyone has family or friends and some people on the Autism Spectrum remain invisible, marginalised or excluded from wider community life in spite of efforts to reach them by services. Specialist service provision alone will not address this. It has been noted that “culture eats strategy for breakfast...” and if people with Autism are to be truly integrated significant changes are needed not only in strategic priorities, but equally within the neuro typical community in order to embrace neuro diverse conditions such as Autism. This will require an understanding of the social and communication challenges autistic people face in simply living their daily lives.

The South Lanarkshire Local Autism Action Plan seeks to ensure that people on the Autism Spectrum are connected to the wider community in a way that best fits each person's needs,

aspirations and outcomes. Where necessary; training, knowledge, mentoring, support and multiagency approaches will be developed in order to make this happen. Information, signposting, pro active or preventative work and individual resourcing when necessary, are all in keeping with the Scottish Strategy for Autism, which highlights that when support is required to help achieve outcomes, people with autism may **‘need to be supported by a wide range of services such as social care, education, housing, employment and other community based services. A holistic, joined up approach is necessary.’**

(Scottish Strategy for Autism 2011)

Prior to the development of the South Lanarkshire Local Autism Plan, there was no integrated, locally devised all age Autism strategy for children, young people and adults on the autistic spectrum.

The Autism survey findings, and responses provided by the South Lanarkshire Autism community was presented at a **Feedback Event** hosted on **21 March 2018** by ARCH (The Autism Resources Coordination Hub), attended by autistic people themselves and representatives from all stakeholders in the statutory, voluntary, private and parent led sectors in South Lanarkshire.

The proposed Local Autism Action Plan was set out at the feedback event, and endorsed by the autism community.

Following the consultation process with stakeholders the following ‘Vision’ was outlined to guide the Local Autism Action Plan;

“The Plan will have at its centre the views and ambitions of all autistic people, their parent carers and families to create a relevant and responsive network of provision across the lifespan and improve their overall quality of life. We will actively promote the full participation and involvement of autistic people in the life of the South Lanarkshire community.”

The five overarching themes and 15 key objectives Identified by the South Lanarkshire Autism Community for incorporation into the South Lanarkshire Local Autism Action Plan:

The five **overarching ‘themes’** which emerged from feedback in the survey, and subsequent locality-based Focus Group discussions were:

1. better and more consistent diagnostic processes and pathways with the provision of post diagnostic supports for people with autism and their families throughout their lifespan in South Lanarkshire;
2. improved life opportunities through supported employment, training and education placements in South Lanarkshire;
3. better and more accessible Information and awareness for all in the wider community and general workforces within South Lanarkshire;
4. better support during key life transitions such as; moving from preschool to primary, primary to secondary; secondary on to adult services, employment, education or training, independent living and rehabilitation into the community, and
5. improved professional awareness and training throughout South Lanarkshire as well as joined up working approaches.

These five overarching themes provided the basis of the subsequent four month long focus group events and discussions. The groups collectively identified **three key objectives** which they wanted embedded within each of the five themes, as well as other points for consideration within the Local Autism Action Plan.

The 15 key objectives are outlined below and include relevant ‘National Outcome Measures’ upon which South Lanarkshire Health and Social Care Partnership already report back to the Scottish Government. Also outlined are additional locally determined measures which, when taken together, will constitute the aspirations of South Lanarkshire’s Local Autism Action Plan and allow us to benchmark our progress from where services and supports are now; to where we want them to be in five years time.

The three key objectives identified under each of the five overarching Themes:

Theme 1 – Better and more consistent diagnostic processes and pathways with the provision of post diagnostic supports for people with Autism and their families throughout their lifespan in South Lanarkshire.

- **priority 1** – access to diagnostic services should be timely and consistent through the person with autisms lifespan within South Lanarkshire;
- **priority 2** – services should be proactive and not rely on local provision or place the onus on people with autism and their parent carers to access services and supports. A named professional could offer a single point of contact; and
- **priority 3** – Maintain timely diagnostic pathway, with communication being maintained throughout by services.

Other Points for consideration:

- there is a need for better recognition of the emotional toll on parent carers at the point of diagnosis;
- access to support and information should be offered in a structured manner, applied consistently across the Unitary Authority. Working parent carers require a flexible approach to support provision;
- early recognition of Autism could be via preschool screening for all children; and
- people with Autism need more information which is presented in plain, unambiguous language and free from jargon.

Theme 2 – Improved life opportunities through supported employment, training and education placements in South Lanarkshire

- **priority 1** – on the job employment coaches/mentors to support people with Autism locate appropriate positions of employment, education or training and sustain these;
- **priority 2** - access to Autism Advocacy Services across the lifespan; incorporating children, young people and adults with ASC. Autism 'champions' appointed to represent the community; and
- **priority 3** – greater emphasis on equipping children, young people and adults with Autism with relevant and effective life skills in school, training, further education, higher education and employment.

Theme 3 – Clear, relevant and accessible information and autism awareness for the wider community and general workforces throughout South Lanarkshire.

- **priority 1** – more asset based public information promoting the positive aspects of Autism, not just the challenges;
- **priority 2** – a 'whole community' Autism consultation process where any interested person can access Autism specific information and training opportunities; and
- **priority 3** - more 'joined up' collaborations between stakeholders in the Autism community and the wider 'neurotypical' community.

Other points for consideration –

- allow workers with Autism knowledge, experience and qualifications to be used to promote Autism awareness programmes;
- use audio visual and social media formats as well as written information in line with the principles outlined in the national document 'A Right To Speak' for those who require Augmentative and Additional Communication (AAC) support; and
- people with Autism need more information which is presented in plain, unambiguous language and free from jargon.

Theme 4 - Better support during key life transitions including; moving from preschool to primary, primary to secondary; secondary on to adult services, employment, education or training; independent living and rehabilitation into the community from residential settings.

- **priority 1** – provision of truly independent advice for people with autism and their parent carers during key transition stages;
- **priority 2** – embed the 'Principles of Good Transition 3' strategy documents within all transition stages for people with Autism; and
- **priority 3** – clear unambiguous pathways bridging one service to another via effective tools like communication passports, and lead professionals working side by side with people with Autism and their parent carers.

Other points for consideration –

- more transparency with users and carers by services when transition planning is taking place;
- transition plans should remain clear and achievable; and
- the Autism community need more positive role models to act as successful and included examples.

Theme 5 - Improved professional awareness and training throughout South Lanarkshire as well as joined up working approaches.

- **priority 1** – all undergraduate teachers, and relevant staff supporting people with Autism should have mandatory autism awareness training
- **priority 2** – specialist Autism informed staff available to act as points of contact/ consultants for other staff members; and
- **priority 3** – more joint professional forums to collaborate and exchange best Autism practice between agencies.

Moving on to the Fourth Phase – 'Transforming Autism Services'

The South Lanarkshire Health and Social Care Partnership Local Autism Action Plan 2018-2023

The information provided in the survey and focus groups will now be incorporated into the South Lanarkshire Health and Social Care Partnership Local Autism Action Plan.

The Plan will form the strategic direction of Autism service development within South Lanarkshire Health for the next five years; **between 2018 until 2023**. In order to ensure that the priorities identified are progressed, the **five thematic work streams** will be formed around themes outlined in the present report. These work streams will be comprised of representatives from all stakeholders including parent carers and autistic themselves.

The five work streams will be tasked with progressing the outcomes measures which will benchmark current provision, and lead on developments in realising the key objectives highlighted by the consultation exercise, and incorporated into the Plan to ensure a significant and measurable improvement in all Autism services and supports within South Lanarkshire over the next five years.

This Plan will be presented to both the Social Work and Executive Committees of the Council to ensure 'buy in' from all resources throughout South Lanarkshire. This will ensure a 'joined up' approach and endorsement of the Plan as a genuinely coproduced document with South Lanarkshire and the Autism community's full and ongoing involvement and commitment.

Appendices:

Appendix 1a	All South Lanarkshire Stakeholders Organisations involved in the Consultation
Appendix 1b	A Glossary of Acronyms
Appendix 1c	The Governance of the Local Autism Action Plan

Appendix 1a

All South Lanarkshire Autism Community Stakeholder who participated in the Local Autism Action Plan: (Alphabetically)

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- Autism Evolves;
- Autism Network (Scotland);
- COAST (Carers of Autism Spectrum Together);
- COVEY Befriending Service;
- Fire and Rescue Scotland;
- Hamilton Academicals Football Team; Community Outreach Team;
- Lanarkshire Carers Centre;
- NHS Lanarkshire;
- NHS Lanarkshire Occupational Therapy Team;
- Police Scotland;
- Psychological Services;
- REACH Autism Lanarkshire;
- SAIL (Supporting Autism In Lanarkshire);
- Scottish Ambulance Service;
- Skills Development Scotland;
- South Lanarkshire ARCH (Autism Resources Coordination Hub);
- South Lanarkshire Education Inclusion Services;
- South Lanarkshire Housing and Technical Resources;
- South Lanarkshire Money Matters;
- South Lanarkshire Performance and Support Team ;
- South Lanarkshire Social Work Resources;
- South Lanarkshire Social Work Resources Occupational Therapy Team;
- South Lanarkshire's Autistic children young people and adults who participated in the Survey, Focus groups and Feedback event;
- Speak Out Advocacy Services;
- the ARCH (Autism Resources Coordination Hub) Parent Carers Committee;
- the Lanarkshire Paediatric Autism Consultancy Team;
- the Lanarkshire Speech and Language Service ;
- the South Lanarkshire Communications and Strategy Team; and
- VASLan

Appendix 1b

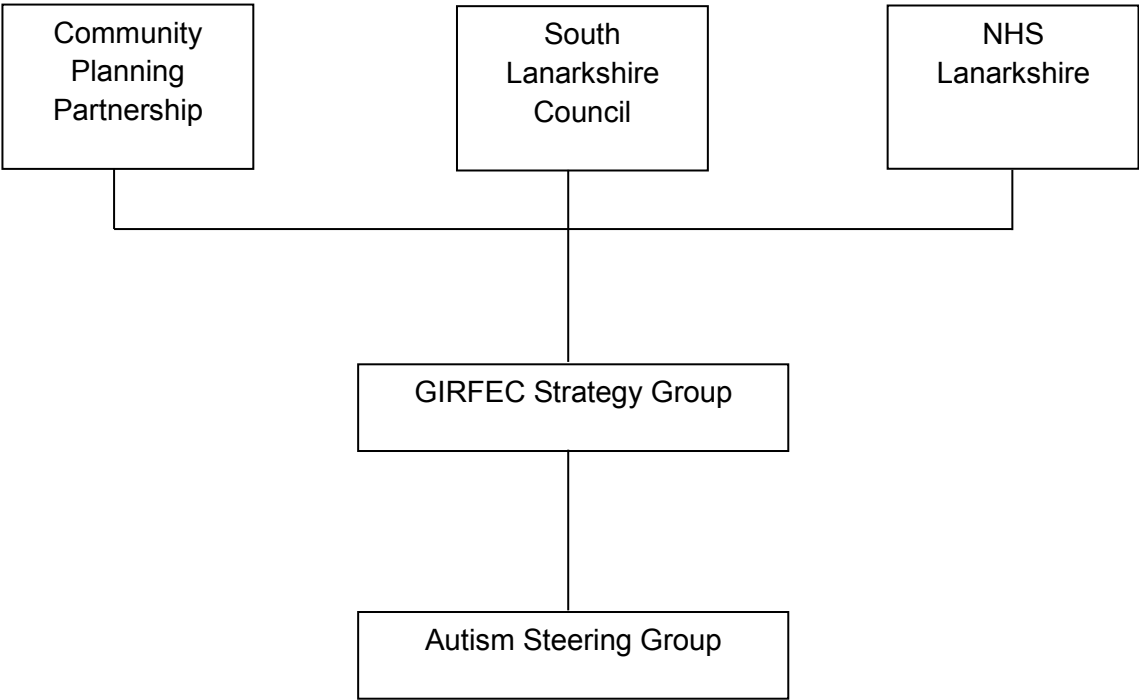
A Glossary of Terms and Acronyms used in the Local Autism Action Plan Document:

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- ASD – Autism Spectrum Disorder – a formal medical diagnostic term focussing on impairments
- ASC – Autism Spectrum Condition – a strength based term which includes autistic peoples cognitive strengths
- CDC – centre for Disease Control (USA)
- LGB –Local Government Benchmark; used to measure the delivery of Local Government services in Scotland
- ARCH –Autism Resources Coordination Hub
- CAMHS –Child and Adolescent Mental Health Services
- Co Morbid – two or more conditions occurring in the same person at the same time
- Micro Segmentation –the translation of UK statistics into the Scottish context
- Prevalence – the occurrence; or ratio of Autism compared to the general population
- Escapable costs – costs which can be avoided or reduced by focussed interventions, strategies and policies
- Inescapable costs - costs which cannot be avoided or reduced by interventions; for example the incidence of Autism, and Autism occurring with other conditions in the same person
- Outcomes –the improvements felt by those receiving services
- Measures – outputs which can be measured; like how many autistic people are in employment in Scotland
- Neuro typical – those who do not have any neurological challenges – the general population

Governance & Reporting

6



Report

7

Report to:	Social Work Resources Committee
Date of Meeting:	20 June 2018
Report by:	Director, Health and Social Care

Subject:	Inclusion as Prevention
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee of the successful bid to the Early Action System Change (EASC) Fund of the Big Lottery for £742,146 for the “Inclusion as Prevention” project, which was a partnership project for a five year period, between the Centre for Youth and Criminal Justice (CYCJ), Action for Children (AFC), Dartington Service Design Lab and the local third sector

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the contents of the Big Lottery Bid and the implementation by partners of the “Inclusion as Prevention” project over a five year period; and
- (2) that an annual report, with progress and highlights of the programme, be submitted to future meetings of the Committee.

3. Background

- 3.1. On 20 August 2017, the Big Lottery launched the EASC Fund. The £7.5million fund was open to the public sector and 3rd sector partnerships across Scotland and aimed to make 8-10 awards of up to £1m for projects that can last up to five years.
- 3.2. The Fund supports projects which provide fundamental shift towards early intervention by changing systems and supports which are currently in place.
- 3.3. The Big Lottery indicated that all successful proposals must be developed in partnership with the third sector and local communities. Evidenced based research and testing interventions were also supported.
- 3.4. Projects required illustrating match funding, one method is that all projects are expected to commit at least 5% of relevant identified budgets available to move to earlier stages in a system, by the end of the five year term. The Big Lottery advisor indicated that projects should have an element of match funding from the start of the five year project.
- 3.5. This proposal for a strategic system shift was supported by the Children’s Services Planning Group, led by the Service Manager, Children and Justice Services who reported to the Head of Children and Justice Services, SLC.

4. Proposal Outline

4.1. The SLC proposal was titled “Inclusion as Prevention”.

- 4.2. The “Inclusion as Prevention” proposal outlined an application for £0.75m over a five year period in order to seek to re-shape the design and delivery of preventative services for children and young people who are at risk of offending and their families.
- 4.3. The goal is to prevent offending by promoting inclusion, tackling the root cause and, subsequently, significantly improving the outcomes achieved by some of the most vulnerable children and young people in South Lanarkshire, so that the people of South Lanarkshire have better lives.
- 4.4. A collaborative approach is an essential element of the criteria indicated by the Big Lottery. Therefore, the proposal was developed in partnership with:
- ◆ the CYCJ (funded by the Scottish Government and hosted by the University of Strathclyde) who have offered their expertise in the field of Youth Justice
 - ◆ AFC who have a track record with innovative services (such as Functional Family Therapy), consultation and collaboration with communities, children, young people and families
 - ◆ Dartington Service Design Lab (who have previously worked in partnership with two other local authorities funded by the Big Lottery).
- 4.5. Together, the aim was to work alongside families with a focus on timely, appropriate and inclusive supports. A key aim is for planning and delivery of supports to be led by the families at the centre of the process, to be evidence-based and, ultimately, to promote, develop and strengthen families and communities.
- 4.6. The project requires great care and sensitivity to ensure interventions are positive and avoid some dangers of system contact around stigmatising or labelling those experiencing vulnerability and trauma.
- 4.7. This can be achieved by reframing the thinking around prevention. Prevention focuses on a negative, on stopping something. In doing so, it encourages thoughts about problem people, troubled families and communities which need to be constrained. This approach labels ‘them’ as separate from ‘us’.
- 4.8. However, the evidence suggests that there are people and communities who are excluded from society, who are excluded from accessing services and supports, who are not able to exercise their rights as full members of society and it is this exclusion which plays a major role in contributing to offending.
- 4.9. A key aim for the project is to support the system to rethink and to explore what happens when the system focuses on including people and helping them to do something rather than preventing something.
- 4.10. The project also intends to offer a model of inclusion as a mechanism to support the prevention of offending which could be adopted by other organisations, systems and areas. It would also have the potential to shape the design and ambitions of policy at strategic, organisational and governmental levels.
- 4.11. Over the five year period, pilots of interventions will be developed that are identified by families and communities as potentially meeting identified unmet needs and ideally develop a ‘menu’ of interventions that would be inclusive and preventative in nature. These interventions could be provided by local third sector providers who may already be able to provide such interventions, or may need to be trained in

particular methods etc. Another style of intervention could be re-modelling a public sector service to provide the intervention that is required. Such interventions would be piloted and carefully evaluated.

- 4.12. Action for Children will lead on co-production, employing an engagement officer to ensure the meaningful engagement, involvement and co-production of children, young people and families in the re-design process and to engaging with the local third sector groups.
- 4.13. Dartington will lead on gathering longitudinal research over the five year period, utilising the baseline data available from Re-aligning Children's Services, using this data to establish an evaluative system for assessing the 'test and change' of the intervention phases and taking a longitudinal approach.
- 4.14. The CYCJ will involve an employee to gather information about national services, best practices and developments Scotland-wide that can inform the project and will employ a researcher to lead on the improvement methodology throughout the project.
- 4.15. SLC Social Work Children and Justice Services will support and participate in these developments, identifying areas for change and working towards implementing strategic change, buy-in and ownership. The bid also proposed that this project would be piloted in the Rutherglen/Cambuslang area and tests for change would roll- out across localities during the course of the five year project.
- 4.16. By the end of the five years, this approach would aim to evidence that funding preventative services does lead to reduced spending in Acute Services and would be pioneering in both South Lanarkshire and nationally in terms of re-aligning Children's Services in relation to children and young people at risk of offending.
- 4.17. SLC in partnership with the CYCJ, AFC, Dartington and the third sector have successfully secured funding from the EASC Fund of the Big Lottery for the "Inclusion as Prevention" project. The bid connects with the young people, children and families theme of the Big Lottery. It also fits with the Big Lottery values as it is, "people-led, connected and strengths-based". In essence, the bid aims to address the root causes of inequality by helping local organisations collaborate to make a shift to taking early action, so that people have better lives.
- 4.18. The steering group formed during the development of the bid is overseeing the formation of the detailed initial delivery plan (six month period) to secure the release of the lead in payment of 10% of the total funding from the Big Lottery. The steering group is chaired by the Children and Justice Service Manager and includes representatives from the third sector, AFC, CYCJ, Finance, Education and Police Scotland. Membership may change and develop as the project evolves.
- 4.19. The Chair of the steering group will report to the South Lanarkshire GIRFEC strategy group on the progress with implementing the project. The initial plan includes developing contractual arrangements between SLC and partner agencies included in the bid. The contract will outline key responsibilities and processes for the distribution of funds to partner agencies.

- 4.20. The initial phase of the project will involve recruiting for a Community Engagement Worker, an Improvement Worker, establishing data recording processes, undertaking literature reviews and purchasing necessary equipment.
- 4.21. A further update will be provided to the Committee following the commencement of the project in the autumn of 2018.

5. Employee Implications

- 5.1. The Team Leader, Operational Development and Children and Justice Service Manager will provide an “in kind” contribution to the project. This includes co-ordinating relevant information, chairing a steering group and reporting to the GIRFEC group on progress with this project.

6. Financial Implications

- 6.1. £742,146 had been offered to deliver the “Inclusion as Prevention” project over a five year period.
- 6.2. The Big Lottery will provide a 10% lead-in payment following the completion of a detailed delivery plan, with key dates and outputs within six months. The second payment would be made once the delivery plan is accepted and approved. There will be a review point after the development phase of the project and if development work does not lead to a viable plan, grants may end early through a contract break clause.
- 6.3. This grant will fund the research, community engagement and piloted interventions proposed.
- 6.4. Match funding of £40,000 per year over the course of a five year period has been identified from the Section 27 Grant for Justice Services to fund interventions directed at preventing and addressing offending.
- 6.5. Additional ‘in kind’ match funding will be provided from existing SLC Resources, and also with ‘in kind’ funding from AFC and the CYCJ.
- 6.6. Ultimately, by carefully meeting the care, welfare and support needs at the right time, SLC could reduce the use of Acute Services such as residential placements, residential schools and secure placements, many of which are required due to the behaviour and family relationships of young people in their early teenage years, linked with early childhood adversity.
- 6.7. The goal of the project is that over the five year period, there will be a partial shift, of at least 5%, in acute spending in residential placements and Secure Care Placements within the Council. The bullet points below give indicative costs per annum for secure care placements, residential school placements and external fostering/specialist placements.
- ◆ 1 x secure care placement £295,192
 - ◆ 1 x residential school placement, £206,336
 - ◆ 1 x external fostering/specialist placement, £235,560

- 6.8. Through the initiative, if we can achieve a reduction in all these areas, then such savings would result in re-directed budgets to preventative approaches, in-line with the Big Lottery funding criteria.

7. Other Implications

- 7.1. There are no risk implications associated with this report
- 7.2. There are no sustainable development implications associated with this report
- 7.3. There are no other issues associated with this report

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. An equality impact assessment will be completed as part of the commencement of this project.
- 8.2. Full consultation with partners and stakeholders through the South Lanarkshire GIRFEC Strategy Group has taken place as well as a third sector engagement event. All partners and stakeholders are fully supportive of the initiative

Val de Souza
Director, Health and Social Care

23 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Make communities safer, stronger and sustainable
- ◆ Protect vulnerable children, young people and adults
- ◆ Achieve results through leadership, good governance and organisational effectiveness
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Report

8

Report to:	Social Work Resources Committee
Date of Meeting:	20 June 2018
Report by:	Director, Health and Social Care

Subject:	Unpaid Work Service Progress Review
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of the Supported Self-Evaluation undertaken with the Care Inspectorate in the form of a Progress Review of the Unpaid Work Service

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the contents of the report and the progress made in the redesign of the Unpaid Work Service of South Lanarkshire be noted; and
- (2) that the conclusions of the Supported Self-Evaluation with the Care Inspectorate of the Service be noted.

3. Background

3.1. The Unpaid Work Service (UPWS) is part of South Lanarkshire Council's (SLC's) Criminal Justice Social Work Service.

3.2. The UPSW has three areas of focus:-

- ◆ providing service users with Unpaid Work to meet the requirements of their Order within the relevant timescales and supervising the Unpaid Work
- ◆ taking, arranging and organising referrals for Unpaid Work from the community, including individuals, community groups and agency projects
- ◆ providing opportunities for 'meaningful activity' (30% of an individual's Community Payback Order (CPO) Unpaid Work requirement can be fulfilled by meaningful activity other than Unpaid Work, for example learning skills to help secure employment such as CV writing)

4. Unpaid Work Service Review and Redesign

4.1. The Sheriff Principal for South Strathclyde, Dumfries and Galloway requested a meeting with the Chief Social Work Officer (CSWO) for SLC in September 2016. He expressed a view that he and the courts were not confident the Service was fulfilling its statutory requirements. A series of meetings were then established between the CSWO and the Sheriff Principal in relation to reviewing the Service and giving some reassurance that work would be undertaken to address the Sheriff Principal's concerns.

- 4.2. An Internal Audit was initiated and all CPOs with Unpaid Work conditions were audited over the past three years. This was undertaken over a three month period and progress and issues regularly fed back to the Sheriff Principal and the courts. Approximately 3,000 cases were audited and remedial action or court action undertaken to comply with National Standards. The audits were undertaken by a combination of Internal Audit staff with protected time to undertake the audits as well as a number of Children and Justice Services Managers and staff. Approximately 20 auditors in all were identified.
- 4.3. Following the audit, a full review of the Service was undertaken having identified capacity and performance issues in the Service. Alongside this, the Scottish Association for the Care and Resettlement of Offenders (SACRO) was commissioned to undertake an independent external review on behalf of the Service to give objectivity to the process.
- 4.4. The reviews concluded that the UPWS was at significant risk of being unable to deliver its statutory functions. The review identified significant issues that demanded immediate interim measures to mitigate risks and ensure statutory functions were delivered.
- 4.5. A review of the management arrangements took place and additional temporary staffing supports were put in place with an increased number of Social Work personnel deployed. SACRO was also contracted on a short term basis until 31 March 2018 to offer support to meet the statutory requirements.
- 4.6. An Improvement Plan and steering group led by the Head of Children and Justice Services was established in December 2016. Resource mapping (including mapping with population indices); benchmarking with other UPWS and three sub-groups were established as part of the Service re-design work. This work concluded that the Service had been significantly under-staffed.
- 4.7. There have been significant improvements in the UPWS as a result of the implementation of the improvement plan. These are:
- ◆ improved management and leadership arrangements
 - ◆ clarity of visions, values and aims of the Service
 - ◆ improved performance management systems resulting in clearer reporting arrangements and increased monitoring
 - ◆ strengthening of relationships between the UPWS and the Sheriff Principal and court, resulting in increased credibility of the Service
 - ◆ greater clarity of roles, responsibilities and processes
 - ◆ improved communication, supervision and support arrangements
 - ◆ strengthened relationships between the UPWS and beneficiaries, communities and third sector groups
 - ◆ decreasing use of 'stand downs' (that is, significantly increased Unpaid Work opportunities for service users to complete their hours)
 - ◆ increased use of 'other activity' (that is, service users completing more 'meaningful activity' aimed towards increased desistance)

- 4.8. Areas for future developments include:
- ◆ the need to embed changes
 - ◆ provide the Service with a period of stability
 - ◆ increase the use of 'other activity' and personalised placements
 - ◆ develop the evidencing of outcomes for service users and communities
 - ◆ embed the new community justice model
 - ◆ continue to work towards a locality based model for UPWS
- 4.9. In November 2017, the Committee met and approved the re-design of the Unpaid Work Service which resulted in significantly altered and increased staffing levels which will ensure the safe delivery of Unpaid Work Services in the future.
- 4.10. As a result, posts have been advertised and filled. This has included the addition of:
- ◆ 1 FTE Operations Manager
 - ◆ 7 FTE Social Work Assistants
 - ◆ 0.5 FTE Placement Co-ordinator
 - ◆ 4 FTE Supervisors
- 4.11. Now that recruitment has been completed, the UWS re-design plan can be fully implemented and future developments as outlined in 4.8. can be met.
- 4.12. Temporary arrangements with SACRO ceased on 31 March 2018 and there has been a clear plan for ensuring that the work that SACRO had been carrying out is now being delivered by the core staffing group at the UPWS. This plan includes: group work being delivered by Social Work Assistants; extension of the Laundry Project and the Kitchen Learning Hub and use of other Third Sector groups delivering voluntary services.
- 5. Governance and Scrutiny**
- 5.1. Justice Services and the UPWS are governed through formal structures that look at performance accountability and partnership working.
- 5.2. Social Work Resources Committee: the Committee oversees all Social Work Services and its delivery. This includes reporting to Committee through the Council's IMPROVe system on a quarterly basis with performance reporting that includes Justice Services and the UPWS. These are formally reported to the Committee at period 2 and 4.
- 5.3. Community Justice Partnership: as well as the above, Justice Services also now report through the newly established Community Justice Partnership. The South Lanarkshire Partnership is chaired by the CSWO. This group reports to the Safer South Lanarkshire Board and the Community Planning Partnership.
- 5.4. Performance and Review Scrutiny Forum: this Forum is chaired by the Leader of the Council and all Resource performance indicators are reported through this Forum. This is undertaken on an Exceptions Report basis through a Red, Amber and Green system (RAG). The Resource Directors/Heads of Service then present re-actions and improvements or account for failure to meet performance measures. The CSWO has presented at this forum due to performance indicators being in red and amber.
- 5.5. Performance management and accountability is also undertaken in Chief Executive one-to-ones with the CSWO and the Director, Health and Social Care.

6. Care Inspectorate Progress Review

- 6.1. The Care Inspectorate was notified of the findings of the external review and internal audit and assisted in developing an Improvement Plan for the UPWS.
- 6.2. Following this process, the CSWO requested that the Care Inspectorate carry out a Supported Self-Evaluation of the current Service as a means of assessing the progress of the Service and highlighting outstanding areas for development.
- 6.3. The Care Inspectorate agreed to undertake a Progress Review, which is within their remit of supporting improvement and strategic scrutiny.
- 6.4. The four key questions that the Progress Review has sought to answer are:
 - ◆ how well do we meet the needs of our stakeholders?
 - ◆ how good is the delivery of services for those involved in UPWS?
 - ◆ how good is our operational management?
 - ◆ how good is our leadership?
- 6.5. The Care Inspectorate team was made up of four Strategic Inspectors. Four members of SLC's Children and Justice Services have been jointly carrying out the Progress Review along with the Care Inspectorate.
- 6.6. The Care Inspectorate started this Progress Review in January 2018. Three phases of activity have now been completed. These were:-
 - ◆ Phase 1: Case File Audit (Completed: 15 -19 January 2018)
 - ◆ Phase 2: Self-Evaluation Report, based on nine quality indicators from the [Guide to Self-Evaluation for Community Justice in Scotland](#). (Submitted: 09/02/2018)
 - ◆ Phase 3: Fieldwork, which included approximately 30 interviews, focus groups and observations of employees, service-users and key stakeholders. (Completed between 26 February and 29 March 2018)
- 6.7. Following this, the Care Inspectorate team and SLC team met on 16 and 17 April 2018 to present, discuss and analyse the findings. Feedback indicated that the UPWS has made significant progress in ensuring that areas identified in the Improvement Plan have been developed.
- 6.8. The SLC team were asked to compile a final Self-Evaluation report and presentation to the Care Inspectorate team which was completed and submitted to the Care Inspectorate on 21 May 2018.
- 6.9. The Care Inspectorate will now provide external validation of the findings and conclusions contained in the final report. Feedback sessions to strategic leaders, key stakeholders, employees and partners will also be undertaken.
- 6.10. A multi-agency Implementation Group will be established to ensure that a new Improvement Plan is identified and the group will ensure that areas for improvement identified by the Progress Review will be fully developed.

7. Employee Implications

- 7.1. There are no particular implications for employees contained in this report.

8. Financial Implications

- 8.1. There are no particular financial implications contained in this report.

9. Other Implications

- 9.1. Given the previous concerns in relation to the UPWS, there are significant risks of the service not meeting its statutory requirements, should the situation in the UPWS deteriorate. This would incur not only the reputational risk but Public Protection risks for individuals and communities. It is, therefore, essential that the areas for improvement contained in the Progress Review report are developed in order to mitigate such risk.
- 9.2. There are no sustainable development implications in respect of this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. The report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 10.2. There have been full engagement and consultation throughout the review with staff, managers, wider stakeholders and Trade Unions.

Val de Souza
Director, Health and Social Care

24 May 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Make communities safer, stronger and sustainable
- ◆ Protect vulnerable children, young people and adults
- ◆ Achieve results through leadership, good governance and organised effectiveness
- ◆ Work with Communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ Social Work Committee Report, 15 November 2017: Unpaid Work Service - Service Redesign

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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