



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 30 July 2019

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, 07 August 2019

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, Maureen Devlin, 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, Margaret B Walker, Jared Wark, David Watson

Substitutes

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

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 16
Minutes of the meeting of the Social Work Resources Committee held on 8 May 2019 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- | | | |
|---|---|---------|
| 3 | Social Work Resources - Revenue Budget Monitoring - 2018/2019 | 17 - 24 |
| | Joint report dated 7 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, health and Social Care. (Copy attached) | |
| 4 | Social Work Resources - Revenue Budget Monitoring 2019/2020 | 25 - 32 |
| | Joint report dated 3 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 5 | Social Work Resources - Capital Budget Monitoring 2018/2019 | 33 - 36 |
| | Joint report dated 28 May 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 6 | Social Work Resources - Capital Budget Monitoring 2019/2020 | 37 - 40 |
| | Joint report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 7 | Social Work Resources - Workforce Monitoring - March to May 2019 | 41 - 46 |
| | Joint report dated 2 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |

Item(s) for Decision

- | | | |
|---|--|----------|
| 8 | Staffing Establishment | 47 - 50 |
| | Joint report dated 1 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 9 | Social Work Resource Plan: Quarter 4 Progress Report 2018/2019 and Social Work Resource Plan 2019/2020 | 51 - 188 |
| | Report dated 11 July 2019 by the Director, Health and Social Care. (Copy attached) | |

Item(s) for Noting

- | | | |
|----|--|-----------|
| 10 | South Lanarkshire Adult Protection Committee Biennial Report | 189 - 194 |
| | Report dated 11 July 2019 by the Director, Health and Social Care. (Copy attached) | |
| 11 | Community Payback Order Annual Report 2017/2018 | 195 - 220 |
| | Report dated 24 June 2019 by the Director, Health and Social Care. (Copy attached) | |
| 12 | Thematic Review of Self-Directed Support | 221 - 226 |
| | Report dated 28 June 2019 by the Director, Health and Social Care. (Copy attached) | |

**13 The South Lanarkshire Local Autism Action Plan - Annual 227 - 234
Update/Progress Report**

Report dated 11 May 2019 by the Director, Health and Social Care. (Copy attached)

Urgent Business

14 Urgent Business

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

For further information, please contact:-

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Clerk Email: joyce.mcdonald@southlanarkshire.gov.uk

SOCIAL WORK RESOURCES COMMITTEE

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Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 8 May 2019

Chair:

Councillor John Bradley

Councillors Present:

Councillor Alex Allison (*substitute for Councillor Graeme Campbell*), Councillor Robert Brown, Councillor Archie Buchanan, Councillor Jackie Burns, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Mary Donnelly, Councillor Fiona Dryburgh, Councillor Allan Falconer, Councillor Geri Gray (*substitute for Councillor Janine Calikes*), Councillor Mark Horsham, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor John Ross (ex officio), Councillor Margaret B Walker, Councillor Jared Wark

Councillors' Apologies:

Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Richard Nelson, Councillor Bert Thomson, Councillor David Watson

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); H Lawson, Legal Services Manager; 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

Health and Social Care/Social Work Resources

V de Souza, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); C Cunningham, Head of Commissioning and Performance; E Devlin, Service Manager (Transitions); M Kane, Planning and Performance Manager; M McConnachie, Social Work Services Manager; P McCormack, Service Development Manager; M Moy, Chief Financial Officer; L Purdie, Head of Children and Justice Services; A Singh, Child and Justice Services Manager

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 20 February 2019 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 2018/2019

A joint report dated 11 March 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 1 March 2019 against budgeted expenditure for 2018/2019 for Social Work Resources, together with a forecast for the year to 31 March 2019.

As at 1 March 2019, there was an overspend of £0.913 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £1.109 million at 31 March 2019. The overspend was due to pressures within Children and Family Services as a result of residential school placements, fostering placements and the level of Kinship Care payments. In addition, the Adult and Older People Services' budget was experiencing pressures in respect of employee costs. The overspend had been partially offset by underspends in Performance and Support and Justice Services due to employee turnover and vacancies.

The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.913 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2019 of a potential overspend of £1.109 million be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 20 February 2019 (Paragraph 3)]

Councillor Gray entered the meeting during this item of business

4 Social Work Resources – Capital Budget Monitoring 2018/2019

A joint report dated 17 April 2019 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 2018/2019 and summarising the expenditure position at 1 March 2019.

The Committee decided: that the report be noted.

[Reference: Minutes of 20 February 2019 (Paragraph 4)]

5 Social Work Resources – Workforce Monitoring – January and February 2019

A joint report dated 26 March 2019 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 January and February 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ analysis of leavers
- ♦ Staffing Watch as at 8 December 2018

The Committee decided: that the report be noted.

[Reference: Minutes of 20 February 2019 (Paragraph 5)]

6 Kinship Care

A report dated 10 April 2019 by the Director, Health and Social Care was submitted on the proposed updated South Lanarkshire Council Kinship Care Policy and Guidance.

The Looked After Children (Scotland) Regulations 2009 defined a Kinship Carer as a person who was related to the child through blood, marriage or civil partnership, or a person with whom the child had a pre-existing relationship.

Information was provided on the eligibility criteria for receiving Kinship Care payments which included a child accommodated by the local authority under Section 25 of the Children (Scotland) Act 1995. Prior to October 2015, Kinship Care payments were set at £50 per week. On 5 October 2015, the Scottish Government advised local authorities that Kinship Care payments should be paid, at a minimum, at the same rate as Foster Care Allowance, minus child tax credits and child benefit, effective from 1 October 2015.

Following challenges to the interpretation of whether a child had been placed with carers by the local authority, making them eligible to receive Kinship Care payments and determinations on this by the Scottish Public Services Ombudsman (SPSO), it had been accepted that the absence of Kinship Carers would have resulted in those children becoming 'looked after'. In other decisions by the SPSO, it had been identified that the Council was making payments to Kinship Carers under Section 22 of the Children (Scotland) Act 1995, when a Section 25 Order should have been used.

In order to be compliant with relevant legislation and statutory guidance, and in response to the changing landscape of eligibility for Kinship Care payments, a revised Kinship Care Policy and Guidance, attached as Appendix A to the report, had been drawn up by Social Work Resources.

It was also proposed that:-

- ◆ Kinship Care placements, made under Section 22 of the Children (Scotland) Act 1995, be reclassified and formalised under Section 25 of the Act
- ◆ those Kinship Carers reclassified under Section 25 of the Act, following a financial assessment, be provided with financial support, backdated to the date of this Committee, in accordance with age related Foster Care Allowance, minus benefit entitlement

The Committee decided:

- (1) that Kinship Carers currently receiving support under Section 22 of the Children (Scotland) Act 1995 be reclassified under Section 25 of the Act;
- (2) that those Kinship Carers reclassified under Section 25 of the Act, following a financial assessment, be provided with financial support, backdated to the date of this Committee, in accordance with age related Foster Care Allowance, minus benefit entitlement; and
- (3) that the revised Kinship Care Policy and Guidance, attached at Appendix A to the report, be endorsed and referred to the Executive Committee for approval.

[Reference: Minutes of 3 February 2016 (Paragraph 6)]

7 Rates and Charges for Care Services for 2019/2020

A report dated 3 April 2019 by the Director, Health and Social Care was submitted on various proposals for the 2019/2020 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 Scotland Excel, Scottish Care and the Coalition of Care and Support Providers in Scotland, the rate for nursing care be increased by 3.65% to £714.90 per week and the rate for residential care be increased by 3.4% to £614.07 per week. Those rates would 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 and had been extended to include adults under the age of 65 from April 2019, be increased to £177 per week for personal care and £80 per week for nursing care with effect from 1 April 2019;
- (3) that the rates for adult residential care be increased up to a maximum of 3.4%;
- (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 £2,567 per place per week with effect from 1 April 2019;
- (6) that the charge for nursing and residential respite be increased by £3.50 to £139.50 per week, with effect from April 2019, 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 £0.30 per hour, with effect from 1 April 2019, and that sleepover rates be increased by £1.31 to a standard rate of £11.05 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 service users receiving a Care at Home service, the Care at Home Framework rate be increased by £0.30 per hour;
- (11) that the charging policy in respect of non-residential care services be amended to reflect the thresholds recommended by COSLA for 2019/2020 with effect from April 2019;
- (12) that the level of percentage taper set by the Council remain at 60%;
- (13) to note that the flat rate for lunch clubs remain at £3.00 per meal;
- (14) to note that, in accordance with the contractual price agreed by Scotland Excel, the flat rate for frozen meals be set at £3.04 per meal;
- (15) to note that the flat rate for the Community Alarm Service remained unchanged at £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 2019, for integrated community facilities at £120 per day and day care centres at £135 per day.

[Reference: Minutes of 25 April 2018 (Paragraph 8)]

8 Social Work Resources – Establishment Changes

A joint report dated 5 March 2019 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposed changes to the Social Work Resources' staffing establishment.

Information was provided on recent developments within various areas of Social Work Resources and the proposed staffing establishment changes required to meet the demands placed on the Resource as a result of those developments.

Assistive Technology, also referred to as Telecare or Telehealth, had been identified as one of the priorities for the Resource and across the Health and Social Care Partnership through Strategic Commissioning Plan consultations. As the service developed and modernised, it required additional skills sets to realise the ambitions and roll-out of technology enabled care services for the residents of South Lanarkshire. It was, therefore, proposed that 1 Full-time Equivalent (FTE) post of Project Governance Co-ordinator, Assistive Technology on Grade 4, Level 2-5, SCP 82-88 (£42,374 to £46,389) be added to the establishment. The cost of this post would be met from the Health and Social Care Partnership.

To identify appropriate support training and networks for Kinship Carers and children that was proportionate to the children and carers' needs and to ensure that their health wellbeing and attainment opportunities were maximised, it was proposed that 1 temporary FTE post of Support Worker (Kinship Care) on Grade 2, Level 1-3, SCP 34-48 (£20,877 to £25,658) be added to the establishment for a period of 2 years. The cost of this post would be met from the Scottish Attainment Challenge funding for Care Experienced Children and Young People.

Following a review by the Resource of its through-care and after-care services to young people accommodated away from home or in foster care, a dedicated Continuing Care Team had been established to build up specialist knowledge of supports and services for those young people. The Team would be hosted within a locality and cover the authority area, with line management support provided by the locality Fieldwork Manager. Whilst there would be resource transfer from local Children and Family Social Work Teams, it was proposed that the following posts be added to the establishment:-

- ◆ 1 FTE post of Team Leader on Grade 3, Level 8, SCP 79-80 (£40,549 to £41,170)
- ◆ 2 FTE posts of Support Worker on Grade 2, Level 1-3, SCP 34-48 (£20,877 to £25,658)

The costs of those posts would be met from the Scottish Attainment Challenge funding for Care Experienced Children and Young People. However, the continuation of this funding was not guaranteed and future costs of those posts would be required to be absorbed within the service.

Following the allocation of further funding for a period of 12 months from NHS Lanarkshire to continue with the Telephone Advice Line (TAL), which was delivered by Social Work Resources' Money Matters Advice Service, it was proposed to continue, for a period of 12 months, the 0.5 FTE post of Clerical Assistant (TAL) on Grade 1, Level 1-3, SCP 20-27 (£17,008 to £18,851).

East Kilbride Local Office had funding for 3 Team Leader (Homecare) posts, however, only 2 of the posts were permanent. It was, therefore, proposed to add the temporary FTE post, which had substantive funding, of Team Leader (Homecare) on Grade 3, Level 4, SCP 72-74 (£36,516 to £37,648) to the establishment on a permanent basis. The cost of this post would be met from the Integrated Care Fund.

At its meeting on 20 June 2018, the Committee agreed the establishment of 1 FTE post of Planning Officer for a fixed term of 1 year to meet the demands faced by Justice Services as a result of the developing Health and Social Care agenda. As the support provided by this post would continue to be required, it was proposed to establish 1 FTE post of Planning Officer on Grade 3, Level 2-8, SCP 63-80 (£33,027 to £41,169) on a permanent basis.

To allow the Autism Resource Co-ordination Hub (ARCH) to meet the increasing demands on the service and to continue to develop the strategic Action Plan, it was recognised that its establishment required to be reconfigured. It was, therefore, proposed that:-

- ◆ 0.5 FTE post of Social Worker on Grade 3, Level 4, SCP 72-74 (£36,516 to £37,648) be deleted from the establishment
- ◆ 0.3 FTE post of Social Work Assistant on Grade 2, Level 4, SCP 34-57 (£20,876 to £29,271) be deleted from the establishment
- ◆ 1 FTE post of Support Worker on Grade 3, Level 3, SCP 46-48 (£24,892 to £25,658) be added to the establishment

The cost of the additional post would be met from the existing budget through realigning the 0.5 Social Worker post and the 0.3 Social Work Assistant post to create the FTE Support Worker post.

As a result of changing and increasing service demands, there was a need to create more qualified Occupational Therapist posts. It was, therefore, proposed that a 0.5 FTE Occupational Therapist post on Grade 3, Level 4, SCP 72-74 (£36,516 to £37,648) be added to the establishment. The cost of the additional post would be met from within existing resources and the deletion of the 0.5 FTE Occupational Therapy Assistant post on Grade 2, Level 4, SCP 55-57 (£28,395 to £29,271).

There was a need to strengthen the strategic leadership of the Care at Home Service. While there were Operational Managers in each locality, there was no post below Head of Service level to provide a strategic overview and lead overarching service improvement. There was also a requirement to collaborate with the Council's Procurement Service to work with and oversee the Care at Home framework providers. It was, therefore, proposed that 1 FTE post of Service Manager (Registered Care at Home Services) on Grade 5, Level 8, SCP 107-108 (£61,536 to £62,466) be added to the establishment. This post would be funded from within existing resources.

At its meeting on 20 June 2018, the Committee had approved the modernisation and replacement of care facilities. It was important that, as part of the overall developments, the needs associated with all the interdependencies across social care and in localities were planned for and met. Given the scope and scale of the change required to maximise the impact across all care needs in the respective localities, it was proposed to establish a Project Team to support the implementation of all the transformational projects. It was, therefore, proposed that the following temporary posts be added to the establishment for a period of 3 years:-

- ◆ 1 FTE post of Project Governance Co-ordinator on Grade 4, Level 2-5, SCP 82-88 (£42,372 to £46,399)
- ◆ 2 FTE posts of Planning Officer on Grade 3, Level 2-8, SCP 63-80 (£32,027 to £41,169)
- ◆ 1 FTE post of Clerical Assistant on Grade 1, Level 4, SCP 30-31 (£19,709 to £20,001)

The costs of those posts would be met from within South Lanarkshire Integration Joint Board (IJB) reserves allocated for transformational change. This would be progressed by the IJB Chief Financial Officer.

The Committee decided: that the changes to the Social Work Resources' establishment, as detailed in the report, be approved.

[Reference: Minutes of 20 June 2018 (Paragraphs 4 and 5)]

9 Older People Care Homes – Establishment Changes

A joint report dated 16 April 2019 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposed changes to the staffing establishment within Social Work Resources' Older People Care Homes (OPCH).

There had been significant changes in recent years in national policy direction and associated developments in the types of services available to support older people to remain in their own homes for longer. Due to more people being successfully supported to remain in their own homes for longer within their communities, the age at which people came to live in OPCH had increased. Those moving into residential care were now frailer, with over 80% having a diagnosis of dementia. There was, therefore, a requirement to change the focus from being predominately a 'support' service to a 'care' service.

Information was provided on the South Lanarkshire Integration Joint Board's Strategic Commissioning Plan 2019 to 2022 which provided a comprehensive overview of the potential impact of new demands and challenges facing health and social care services.

Following a review to assess how the workforce was best positioned to respond to the changing demand and updated regulatory environment, it was recognised that changes to the service were needed to meet the following requirements:-

- ◆ to provide a more person-centred service through increasing the number of Social Care Worker roles
- ◆ changing dependency levels and regulatory requirements
- ◆ a skills mix that supported the development of new services and which offered more opportunity for employees to develop
- ◆ to consolidate and develop the overnight model to offer a more flexible service, including an Overnight Agile Peripatetic Team to cover geographical areas
- ◆ to ensure that each wing of a care home had a Senior Social Care Worker who would have responsibility for the health and wellbeing of service users
- ◆ to support increased choice and options in terms of recovery and reablement
- ◆ to promote and support the uptake of technology enabled care

It was, therefore, proposed that:-

- ◆ 9.04 Full-Time Equivalent (FTE) posts of Senior Social Worker (Nights) on Grade 2, Level 2/4 plus 4, SCP 39-65 (£23,748 to £34,841) be deleted from the establishment
- ◆ 4 FTE posts of Senior Social Care Worker on Grade 2, Level 2/4 plus 1, SCP 39-59 (£23,748 to £31,889) be added to the establishment
- ◆ 20.87 FTE posts of Social Care Worker on Grade 2, Level 1/2 plus 1, SCP 34-42 (£22,070 to £24,771) be added to the establishment
- ◆ 28.54 FTE posts of Social Care Assistant on Grade 1, Level 1/2 plus 1, SCP 20-25 (£17,980 to £19,369) be deleted from the establishment
- ◆ 30.86 FTE posts of Social Care Worker (Nights) on Grade 2, Level 1/2 plus 4, SCP 34-48 (£21,761 to £27,124) be added to the establishment

- ◆ 34.22 FTE posts of Social Care Assistant (Nights) on Grade 1, Level 1/2 plus 4, SCP 20-29 (£17,980 to £20,507) be deleted from the establishment
- ◆ 1 FTE post of Occupational Therapist on Grade 3, Level 4, SCP 72-74 (£36,515 to £37,648) be added to the establishment
- ◆ 2 FTE posts of Telecare Development Worker on Grade 3, Level 2-4, SCP 72-74 (£36,516 to £37,648) be added to the establishment

The costs of the proposed changes to the establishment would be met from within existing resources. There would be a reduction in overall staffing costs of £0.120 million as the creation of the additional Social Care Worker posts would eliminate the need to incur additional payments to Social Care Assistants for undertaking additional tasks.

The Committee decided: that the changes to the staffing establishment within Social Work Resources' Older People Care Homes (OPCH), as detailed in the report, be approved.

10 Investing to Modernise South Lanarkshire Council Care Facilities – Progress Update

A report dated 16 April 2019 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire Council care facilities.

The South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 set out a commitment to support more people to remain at home and in their community. A number of commissioning intentions had been outlined within the Plan to support this ambition, one of which was reducing the overall reliance on residential and in-patient forms of care.

Within the Plan, a specific commissioning intention was agreed to implement the new care facilities' model to provide people with more choice and options to be maintained at home and in the community.

The IJB, consequently, issue an associated 'Direction' to both the Council and NHS Lanarkshire 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.

Information was provided on the progress to date on the actions previously approved by Committee in relation to the Blantyre/Hamilton and Clydesdale localities.

Work in relation to the Larkhall/Stonehouse model was at an early stage with the following being proposed:-

- ◆ there would be a new build included within the overall re-provisioning programme that would serve the Larkhall/Stonehouse areas and wider area as appropriate/needed
- ◆ the new build would be in or close to Larkhall due to the demographic details and needs analysis
- ◆ the new build would likely be a combination of short and long-term residential placements, incorporating residential, respite and intermediate/reablement care
- ◆ the new build would be in keeping with the overall principles of the Care Facilities' vision, would encompass a community facing element and, by its nature, require to be flexible in usage to meet and adapt to the future needs of the community

Following a comprehensive needs analysis and further stakeholder engagement, proposals would be brought back to Committee for consideration.

The existing residential care facilities in the East Kilbride and Rutherglen/Cambuslang localities were modern and fit for purpose, with greater flexibility to adapt, therefore, at this stage, there were no plans to reconfigure those care homes.

It was further proposed, to continue with the development and implementations of the Investing to Modernise Programme, the following next steps be approved:-

- ◆ to submit planning consent for the new build care facility in Blantyre and, subject to approval, commence the build programme
- ◆ to complete the de-commissioning strategy associated with Kirkton House and McWhirter House to allow full transitions to the Blantyre site
- ◆ to finalise workforce planning activity with regards to role profiles, skills mix and training for existing employees to allow smooth transition to Blantyre
- ◆ to ensure continuous and regular communication with key stakeholders regarding progress with Blantyre and the wider Investing to Modernise Programme
- ◆ to finalise outstanding work on the Clydesdale model, with a view to presenting this to Committee at a future date for approval
- ◆ to develop options for the Larkhall/Stonehouse corridor of the Hamilton/Blantyre locality which would take forward the proposals outlined in section 6 of the report

Councillor Bradley, seconded by Councillor Chalmers, moved that the recommendations contained in the report be approved.

Councillor Falconer proposed as an amendment that:-

- ◆ recommendation (2) be amended to read “that the next steps outlined in Sections 6 and 8 be approved, subject to the inclusion of long-term residential care in the Blantyre Hub and continued provision of Council residential and respite care in the Larkhall/Stonehouse area”
- ◆ there be an additional recommendation to read “that McClymont House remain open until the completion of residential facilities in the Clydesdale Hub and that further dialogue take place with elected members on the number of residential beds to be provided in the Clydesdale locality”

The Head of Administration and Legal Services advised the Chair that the amendment proposed by Councillor Falconer was incompetent on the following basis:-

- ◆ in relation to the amendment to recommendation (2), the model for the Blantyre/Hamilton locality had been approved by Committee at its meeting on 20 June 2018. The amendment would alter the model approved and, although members were entitled to propose a change, the Committee did not have enough information on the financial consequences of the proposed amended model to make an informed decision. Further, the Committee was not being asked to take a decision at the present time on the Larkhall/Stonehouse proposal which would come back to Committee at a later date with detailed proposals for consideration
- ◆ in relation to the inclusion of the additional recommendation that McClymont House remain open, there was no proposal at this stage to close McClymont House and it was already intimated within the report that McClymont House would remain open until the new build facility was completed. Committee was being asked to take a decision on the preferred site, with further proposals to be submitted to Committee at a later date for consideration

In response to a statement by Councillor Dryburgh that the amendment was in relation to policy direction and was competent, the Head of Administration and Legal Services advised that policy decisions in relation to residential care was the responsibility of the IJB and not this Committee.

The Committee decided:

- (1) that the next steps outlined in sections 6 and 8 of the report be approved;
- (2) that Flush Park, Lanark be approved as the preferred site, subject to suitability, for the replacement of McClymont House; and
- (3) that the 7 spokes for the Clydesdale model referred to at paragraph 5.7. of the report be approved.

[Reference: Minutes of 20 June 2018 (Paragraph 4) and 28 November 2018 (Paragraph 6)]

In terms of Standing Order No 13, the Chair adjourned the meeting at 11.32am and reconvened at 11.39am

11 Adult and Older People Day Services Review Proposal

A report dated 17 April 2019 by the Director, Health and Social Care was submitted on the review of existing day services for adult and older people.

The Council currently delivered a range of day services for both adults and older people within local communities. The services had traditionally been organised around a buildings based resource and were broadly similar in set-up and delivery to other models which either continued to exist or had previously existed across Scotland. The day service model had not significantly changed since the establishment of South Lanarkshire Council.

Within the Council's day service estate, the majority of facilities had either been newly built or refurbished in the last 15 years, therefore, the buildings based asset of the estate was in reasonably good condition. Service provision was also considered to be high performing as evidenced both by inspected grades awarded by the Care Inspectorate and feedback from service users and families. The annual budget for registered day services in 2018/2019 totalled £8.42 million with a 50/50 split between adults and older people.

Shifting the Balance of Care and growing community assets was recognised as being both a national and a South Lanarkshire Health and Social Care Partnership priority. Through consultation activities, culminating in the South Lanarkshire Strategic Commissioning Plan 2019 to 2022 and the Building and Celebrating Communities agenda, the key themes based on the 9 national health and wellbeing outcomes had a focus on local services being provided and grown in response to local need. A review of day services would inform service development proposals at a locality level, involving locality engagement.

Information was provided on:-

- ◆ current day service provision and uptake at Appendix 1 of the report
- ◆ the scope of the review at Appendix 2 of the report

The Committee decided:

- (1) that the review of day services for adult and older people be noted; and
- (2) that, on completion of the review, an update report and action plan would be submitted to Committee for consideration.

Councillor Burns left the meeting during this item of business

12 Recruitment to Integrated Posts Structure for Health and Social Care Partnership

A report dated 18 April 2019 by the Director, Health and Social Care was submitted on the developments of the Health and Social Care Partnership in relation to integrated posts.

The Public Bodies (Joint Working) (Scotland) Act 2014 required certain types of services provided by local authorities and health boards to come together for the purpose of strategic planning and management. The Council and NHS Lanarkshire had included all Adult and Older People Services which involved those services relating to mental health, learning disability and substance misuse.

At its meeting on 19 April 2016, the South Lanarkshire Integration Joint Board (IJB) approved the establishment of a Senior Management Team. The IJB also approved the establishment of the Nursing and Medical structures at its meeting on 13 September 2016. At its meeting on 14 December 2016, the Executive Committee approved the creation and commitment to integrated Locality Manager posts as part of the locality developments for integrated services and also, at its meeting on 7 February 2018, this Committee approved the creation of an integrated post for the Community Addiction Recovery Service (CAREs), together with the integrated structure for that service.

It was now a requirement to ensure that the development of integrated posts was supported across the Partnership and that all such posts, with the exception of those protected under legislation, be open to all Health and Council employees.

Within Health, there were a number of registered disciplines regulated by professional bodies inclusive of nursing, allied health professionals and medics. Professional lines of accountability were established through the Medical Director, Nurse Director and Allied Health Professional Director.

In order to satisfy the statutory arrangements for the Council, the Chief Social Work Officer would continue to report to the Chief Executive and elected members. This would provide assurance that statutory requirements were delegated to a minimum management level of Service Manager by a Scottish Social Services Council registered Social Worker for those roles reserved in legislation to be held by a professionally qualified Social Worker.

Information was provided on the governance arrangements in place to ensure that both NHS Lanarkshire and the Council's statutory requirements were being met.

The Committee decided:

- (1) to note that the recruitment of all Health and Social Care posts that would be part of integrated teams would be advertised across the Partnership for both Council and Health employees, which would be in line with professional governance arrangements to meet the statutory requirements of both NHS Lanarkshire and the Council;
- (2) to note that the Chief Officer/Director of Health and Social Care had delegated responsibility to determine posts reserved for professional governance arrangements that required a registered health professional or Social Worker; and
- (3) to note the commitments of the Health and Social Care Partnership to progressing with integration across the service.

[Reference: Minutes of the South Lanarkshire Integration Joint Board of 19 April 2016 (Paragraph 4) and 13 September 2016 (Paragraph 11), Minutes of the Executive Committee of 14 December 2016 (Paragraph 11) and Minutes of 7 February 2018 (Paragraph 8)]

13 Child Sexual Exploitation

A report dated 18 March 2019 by the Director, Health and Social Care was submitted outlining the national and local work being undertaken to protect children and young people from Child Sexual Exploitation (CSE).

This included working with a group of local young people affected by CSE which highlighted the impact on young people and provided essential information around early indicators of both community and online activity that led to risk of CSE. The young people also worked on a media campaign and created a CSE awareness poster for young people which would be displayed across South Lanarkshire.

The Committee decided: that the report be noted.

13 Carers (Scotland) Act 2016 – Update

A report dated 18 April 2019 by the Director, Health and Social Care was submitted on the progress of the implementation of the Carers (Scotland) Act 2016.

Following consideration by the South Lanarkshire Integration Joint Board at its meeting on 4 December 2018, work had been on going in a range of areas including:-

- ◆ SWiSplus IT developments
- ◆ support to the Adult Carer Support Plans (ACSP)/young carer statements
- ◆ the development of a guidance framework for the Local Eligibility Criteria
- ◆ involvement in a national group working on a Short Breaks Service Statement
- ◆ the development of the South Lanarkshire Carers Strategy 2019 to 2022
- ◆ work with the Lanarkshire Carers Centre and South Lanarkshire Carers Network
- ◆ the establishment of a Carers' Services and Supports Commissioning Group to develop a timeline, service specification and tender process for the future of carer supports and services in South Lanarkshire
- ◆ work to deliver on the duty relating to carer involvement in hospital discharge

Carers also remained one of the 13 priorities within the South Lanarkshire Integration Joint Board Strategic Commissioning Plan 2019 to 2022.

The Committee decided:

- (1) that the progress to date in complying with the requirements of the Carers (Scotland) Act 2016 be noted; and
- (2) that the Direction approved by the South Lanarkshire Integration Joint Board that the Council procure services that provided equitable access to carer support services, information and advice, short breaks, consultation and engagement, training, practical support and assistance for adults and young carers be noted.

[Reference: Minutes of 25 April 2018 (Paragraph 12) and Minutes of the South Lanarkshire Integration Joint Board of 4 December 2018 (Paragraph 13)]

15 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Social Work Resources Committee
Date of Meeting:	7 August 2019
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2018/2019
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2018 to 31 March 2019 for Social Work Resources

2. Recommendation(s)

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

- (1) that an overspend of £1.131m as at 31 March 2019, as detailed in Appendix A of the report, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the fifth revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019.

3.3. The report details the financial position for Social Work Resources on Appendix A, and then details the individual services in Appendices B to E.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. The final Resource outturn position is an overspend of £1.131m. There are no proposed transfers to reserves.

5.2. This overspend is slightly higher than the £1.109 million that has been reported to Committee during the year. The net overspend relates to an overspend in Children and Families (external residential places, foster places, as well as the level of kinship care payments) and Adults and Older People (employee costs). In addition, Adult and Older People have experienced additional expenditure on equipment, adaptations and technology to assist users to remain at home, as well as demand for respite and direct payment.

5.3. These overspends are partially offset by underspends in Performance and Support and Justice due to employee turnover.

- 5.4 Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report.

6. Other Implications

- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

7 July 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 31 March 2019

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2019 (No.14)

Social Work Resources Summary

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/3/19	Actual 31/3/19	Variance 31/3/19		% Variance 31/3/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	85,112	85,636	(524)	(524)	85,112	85,217	(105)	over	(0.1%)	
Property Costs	2,681	2,344	337	337	2,681	2,440	241	under	9.0%	
Supplies & Services	6,162	6,213	(51)	(51)	6,162	6,495	(333)	over	(5.4%)	
Transport & Plant	4,597	4,424	173	173	4,597	4,455	142	under	3.1%	
Administration Costs	1,525	1,667	(142)	(142)	1,525	1,651	(126)	over	(8.3%)	
Payments to Other Bodies	19,027	19,675	(648)	(648)	19,027	19,694	(667)	over	(3.5%)	
Payments to Contractors	93,586	93,603	(17)	(17)	93,586	93,333	253	under	0.3%	
Transfer Payments	771	963	(192)	(192)	771	1,059	(288)	over	(37.4%)	
Financing Charges	268	293	(25)	(25)	268	292	(24)	over	(9.0%)	
Total Controllable Exp.	213,729	214,818	(1,089)	(1,089)	213,729	214,636	(907)	over	(0.4%)	
Total Controllable Inc.	(60,870)	(60,850)	(20)	(20)	(60,870)	(60,646)	(224)	under recovered	(0.4%)	
Net Controllable Exp.	152,859	153,968	(1,109)	(1,109)	152,859	153,990	(1,131)	over	(0.7%)	
Transfer to Reserves (as at 31/03/19)					0	0	0			
Position After Transfers to Reserves (as at 31/03/19)					152,859	153,990	(1,131)	over	(0.7%)	

Variance Explanations

Variance explanations are shown in Appendices B -E.

Budget Virements

Budget virements are shown in Appendices B-E.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2019 (No.14)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/3/19	Actual 31/3/19	Variance 31/3/19	% Variance 31/3/19	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	15,174	15,538	(364)	(364)	15,174	15,351	(177)	over	(1.2%) 1a,b,c
Property Costs	323	309	14	14	323	316	7	under	2.2%
Supplies & Services	554	514	40	40	554	516	38	under	6.9% c
Transport & Plant	624	600	24	24	624	580	44	under	7.1%
Administration Costs	275	326	(51)	(51)	275	326	(51)	over	(18.5%)
Payments to Other Bodies	8,578	9,318	(740)	(740)	8,578	9,295	(717)	over	(8.4%) 2c
Payments to Contractors	4,203	4,914	(711)	(711)	4,203	5,040	(837)	over	(19.9%) 3
Transfer Payments	757	945	(188)	(188)	757	1,041	(284)	over	(37.5%) 4c
Financing Charges	17	22	(5)	(5)	17	26	(9)	over	(52.9%)
Total Controllable Exp.	30,505	32,486	(1,981)	(1,981)	30,505	32,491	(1,986)	over	(6.5%)
Total Controllable Inc.	(689)	(889)	200	200	(689)	(789)	100	over recovered	14.5% 5c
Net Controllable Exp.	29,816	31,597	(1,781)	(1,781)	29,816	31,702	(1,886)	over	(6.3%)
Transfer to Reserves (as at 31/03/19)					0	0	0		
Position After Transfers to Reserves (as at 31/03/19)					29,816	31,702	(1,886)	over	(6.3%)

Variance Explanations**1. Employee Costs**

This overspend is a result of employee turnover being less than anticipated.

2. Payments to Other Bodies

This overspend is due to the increase in demand for external foster placements, adoption allowances, Throughcare and kinship care payments.

3. Payments to Other Contractors

This overspend is due to the increased demand for children's residential school and external placements.

4. Transfer Payments

This overspend is due to payments being made to carers to support the welfare of young people and is mainly in relation to an increase in demand for kinship care.

5. Income

This over recovery relates to the higher than budgeted income from the Home Office for services provided to unaccompanied asylum seeking children.

Budget Virements

- Realignment of budget to reflect additional 0.5% payaward £0.071m, Employee Costs £0.071m
- Realignment of budget to reflect Apprenticeship Levy £0.059m, Employee Costs £0.059m
- Incorporation of Scottish Attainment Funding 2018/19 £0m, Employee Costs £0.069m, Supplies and Services £0.029m, Payment to other bodies £0.204m, Transfer Payments £0.016m, Income (£0.318m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2019 (No.14)

Adults and Older People Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/3/19	Actual 31/3/19	Variance 31/3/19		% Variance 31/3/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	57,437	58,223	(786)	(786)	57,437	58,040	(603)	over	(1.0%)	1a,b,e
Property Costs	1,660	1,459	201	201	1,660	1,572	88	under	5.3%	2a,
Supplies & Services	5,008	5,098	(90)	(90)	5,008	5,325	(317)	over	(6.3%)	3a
Transport & Plant	3,600	3,472	128	128	3,600	3,551	49	under	1.4%	a
Administration Costs	373	481	(108)	(108)	373	470	(97)	over	(26.0%)	4
Payments to Other Bodies	10,077	9,959	118	118	10,077	9,997	80	under	0.8%	5c
Payments to Contractors	89,371	88,689	682	682	89,371	88,269	1,102	under	1.2%	6c,d,e
Transfer Payments	7	7	0	0	7	8	(1)	over	(14.3%)	
Financing Charges	36	43	(7)	(7)	36	46	(10)	over	(27.8%)	
Total Controllable Exp.	167,569	167,431	138	138	167,569	167,278	291	under	0.2%	
Total Controllable Inc.	(53,546)	(53,213)	(333)	(333)	(53,546)	(53,157)	(389)	under recovered	(0.7%)	7d
Net Controllable Exp.	114,023	114,218	(195)	(195)	114,023	114,121	(98)	over	(0.1%)	
Transfer to Reserves (as at 31/03/19)					0	0	0			
Position After Transfer to Reserves (as at 31/03/19)					114,023	114,121	(98)	over	(0.1%)	

Variance Explanations**1. Employee Costs**

This overspend is a result of Home Care recruitment for future vacancies to maintain staffing levels and overtime to meet service delivery, partly offset by staff turnover in other services.

2. Property Costs

This underspend relates mainly to savings generated from the installation of energy efficient boilers within day care and residential units and reduced demand for heating during the year due to climatic conditions.

3. Supplies and Services

This overspend is attributable to the demand for equipment and adaptations and the requirement to purchase new and to replace existing assistive technology equipment, all of which are used to support service users to remain at home.

4. Administration Costs

This overspend reflects the cost of mobile technology for lone working.

5. Payments to Other Bodies

This underspend is being achieved as a result of voluntary organisations withdrawing from service provision and forms part of the savings for 2019/20. It also reflects the current cost to implement the Carers Act.

6. Payments to Contractors

The net underspend is a result of a reduction in the funding required for care homes (including named care home placements and is offset by an under recovery in income) and home care. This was offset in part by additional demand for respite services and direct payment.

7. Income

The under recovery is a result of a reduction in the funding required for named care home placements offset in part by the non-recurring income received from service users in respect of prior year care costs being higher than budgeted.

Budget Virements

- a. Realignment of budget to reflect additional 0.5% payaward £0.280m, Employee Costs £0.272m, Other Property Costs £0.001m, Supplies and Services £0.002m, Transport and Plant £0.005m
- b. Realignment of budget to reflect Apprenticeship Levy £0.228m, Employee Costs £0.228m
- c. Realignment of Direct Payments £0.m, Payment to other bodies £0.108m, Payment to Contractors (£0.108m)
- d. Reversal of previous temporary budget virement not required £0.m, Payment to Contractors (£0.373m), Income £0.373m
- e. Realignment of additional in-house homecare hours £0m, Employee Costs £0.163m, Payment to Contractors (£0.163m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2019 (No.14)

Justice and Substance Misuse

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/3/19	Actual 31/3/19	Variance 31/3/19		% Variance 31/3/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	5,810	5,674	136	136	5,810	5,516	294	under	5.1%	1a,b
Property Costs	66	69	(3)	(3)	66	75	(9)	Over	(13.6%)	
Supplies & Services	133	166	(33)	(33)	133	163	(30)	over	(22.6%)	
Transport & Plant	120	98	22	22	120	90	30	under	25.0%	
Administration Costs	430	434	(4)	(4)	430	444	(14)	over	(3.3%)	
Payments to Other Bodies	267	358	(91)	(91)	267	361	(94)	over	(35.2%)	2
Payments to Contractors	12	0	12	12	12	24	(12)	over	(100.0%)	
Transfer Payments	6	10	(4)	(4)	6	10	(4)	over	(66.7%)	
Financing Charges	10	21	(11)	(11)	10	22	(12)	over	(120.0%)	
Total Controllable Exp.	6,854	6,830	24	24	6,854	6,705	149	under	2.2%	
Total Controllable Inc.	(5,735)	(5,853)	118	118	(5,735)	(5,765)	30	Over recovered	0.5%	
Net Controllable Exp.	1,119	977	142	142	1,119	940	179	under	16.0%	
Transfer to Reserves (as at 31/03/19)					0	0	0			
Position After Transfers to Reserves (as at 31/03/19)					1,119	940	179	under	16.0%	

Variance Explanations**1. Employee costs**

This underspend is a result of staff turnover being higher than anticipated.

2. Payments to Other Bodies

This overspend reflects the current service requirement to support service users in the community. This is being managed within the overall grant allocation.

Budget Virements

- Realignment of budget to reflect additional 0.5% payaward £0.005m, Employee Costs £0.005m
- Realignment of budget to reflect Apprenticeship Levy £0.019m, Employee Costs £0.019m

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2019 (No.14)

Performance and Support

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/3/19	Actual 31/3/19	Variance 31/3/19		% Variance 31/3/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	6,691	6,201	490	490	6,691	6,310	381	under	5.7%	1a,b
Property Costs	632	507	125	125	632	477	155	under	24.5%	2
Supplies & Services	467	435	32	32	467	491	(24)	over	(5.1%)	
Transport & Plant	253	254	(1)	(1)	253	234	19	under	7.5%	
Administration Costs	447	426	21	21	447	411	36	under	8.1%	
Payments to Other Bodies	105	40	65	65	105	41	64	under	61.0%	3
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	1	1	0	0	1	0	1	under	100.0%	
Financing Charges	205	207	(2)	(2)	205	198	7	under	3.4%	
Total Controllable Exp.	8,801	8,071	730	730	8,801	8,162	639	under	7.3%	
Total Controllable Inc.	(900)	(895)	(5)	(5)	(900)	(935)	35	over recovered	3.9%	
Net Controllable Exp.	7,901	7,176	725	725	7,901	7,227	674	under	8.5%	
Transfer to Reserves (as at 31/03/19)					0	0	0			
Position After Transfers to Reserves (as at 31/03/19)					7,901	7,227	674	under	8.5%	

Variance Explanations**1. Employee costs**

This underspend is attributable to several elements - a number of vacancies which are in the process of being filled, vacancies for temporary posts where funding ends 31 March 2019, part of the Chief Officer salary now accounted for via the IJB and the current cost to implement the Carers Act .

2. Property costs

The underspend is in relation to rates and other property costs which will offset other budget pressures within the Resource.

3. Payments to Other Bodies

This underspend reflects the current cost to implement the Carers Act.

Budget Virements

- Realignment of budget to reflect additional 0.5% payaward £0.030m, Employee Costs £0.030m
- Realignment of budget to reflect Apprenticeship Levy £0.023m, Employee Costs £0.023m

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	7 August 2019
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2019/2020
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2019 to 24 May 2019 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2020.

2. Recommendation(s)

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

- (1) that the breakeven position on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2020 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

- 3.1. This is the first revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2019/2020.
- 3.2. The report details the financial position for Social Work Resources on Appendix A, and then details the individual services, along with variance explanations, in Appendices B to E

4. Employee Implications

4.1. None

5. Financial Implications

- 5.1. As at 24 May 2019, there is a breakeven position against the phased budget. The financial forecast for the revenue budget to 31 March 2020 is breakeven.
- 5.2. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.

6. Other Implications

- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition,

the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.

- 6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

3 July 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 24 May 2019

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 24 May 2019 (No.2)

Social Work Resources Summary

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 24/5/19	Actual 24/5/19	Variance 24/5/19		% Variance 24/5/19	Note
	£000	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>										
Employee Costs	87,521	87,521	0	0	11,285	11,297	(12)	over	-0.1%	
Property Costs	2,657	2,657	0	0	428	415	13	under	3.0%	
Supplies & Services	6,203	6,203	0	0	836	829	7	under	0.8%	
Transport & Plant	4,492	4,492	0	0	437	385	52	under	11.9%	
Administration Costs	1,532	1,532	0	0	129	141	(12)	over	(9.3%)	
Payments to Other Bodies	19,633	19,633	0	0	2,781	2,882	(101)	over	(3.6%)	
Payments to Contractors	100,710	100,710	0	0	7,301	7,295	6	under	0.1%	
Transfer Payments	830	830	0	0	150	161	(11)	over	(7.3%)	
Financing Charges	267	267	0	0	58	62	(4)	over	(6.9%)	
Total Controllable Exp.	223,845	223,845	0	0	23,405	23,467	(62)	over	(0.3%)	
Total Controllable Inc.	(60,535)	(60,535)	0	0	(1,809)	(1,871)	62	over recovered	3.4%	
Net Controllable Exp.	163,310	163,310	0	0	21,596	21,596	0	-	0.0%	

Variance Explanations

Variance explanations are shown in Appendices B -E.

Budget Virements

Budget virements are shown in Appendices B-E.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 24 May 2019 (No.2)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 24/5/19	Actual 24/5/19	Variance 24/5/19		% Variance 24/5/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	15,642	15,642	0	0	2,048	2,066	(18)	over	(0.9%)	a,c
Property Costs	325	325	0	0	58	53	5	under	8.6%	
Supplies & Services	631	631	0	0	88	74	14	under	15.9%	a,c
Transport & Plant	624	624	0	0	66	61	5	under	7.6%	
Administration Costs	295	295	0	0	64	64	0	-	0.0%	c
Payments to Other Bodies	9,262	9,262	0	0	1,489	1,534	(45)	over	(3.0%)	1,a,b,c
Payments to Contractors	5,269	5,269	0	0	530	542	(12)	over	(2.3%)	a,b
Transfer Payments	817	817	0	0	149	160	(11)	over	(7.4%)	c
Financing Charges	17	17	0	0	4	5	(1)	Over	(25.0%)	
Total Controllable Exp.	32,882	32,882	0	0	4,496	4,559	(63)	over	(1.4%)	
Total Controllable Inc.	(806)	(806)	0	0	(124)	(150)	26	over recovered	21.0%	c
Net Controllable Exp.	32,076	32,076	0	0	4,372	4,409	(37)	over	(0.8%)	

Variance Explanations**1. Payments to Other Bodies**

This overspend is due to the continuing demand for fostering services.

Budget Virements

- a Budget realignment of Carer Act Funding £317k from Performance and Support. Employee Costs £0.034m, Supplies and Services £0.088m, Payment to Other Bodies £0.109m, Payment to Private Contractors £0.086m
- b Budget realignment in respect of fostering £0m, Payment to Other Bodies £0.170m, Payment to Contractors (£0.170m)
- c Incorporation of Scottish Attainment Funding 2019/20 £0m. Employee Costs £0.086m, Supplies and Services £0.034m Administration £0.020m, Payment to Other Bodies £0.305m, Transfer Payments £0.031m, Income (£0.476m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 24 May 2019 (No.2)

Adults and Older People Services

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 24/5/19	Actual 24/5/19	Variance 24/5/19		% Variance 24/5/19	Note
	£000	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>										
Employee Costs	59,548	59,548	0	0	7,672	7,720	(48)	over	(0.6%)	a,d
Property Costs	1,655	1,655	0	0	296	291	5	under	1.7%	
Supplies & Services	5,014	5,014	0	0	655	657	(2)	over	(0.3%)	
Transport & Plant	3,488	3,488	0	0	356	313	43	under	12.1%	
Administration Costs	374	374	0	0	34	46	(12)	over	(35.3%)	
Payments to Other Bodies	10,064	10,064	0	0	1,228	1,287	(59)	over	(4.8%)	1,c
Payments to Contractors	95,429	95,429	0	0	6,770	6,752	18	under	0.3%	b,c
Transfer Payments	7	7	0	0	1	0	1	under	1000.0%	
Financing Charges	36	36	0	0	7	8	(1)	over	(14.3%)	
Total Controllable Exp.	175,615	175,615	0	0	17,019	17,074	(55)	over	(0.3%)	
Total Controllable Inc.	(53,423)	(53,423)	0	0	(1,205)	(1,240)	35	over recovered	2.9%	a,b
Net Controllable Exp.	122,192	122,192	0	0	15,814	15,834	(20)	over	(0.1%)	

Variance Explanations**1. Payments to Other Bodies**

This overspend reflects the increase in demand for Direct Payments.

Budget Virements

- a. Budget established for Partnership funding to extend Home Care mobile teams £0m, Employee Costs £0.376m, Income (£0.376m)
- b. Budget realignment of Free Personal Care for under 65s £0m, Payment to Contractors (£0.175m), Income £0.175m
- c. Budget realignment in respect of direct payment £0m, Payment to Other Bodies £0.211m, Payment to Contractors (£0.211m).
- d. Transfer from Reserves in respect of Employability funding £0.762m, Employee Costs £0.762m

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 24 May 2019 (No.2)

Justice and Substance Misuse

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 24/5/19	Actual 24/5/19	Variance 24/5/19		% Variance 24/5/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	5,800	5,800	0	0	726	699	27	under	3.7%	
Property Costs	66	66	0	0	20	21	(1)	over	(5.0%)	
Supplies & Services	133	133	0	0	6	10	(4)	over	(66.7%)	
Transport & Plant	124	124	0	0	14	10	4	under	28.6%	
Administration Costs	425	425	0	0	7	9	(2)	over	(28.6%)	
Payments to Other Bodies	272	272	0	0	63	61	2	under	3.2%	
Payments to Contractors	12	12	0	0	1	1	0	-	n/a	
Transfer Payments	6	6	0	0	0	1	(1)	over	0.2%	
Financing Charges	10	10	0	0	3	5	(2)	over	(66.7%)	
Total Controllable Exp.	6,848	6,848	0	0	840	817	23	under	2.7%	
Total Controllable Inc.	(5,575)	(5,575)	0	0	(471)	(471)	0	-	0.0%	
Net Controllable Exp.	1,273	1,273	0	0	369	346	23	under	6.2%	

Variance Explanations

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 24 May 2019 (No.2)

Performance and Support

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 24/5/19	Actual 24/5/19	Variance 24/5/19		% Variance 24/5/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	6,531	6,531	0	0	839	812	27	under	3.2%	a,b
Property Costs	611	611	0	0	54	50	4	under	7.4%	
Supplies & Services	425	425	0	0	87	88	(1)	over	(1.1%)	
Transport & Plant	256	256	0	0	1	1	0	-	0.0%	
Administration Costs	438	438	0	0	24	22	2	under	8.3%	
Payments to Other Bodies	35	35	0	0	1	0	1	under	100.0%	a
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	204	204	0	0	44	44	0	-	0.0%	
Total Controllable Exp.	8,500	8,500	0	0	1,050	1,017	33	under	3.1%	
Total Controllable Inc.	(731)	(731)	0	0	(9)	(10)	1	over recovered	11.1%	b
Net Controllable Exp.	7,769	7,769	0	0	1,041	1,007	34	under	3.3%	

Variance ExplanationsBudget Virements

- a. Budget realignment of Carer Act Funding £317k to Children and Family. Employee Costs (£0.190m), Payment to Other Bodies (£0.127m)
 b. Budget realignment in respect of Health and Social Care Partnership costs £0, Employee Costs £0.180m, Income (£0.180m)

Report

5

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 August 2019**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring
 2018/2019**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April 2018 to 31 March 2019.

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £0.640 million, and expenditure to date of £0.460 million be noted.

3. Background

3.1. This is the fifth and final capital monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019.

3.2. The budget reflects the approved programme for the year, as approved at the Executive Committee on 28 February 2018, exceptions approved during 2017/2018 and monies carried forward for projects from 2017/2018. It also includes budget adjustments approved by the Executive Committee during 2018/2019.

3.3. The report details the financial position for Social Work Resources in Appendix A.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2018/2019 was £0.640million.

5.2. 2018/2019 Final Position

Total expenditure to the 31 March 2019 was £0.460 million. For projects spending less than budget in year, this reflected the timing of spend and did not affect operational delivery. The budget for this capital spend was carried forward in to 2019/2020 to complete projects.

6. Other Implications

- 6.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

28 May 2019

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Executive Committee, 28 February 2018
- Executive Committee, 1 May 2019

List of Background Papers

- Financial ledger to 31 March 2019

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: lorraine.o'hagan@southlanarkshire.gov.uk

South Lanarkshire Council
Capital Expenditure 2018-2019
Social Work Resources Programme
For Period 1 April 2018 – 31 March 2019

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work	320	320	0	640	640	460
TOTAL	320	320	0	640	640	460

Report

6

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 August 2019**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring
 2019/2020**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April to 24 May 2019.

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £2.729 million, and expenditure to date of £0.015million be noted.

3. Background

- 3.1. This is the first capital monitoring report presented to the Social Work Resources Committee for the financial year 2019/2020. Further reports will follow throughout the year.
- 3.2. The budget reflects the approved programme for the year, as approved at the Executive Committee on 29 May 2019, including the adjustment to reflect the anticipated spend profile of the Hamilton Locality Care Facility at St Joseph's site, Blantyre.
- 3.3. The report details the financial position for Social Work Resources in Appendix A.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2019/2020 is £2.729million. Anticipated spend to date was £0.013 million, and £0.015 million has been spent (0.55% of full budget). This represents a position of £0.002 million ahead of profile.

6. Other Implications

6.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.

6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

7.1. 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.

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

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

10 July 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 29 May 2019
- ◆ Executive Committee, 26 June 2019

List of Background Papers

- ◆ Financial ledger to 24 May 2019

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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South Lanarkshire Council
Capital Expenditure 2019-2020
Social Work Resources Programme
For Period 1 April 2019 – 24 May 2019

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work - Care Facilities	2,716	0	0	2,716	0	0
Social Work - Other	13	0	0	13	13	15
TOTAL	2,729	0	0	2,729	13	15

Report

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 August 2019**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring –
 March to May 2019**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for March to May 2019 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 the period March to May 2019 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 9 March 2019

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 the period March to May 2019.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of May 2019 for Social Work Resources.

The Resource absence figure for May 2019 was 6.3%, which represents an increase of 0.7% when compared to the previous month and is 1.9% higher than the Council-wide figure. Compared to May 2018, the Resource absence figure has increased by 0.9%.

Based on the absence figures at May 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 5.8%, compared to a Council-wide average figure of 4.5%.

For the financial year 2019/2020, the projected average days lost per employee equates to 13.2 days, compared with the overall figure for the Council of 10.4 days per employee.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 417 referrals were made this period, a decrease of 6 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were 33 accidents/incidents recorded within the Resource this period, a decrease of 5 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, a decrease of 1 when compared with the same period last year. There was 1 grievance hearing, which is an increase of 1 when compared with the same period last year. There were 8 Dignity at Work complaints raised within the Resource this period, which is an increase of 7 when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 34 leavers in the Resource this period, which remains unchanged when compared with the same period last year. Exit interviews were held with 6 employees.

5. Staffing Watch (Appendix 3)

5.1. There has been a decrease of 3 in the number of employees in post from 8 December 2018 to 9 March 2019.

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)

Val de Souza
Director, Health and Social Care

2 July 2019

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 – 8 May 2019

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:-

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ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	5.0	5.3	5.0	April	5.6	6.2	6.9	April	5.2	5.6	5.6	April	3.9	4.1	4.0	
May	4.9	5.1	5.6	May	4.1	6.2	7.7	May	4.6	5.4	6.3	May	4.2	4.2	4.4	
June	5.3	5.2		June	4.6	6.3		June	5.1	5.6		June	3.9	4.3		
July	4.8	5.2		July	4.9	6.4		July	4.8	5.6		July	3.0	3.4		
August	4.9	5.0		August	4.7	5.9		August	4.8	5.3		August	3.2	3.6		
September	5.0	5.0		September	5.2	6.1		September	5.1	5.4		September	4.0	4.4		
October	4.2	5.7		October	5.8	5.6		October	4.8	5.6		October	4.1	4.4		
November	4.4	5.4		November	5.9	5.3		November	4.9	5.4		November	4.8	5.1		
December	5.6	5.1		December	6.1	6.9		December	5.7	5.7		December	5.1	4.8		
January	5.5	5.2		January	7.3	8.4		January	6.1	6.2		January	5.0	4.9		
February	6.1	5.5		February	5.8	8.5		February	6.0	6.5		February	5.0	5.2		
March	5.7	5.4		March	6.5	6.5		March	5.9	5.8		March	4.7	4.9		
Annual Average	5.1	5.3	5.3	Annual Average	5.5	6.5	6.7	Annual Average	5.3	5.7	5.8	Annual Average	4.2	4.4	4.5	
Average Apr-May	5.0	5.2	5.3	Average Apr-May	4.9	6.2	7.3	Average Apr-May	4.9	5.5	6.0	Average Apr-May	4.1	4.2	4.2	
No of Employees at 31 May 2019			1845	No of Employees at 31 May 2019			1074	No of Employees at 31 May 2019			2919	No of Employees at 31 May 2019			15361	

For the financial year 2019/20, the projected average days lost per employee equates to 13.2 days.

SOCIAL WORK RESOURCES

	Mar-May 2018	Mar-May 2019
MEDICAL EXAMINATIONS		
Number of Employees Attending	144	136
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	51	31
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	136	154
REFERRALS TO EMPLOYEE SUPPORT OFFICER	80	87
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	12	9
TOTAL	423	417

CAUSE OF ACCIDENTS/INCIDENTS	Mar-May 2018	Mar-May 2019
Specified Injuries*	0	1
Over 7 day absences	0	5
Over 3 day absences**	0	2
Minor	9	4
Near Miss	0	1
Violent Incident: Physical****	15	13
Violent Incident: Verbal*****	14	7
Total Accidents/Incidents	38	33

*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-May 2017	Mar-May 2018
Total Number of Hearings	14	13

Time Taken to Convene Hearing Mar - May 2019

0-3 Weeks
4

4-6 Weeks
5

Over 6 Weeks
4

RECORD OF GRIEVANCE HEARINGS	Mar-May 2018	Mar-May 2019
Number of Grievances	0	1
Number Resolved at Stage 2	0	1

RECORD OF DIGNITY AT WORK	Mar-May 2018	Mar-May 2019
Number of Incidents	1	8
Number Resolved at Formal Stage	1	0

ANALYSIS OF REASONS FOR LEAVING	Mar-May 2018	Mar-May 2019
Career Advancement	4	1
Poor Relationship with Manager/Colleagues	2	0
Travelling Difficulties	0	1
Childcare/caring responsibilities	0	1
Other	4	3
Number of Exit Interviews conducted	10	6

Total Number of Leavers Eligible for Exit Interview	34	34
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Percentage of interviews conducted	29%	18%
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**JOINT STAFFING WATCH RETURN
SOCIAL WORK RESOURCES**

APPENDIX 3

1. As at 9 March 2019

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
218	191	910	1446	2765					
*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	1328.99	466.47	544.35	20	22	2	0	0	2384.81

1. As at 8 December 2018

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
218	186	912	1452	2768

*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	1325.04	468.45	548.11	20	23	2	0	0	2387.6

Report

8

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 August 2019**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Staffing Establishment**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval to mainstream temporary posts and to make changes to the establishment within the Recourse

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the changes in establishment identified in the table at Section 4 be approved.

3. Background

- 3.1. On 14 December 2016, the Council's Executive Committee approved the establishment of a Senior Management Team across the Health and Social Care Partnership (HSCP). In this report, there were a number of posts created and re-designated. One of the posts created, on a temporary basis, was of a Social Work Services Manager Transitions. This post was created to build capacity as part of the transition into the new locality management arrangements. Having reviewed this post, it is now recognised that this post has evolved and, as well as supporting the transition across HSCP, this post has assumed the responsibility for all registered Social Work Services within the Council. It is recommended that this post be made permanent and added to the Social Work establishment.
- 3.2. A further post was developed in 2017, Fieldwork Manager Strategic Support for Self-Directed Support (SDS). This post was created to support and drive the developments in relation to SDS and to prepare the Resource for a thematic review and inspection of SDS across the Partnership in 2018. The subsequent SDS inspection identified areas of further improvement and development needed across the Council and Partnership and the risks associated with not continuing to improve in the roll out of SDS.
- 3.3. It is proposed that the Fieldwork Manager SDS post be made permanent. This post has evolved into a Fieldwork Manager Support function that provides strategic leadership, operational support for practice issues and support for developing systems including SWiS and financial interface processes. SDS is intended to be core business and will continue to require considerable support to ensure that the National Strategy is fully embedded and sustained. SDS impacts on the whole

system, the end user, the assessor and the commissioner and provider of services. The scale and complexity of the change is significant. This post has also led on and successfully supported the initial implementation of 'Frank's Law' and the Council's updated Prioritisation Framework. It is, therefore, proposed that this post be made permanent and added to the Resource establishment for Fieldwork Manager Strategic Support.

4. Employee Implications

- 4.1. The proposals are to make the current two temporary posts contained within this report permanent. The employee implications are detailed below:

Post	Current Number of Posts	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Service Manager (Registered Services)	1	1	Grade 5 Level 1-8	SCP 96-108	£28.61-£34.23	£52,210-£62,466	£68,030-£81,393
Fieldwork Manager (Strategic Support)	1	1	Grade 5 Level 1	SCP 96 - 97	£28.61-£29.05	£52,210-£53,013	£68,030-£69,076

5. Financial Implications

- 5.1. These posts are currently funded and can be sustained within existing resources.

6. Other Implications

- 6.1. These posts are essential to mitigating the potential risk to the Council in respect of meeting National targets, delivering on change and improvement programmes and ensuring quality and professional governance standards are met.
- 6.2. There are no sustainable development issues associated with this report.
- 6.3. There are no other issues associated with this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. Consultation has taken place with the Trade Unions in regards to the recommendations contained within this report and with the staff members who are in temporary roles.

Paul Manning
Executive Director (Finance and Corporate Resources)

Val de Souza
Director, Health and Social Care

1 July 2019

Link(s) to Council Values/Objectives

- ◆ support our communities by tackling disadvantage and deprivation and supporting aspiration
- ◆ protect vulnerable children, young people and adults
- ◆ deliver better health and social care outcomes

Previous References

- ◆ none

List of Background Papers

- ◆ Executive Committee - 14 December 2016

Contact for Further Information

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

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Report

Report to:	Social Work Resources Committee
Date of Meeting:	07 August 2019
Report by:	Director, Health and Social Care

Subject:	Social Work Resource Plan: Quarter 4 Progress Report 2018/2019 and Social Work Resource Plan 2019/2020
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Social Work Resource Plan Quarter 4 Progress Report 2018/2019, for the period 01 April 2018 to 31 March 2019
- ◆ present the Social Work Resource Plan 2019/2020 for consideration and endorsement

2. Recommendation(s)

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

- (1) that the Quarter 4 Progress Report 2018/2019, summarised at paragraph 4.2. of this report and detailed at Appendix 1, be noted;
- (2) that the achievements made by the Resource during 2018/2019, as detailed in paragraph 4.3. of this report, be noted;
- (3) that the areas for improvement and management action as detailed in paragraph 4.4. of this report, be noted;
- (4) that the additional scrutiny of changes in RAG status of measures between Quarter 2 and Quarter 4 as summarised at paragraph 4.5 and detailed at Appendix 2 of this report, be noted;
- (5) that the Resource Plan 2019/2020 attached as Appendix 3, be endorsed and referred to the Executive Committee for approval;
- (6) that the Resource Plan 2019/2020 be uploaded onto the Council's website once approved by the Executive Committee; and
- (7) that a Quarter 2 Progress Report on the Resource Plan 2019/2020 be provided to a future meeting of the Committee.

3. Background

- 3.1. The Council Plan Connect 2017 to 2022 was endorsed by the Executive Committee on 08 November 2017 and approved by South Lanarkshire Council on 06 December 2017. The Plan sets out the Council's vision, values, ambitions and objectives for the five year period. The Council Plan is the starting point for the Resource Planning process and the Resource Plan has been prepared to show, in detail, how Social Work Resources will contribute to the Council's objectives in the coming year.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of

the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017 to 2022.

- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and/ budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan and the Community Plan as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.
- 3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Quarter 4 Progress Report 2018/2019

- 4.1. Progress against all 2018/2019 Resource Plan measures is contained in the Quarter 4 Progress Report 2018/2019, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

Status	Definition
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. These will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 4.2. Measures which are classified as 'red' are considered in detail at Section 4.4. of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting. The overall summary of progress to date is as follows:

Status	Measures	
	Number	%
Green	102	90
Amber	6	5
Red	6	5
Report later/Contextual	0	0
Totals	114	100%

4.3. Key achievements for 2018/2019 are noted below:

4.3.1.

Connect Objective: Improve later life	
Resource Objective	Achievement
Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board (IJB)	Performance reports continue to be submitted to the IJB on a quarterly basis and a more detailed report to the Performance and Audit Sub Committee (PASC) on a six monthly basis. Work is now underway on the third Annual Performance Report for 2018/19 and this will be presented to the IJB in June and published on the Partnership's website within the agreed timescales.
Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	The Partnership was issued with a draft report from the recent review of Self-directed Support on 29 March 2019. A task group has been set up to prepare an action plan in response to this. Further updates will be given in the next reporting period.
Connect Objective: Protect vulnerable children, young people and adults	
Resource Objective	Achievement
Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	<p>Young Carer Service continues to work to the duties as detailed within the new Act. This year will see the review process for planned open cases.</p> <p>Referrals for young carers who are referred due to the cared for person requiring palliative care are fast tracked. All young carer statements have a child's plan.</p>
Report regularly on the Children's Services Plan to the GIRSLC Strategy Group	<p>The Getting it Right for South Lanarkshire's Children's Services Strategy Group met on the 06 March 2019. The Children Rights Reporting continues to develop alongside the Children's Services Plan.</p> <p>The Strategy Group are also preparing for a visit from a representative from Scottish Government (15 May 2019) regarding our Children's Services Plan. The Group have also contributed to two national consultations focused on Children's Service Plan and Statutory Guidance on Part 3: "Children's</p>

	Services Planning" for the Children and Young People Act 2014.
Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	<p>To date there have been 1,240 adult support and protection inquiries in relation to adults over 65 years of age leading to 546 investigations and nine protection plans being progressed.</p> <p>Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee.</p>
Connect Objective: Deliver better health and social care outcomes for all	
Resource Objective	Achievement
Support the implementation of the IJB Directions which focus on the shifting the balance of care and provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the IJB at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019-22 Strategic Commissioning Plan (SCP).
Report on the number of people who are self-directing their support	<p>During the year 01 April 2017 - 31 March 2018 there were 2,707 people who were directing their own support. This is detailed as:</p> <p>451 choosing Option 1 - Direct Payment; 53 choosing Option 2 - Individual Service Fund; 2,203 choosing Option 3 - Council arranged.</p>
Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire and Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act	The Carers Act Programme Board met on 26 March and the Action Plan has been updated. Carers Act duties of: Local Eligibility Criteria, Short Breaks Statements, Carers Strategy, Information and Advice are complete.
Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	Achievement
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	A Participation and Engagement Strategy has been developed for the IJB and was approved at its meeting in June 2018. The Strategy outlines how the IJB will involve key stakeholders in developing key commissioning intentions within the SCP and also how this sits alongside current consultation and engagement mechanisms within the Parties (Council and NHS Board). This has been evidenced in the recent consultation events held within the localities

	in September and December to develop the way forward with the new Plan for 2019/202022.
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- 4.3.2. Resources have established their own Resource objectives to support the delivery of Connect objectives. In addition to working towards these objectives, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and Achieving Best Value.

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Mainstreaming equalities is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	<p>Mainstreaming equalities activity has been linked to the development of the See Hear Strategy as we ensure those with sensory impairments have service access like other service users groups.</p> <p>Work has also been undertaken in respect of Children's rights across the Children's Services Partnership based on the United Nations Convention on the Rights of the Child. Support to the protected characteristic groups is always considered as part of social work practice.</p>
Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	In 2018/19 the following returns were submitted: DTTO; Adult Protection; Justice; Community Payback; Child Protection; Looked After and Accommodated Children; Eligible for Aftercare, Learning Disability and Social Care Survey. Initial work was completed on the Carers Census with further work continuing. The Children's Hearing Feedback Loop is currently being approved.

- 4.3.3. Full details of progress against all objectives, actions and measures for 2018/2019 are included in the report from the performance management system, attached as Appendix 1. Further additional performance information is also summarised in the Resource Plan 2019/2020, attached as Appendix 3: in Sections 2.1, Section 4. and Annex 2.
- 4.4. Areas for improvement
- 4.4.1. Measures that have been classified as 'red' (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities		
Resource Objective: Implement the Community Justice Outcome Improvement Plan		
Measure	Comments/Progress	Action by Manager (where applicable)
Percentage of clients are first seen within two working days of a DTTO commencing	During the year there were 43 DTTO Orders commencing. Of these, 40 were seen on time. The three Orders seen late were for the same person and was due to receiving late notification from court.	Justice Managers are monitoring this and monitoring documentation received from courts.
Delivering the plan and achieving best value		
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance		
Measure	Comments/Progress	Action by Manager (where applicable)
90% of audit actions completed by due date	In 18/19 the following list of Audit Actions remain outstanding across a number of audits undertaken during the year: (1) procedures should be updated to include specific processes re medication for the intermediate care units; (2) section should be added to the Support Plan for both Adult and Older People/Child and Family Services to clearly record that a discussion of the four options has taken place, with whom and the option(s) chosen; (3) The Support Plan for Child and Family Services should include a section to verify that the carer was asked if a carer's assessment was required and the outcome; and (4) the D11 screen should be used at all times to record the service to be provided for the Service User within Child and Family Services.	Older People Day Care Services have updated procedures and this audit action is moving to completion. IT developments have taken place to ensure these options are included. Child and Family Services are linking with SDS colleagues and the Carer Planning Officer to progress Adult Carers Support Plans for Adult and Older People/Child and Family Services.
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	The data for this measure is reported one quarter behind. At Quarter 3, 84.2% of FOISA requests were processed within the 20 working day period. The late responses were due to the complexity of the FOI requests and the capacity within the team. The	The Resource is currently taking action in relation to staff capacity and are looking at strategies to ensure that the timescales will be met.

	demand in Quarter 3 (35) was higher than the previous Q2 (30).	
90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	The data for this measure is reported one quarter behind. During Quarter 3, 84% of requests were issued within the statutory timeframe. For DPA the statutory time changed in May 2018 from 40 calendar days to 30 calendar days. In relation to the late DPA requests the delay in releasing the information was due to the complexity and volume of information requested along with the capacity within the local teams.	The Resource is currently taking action in relation to staff capacity and are looking at strategies to ensure that the timescales will be met. It is also worth mentioning that Social Work received 86 more DPA requests in 2018/2019. 86 requests are a significant increase especially given the level of work involved.
Delivering the plan and achieving best value		
Resource Objective: Develop improvement activity and promote scrutiny		
Measure	Comments/Progress	Action by Manager (where applicable)
As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale	<p>In this Quarter 4 period there are two services with outstanding requirements, one Care Home Service (one requirement) and one Home Care Service (four requirements).</p> <p>The Care Home outstanding requirement relates to the completion of a full environmental audit with an on-going development plan regarding alert cords and sensor mats, accessible to any resident at any time in any area of the care home. Support in addressing this requirement sits with not just Social Work, but Housing and Technical Resources and an external contractor. A new Call System is in place and fully operational, this requirement has now been met.</p>	A new Call System is in place and fully operational, this requirement has now been met in terms of Home Care, the Service has four outstanding requirements, and has now been inspected again.

	In terms of Home Care, the Service has four outstanding requirements, and has now been inspected again and these requirements have now merged into the new inspection report.	Improvement actions are currently being addressed.
Delivering the plan and achieving best value		
Resource Objective: Improve the skills, flexibility and capacity of the workforce		
Measure	Comments/Progress	Action by Manager (where applicable)
100% coverage of Performance Appraisals (PAs) of employees in scope	72% of Performance Appraisal (PA's) have been completed in 2017/18 compared to 89.8% of PDRs 2016/17.	All Social Work Managers have been contacted to address this area of underperformance.

4.5. Scrutiny of change in RAG status

4.5.1. A further analysis introduced this reporting period to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. On analysis of the measures falling into this category, many of the narrative updates input into the system clearly explained the reason for the change in status which illustrates the improved quality of the comments in the quarterly updates. However, the scrutiny did identify a number of measures where services were asked to review the RAG status and/or provide additional explanatory narrative or details to assist understanding. Appropriate amendments were made on the IMPROVe system. A summary of the measures falling into this category of further scrutiny is included at Appendix 2. There are no areas of concern to note.

5. Resource Plan 2019/2020

5.1. The Resource Plan 2019/2020 is attached as Appendix 3 and is structured around the following headings:

1. Introduction;
2. Context;
3. The Council Plan – Connect;
4. Performance and Results;
5. Resourcing the Plan; and
6. Action Plan.

5.1.1. The Resource Plan is also supported by two annexes:

- ◆ Social Work Resources' Organisational Structure
- ◆ Additional Performance information

5.2. Resource Objectives 2019/2020

5.2.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2019/2020. These are detailed in Appendix 4.

- 5.3. To support these objectives, the Resource has developed 41 actions which will be monitored through 60 specific measures. Of these measures, 31 (52%) will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2019/2020, with the rest being monitored and reported at Resource level.
- 5.4. Monitoring and reporting
- 5.4.1. As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures in the Resource Plan – Quarter 2 Progress Report 2019/2020.
- 6. Employee Implications**
- 6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.
- 7. Financial Implications**
- 7.1. The objectives within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets and, longer term, within the framework of the Council's approved Financial Strategy.
- 8. Other Implications**
- 8.1. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.
- 8.3. The Community Plan 2017- to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 9. Equality Impact Assessment and Consultation Arrangements**
- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

Val de Souza
Director, Health and Social Care

Date created: 11 July 2019

Link(s) to Council Values/Objectives

- ◆ the Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan connected 2017 to 2022

Previous References

- ◆ Social Work Resources Plan Quarter 4 Progress Report 2017/2018 and social Work Resource Plan 2018/2019 – 07 May 2019 presented to Committee

List of Background Papers

- ◆ Council Plan [Connect](#) 2017 to 2022
- ◆ [Social Work Resource Plan 2018/2019](#)

Contact for Further Information

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

improve

Resource Plan

Performance Report 2018-19

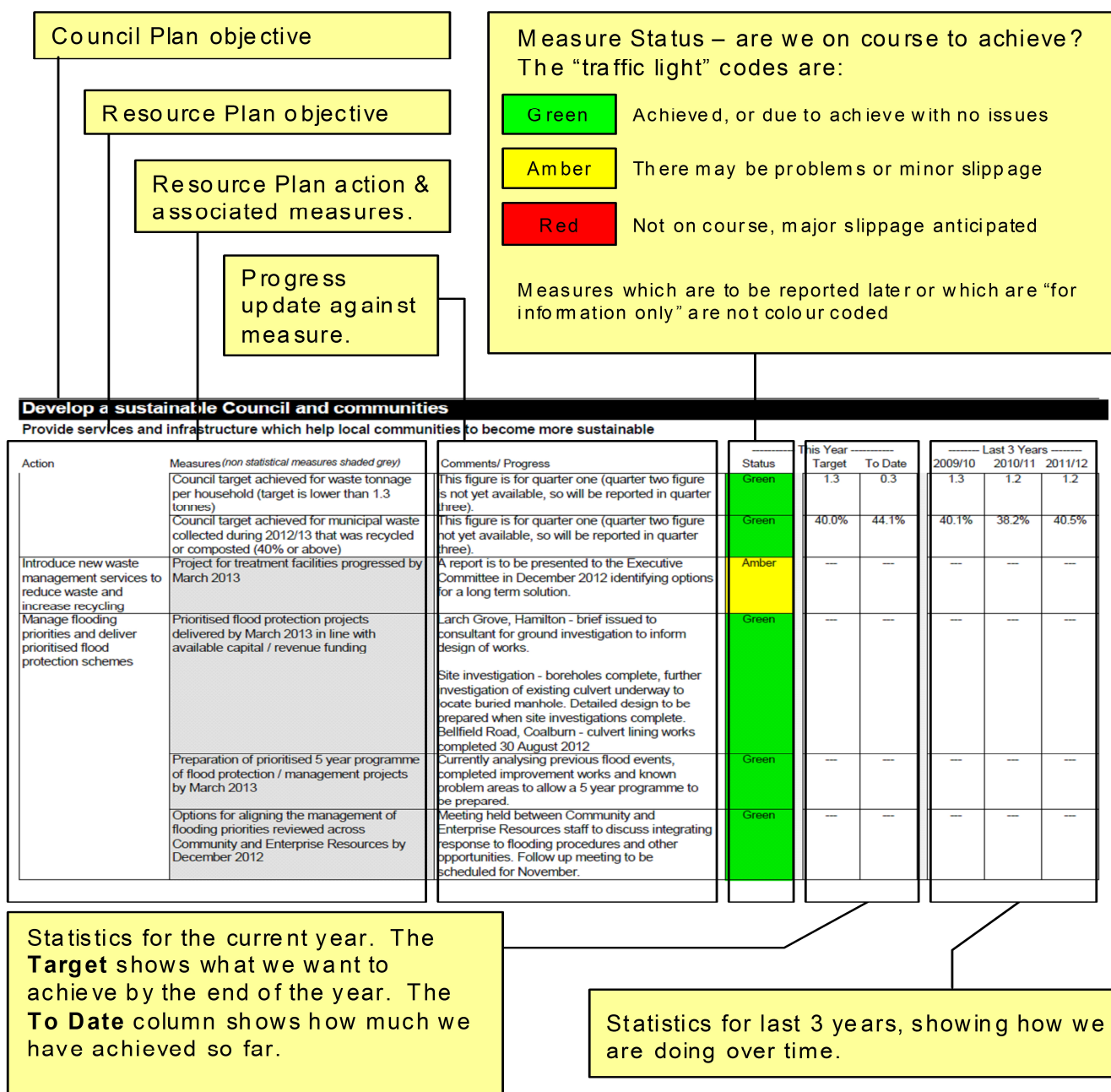
Quarter 4 : April 2018 - March 2019

(This represents the cumulative position to March 2019)



How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.





Summary - number of measures green, amber and red under each Council Plan objective/theme

All Plans (Council Objectives Summary)

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
Improve later life	6	1			7
Protect vulnerable children, young people and adults	33	1			34
Deliver better health and social care outcomes for all	15				15
<i>Improve the quality, access and availability of housing</i>					
<i>Improve the road network, influence improvements in public transport and encourage active travel</i>					
Work with communities and partners to promote high quality, thriving and sustainable communities	22	2	1		25
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
Support our communities by tackling disadvantage and deprivation and supporting aspiration	1				1
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<i>Encourage participation in physical and cultural activities</i>					
Delivering the plan and achieving best value	25	2	5		32
Total	102	6	6	0	114

Improve later life**Support the development and implementation of integration arrangements for adult health and social care services for older people**

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
In partnership with NHS Lanarkshire, support the development and implementation of integration arrangements for adult health and social care services	Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board	Performance reports continue to be submitted to the Integration Joint Board on a quarterly basis and a more detailed report to the Performance and Audit Sub Committee (PASC) on a 6 monthly basis. Work is now underway on the third Annual Performance Report for 2018/19 and this will be presented to the IJB in June and published on the Partnership's website with the agreed timescales.	Green	---	---	---	---	---
	Report on the SMT workstream plan to the Senior Management Team on a monthly basis	The Senior Management Team workstream plan covers a programme of work which aims to transform/redesign services. The plan consists of 12 themes which were identified by the Director of Health and Social Care and wider stakeholder engagement. As we are now in the process of launching our new Strategic Commissioning Plan, it will be appropriate to reflect and prioritise our focus on each of the workstreams. Where appropriate these will continue to be led by a Head of Service and from a planning point of view supported by a Programme Manager.	Green	---	---	---	---	---

Improve later life

Support the development and implementation of integration arrangements for adult health and social care services for older people

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Support the development and implementation of the locality planning model	The Strategic Commissioning Plan for 2019/2022, was passed by the IJB on 25 March and is now in the process of being launched. This plan has been developed through extensive Partnership consultation and engagement to ensure that the strategic direction outlined in the plan reflects the wishes and aspirations of the people of South Lanarkshire, our staff, our Community Planning Partners and also reflects the national planning priorities set out by the Scottish Government. The plan sets out the overall strategy for health and social care services over the next three years and sets the scene for the locality plan which are being developed through the locality planning groups.	Green	---	---	---	---	---

Improve services to support older people to live in their homes and communities

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
As a result of multi-agency inspections, continue to improve outcome for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	The Partnership was issued with a draft report from the recent review of Self-directed Support on 29 March 2019. A task group has been set up to prepare an action plan in response to this. Further updates will be given in the next reporting period.	Green	---	---	---	---	---

Improve later life

Improve services and support to enable adults and older people to maximise their independence

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme	During the year 2436 people were referred for Supporting Your Independence. Of these 1775 people successfully completed the programme. Of the 661 people which did not complete 279 (42%) were admitted to hospital. We will continue to monitor across our home care services.	Amber	75.0%	72.0%	0.0%	0.0%	70.0%

Promote good health and wellbeing in later life

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by locality	As at the end of quarter 4, 72% of older peoples' day service placements were occupied. The nature of service user dependencies have increased over recent years and in order to maintain a high quality service which ensures individuals' safety and dependency needs are able to be met, services generally are not able to operate at full capacity.	Green	-----	-----	0.0%	0.0%	66.0%
	Develop the Intermediate Care Model within Older People's Day Care Services	This model has been piloted in one of the Clydesdale day care services for older people. Consideration is being given to rolling out a similar model to other localities based on the evaluation of the Clydesdale activity.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Protect vulnerable children, young people and adults living in our communities

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Monitor vulnerable children, young people and adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Home Care	During this period ESWS received a total of 8,562 calls. Of these 7,262 (84.8%) related to homecare. Of these calls ESWS had to create 4,260 entries on SWIS and 3,002 (70.4%) of these entries related to homecare. ESWS received a further 2,842 homecare enquiries which did not require a SWIS entry. These related to matters such as staff absence, enquiries by carers for information etc.	Green	-----	41,337	0	0	-----
	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services	In Quarter 4 received 273 referrals relating to Adult and Older Persons services. Of these 31 were dealt with under ASP procedures. 32 visits were required to this service group.	Green	-----	1,045	0	0	1,229
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services	During this period ESWS received 547 referrals for children's services. Of these 38 were dealt with under Child Protection guidelines. 74 visits were made by ESWS staff to this service group.	Green	-----	2,323	0	0	2,389
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers	During this quarter ESWS received calls for the services of an MHO on 42 occasions. An MHO required to visit on 18 occasions.	Green	-----	156	0	0	97

Protect vulnerable children, young people and adults

Protect vulnerable children, young people and adults living in our communities

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement Care and Risk Management Procedures (CARM) for the few young people presenting with highest risk to others	Monitor the Progress of CARM implementation	CARM procedures have been implemented. Training on formulation for risk assessments is being planned and the Child Protection Committee (CPC) are intending to carry out an audit of CARM by the end of November 2019.	Green	---	---	---	---	---
Continue to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities	Report on a quarterly basis to the SL Community Justice Partnership Boards their work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities	The Community Justice Partnership met on the 20th March with a busy agenda. The University of the West of Scotland has undertaken an evaluation of the Structured Deferred Sentencing (SDS) initiative within Hamilton Sheriff Court, and the experience of the young people participating in this initiative was very positive. Move the Goalposts had delivered a football skills training course in Shotts Prison which culminated in a family day. This initiative was also presented as a best practice example in Scottish Prison Service SPS.	Green	---	---	---	---	---

Protect vulnerable children and young people

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	There were 164 Child Protection referrals concerning 161 children undertaken across the service during Quarter 4. Emotional abuse was the most recorded reason 33.53% (55), followed by neglect 24.39% (40) and physical abuse 23.78% (39). There were 14 pre-birth risk assessments (8.53%) and 16 sexual abuse referrals (9.75%).	Green	-----	690	731	712	754

Protect vulnerable children, young people and adults

Protect vulnerable children and young people

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Strengthen the support offered to children on the Child Protection Register by improved data collection	Report to the SL Child Protection Committee on the work of the Quality Assurance Management Information Sub-Group on test of change in implementing, reporting and auditing outcomes from the new National Shared Minimum Data Set	The National Data Set is still currently in development, a few LA's are testing out a proposed Data Set to determine whether information requested is held before rolling it out.	Green	---	---	---	---	---

Protect vulnerable adults

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	To date there have been 743 adult support and protection inquiries in relation to adults under the age of 65 leading to 267 investigations and 10 protection plans being progressed. Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	To date there have been 1240 adult support and protection inquiries in relation to adults over 65 years of age leading to 546 investigations and 9 protection plans being progressed. Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee.	Green	---	---	---	---	---
Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	During the year there were 241 supervising officers visits due of these 235 were completed within timescale.	Green	90%	98%	88%	91%	94%
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	During the year there were 2023 supervising officer visits due of these 1884 were completed within timescale.	Green	90%	93%	83%	87%	91%

Protect vulnerable children, young people and adults

Getting it right for children in need

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
The GIRFEC approach is utilised to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a CPO	During the year there were 18 CPO's issued with 11 being seen within timescale, 6 were seen outwith timescales and 1 failed to attend.	Green	-----	-----	71%	81%	87%
Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments identified in the Action Plan	The Corporate Parenting Strategy and Action Plan 2018-2020 contains 4 core commitments. Lead officers have been identified from within the group to drive forward the actions and monitor progress relating to each commitment. Progress is reported to the group on a regular basis. Amongst other developments, in relation to core commitment 1, initial work has begun on the development of a Champions Board for South Lanarkshire and for core commitment 4, the outcome of the review of throughcare and after care has identified the priorities for future development.	Green	---	---	---	---	---
Implement Self Directed Support for Children in Need	Report to SDS Implementation Board on progress of implementing Self-directed Support (SDS) within Child and Family Services	Child's Plan swisplus development has been completed priority 1 for swisplus training to staff. Review screen still in development with IT Finance screen escalated to HOS SDS guidance document in final draft. SWiSplus training team remains under resourced. The Manager post is vacant due to ill health retirement. The post has now been advertised.	Amber	---	---	---	---	---

Protect vulnerable children, young people and adults

Getting it right for children in need

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	Young Carer Service continues to work to the duties as detailed within the new Act. This year will see the review process for planned open cases. Referrals for young carers who are referred due to the cared for person requiring palliative care are fast tracked. All young carer statements have a child's plan.	Green	---	---	---	---	---
Continue to review and monitor the whole system approach to youth justice	The Whole Systems Approach Group will monitor the use of youth justice risk assessment tool in place for every child charged with an offence	Representatives from South Lanarkshire Council Children's Services have attended all available national risk assessment training for START AV and SAVRAY to ensure staff are trained in the dedicated tools required to make an assessment of risk for children and young people involved in offending behaviours. An audit of youth justice cases will be carried out by the performance and continuous improvement group later in the year which will offer evidence of the use of these tools with young people involved in offending behaviours.	Green	---	---	---	---	---
To deliver an intensive family support service for children who are at risk of being placed on the Child Protection register or have been discharged from the register	Provide a quarterly report to the Children and Justice Management meeting on the development of the Intensive Family Support Service for under 12s	The Service is now fully operational with regular updates provided and an oversight group is in place.	Green	---	---	---	---	---
Implement the Whole System Approach Youth Justice Strategy and Action Plan 2017-2020	Monitor the progress made on each of the four core commitments	Progress has been made with the implementation of all 4 core commitments.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Getting it right for children in need

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Deliver proportionate and timely Early and Effective Interventions (EEI) to address offending	Monitor the EEI activity throughout the localities	Continued oversight arrangements are in place of EEI include WSA Strategy and Team Leader groups. EEI being delivered in all localities as review of process continues.	Green	---	---	---	---	---
Develop and implement a Transition Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Provide quarterly reports on the progress of the Transition Planning Protocol	Transition audit and review of protocol undertaken report due April 2019.	Green	---	---	---	---	---
Continue to embed the Children's Services Plan within partners existing planning processes	Report regularly on the Children's Services Plan to the GIRSLC Strategy Group	The Getting it Right for South Lanarkshire's Children's Services Strategy group met on the 6 March 2019. The Children Rights Reporting continues to develop alongside the Children's Services Plan. The Strategy Group are also preparing for a visit from representative from Scottish Government (15 May 2019) regarding our Children's Services Plan. The group have also contributed to two national consultations focused on Children's Service Plan and Statutory Guidance on Part 3: "Children's Services Planning" for the Children and Young People Act 2014.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Getting it right for every looked after child

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health (CEL16 Assessment) within 5 working days	Information collected from the localities is collated and monitored by the Child and Family Services Performance and Continuous Improvement Group. Data is now available for comparison over time and work is ongoing to better align the information from Health and Social Work. From January 19 to February 19, 80% of notifications were sent within 5 days.	Green	---	---	---	---	---
Improve support for looked after children	Percentage of children seen by a supervising officer within 15 days	In Quarter 4 there were 9 children on Supervision Orders. All children (100%) were seen within 15 days by their supervising officer.	Green	100.0%	93.0%	99.0%	100.0%	100.0%
Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days	From 01 April 2018 to 31 March 2019 79% of reports (375 out of 474) were submitted within timescale. This figure exceeds the target of 75%.	Green	75.0%	79.0%	83.0%	88.0%	75.0%
In light of the Children and Young People (Scotland) Act 2014 to develop appropriate services for young people in respect of continuing care and after care	Report six monthly to the Children and Justice Service Management Team meeting on the status of the developments	Paper is going to Social Work Committee to request for new staffing to progress to development of a continuing care/through care team on 8 May 2019.	Green	---	---	---	---	---
To develop Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to Children and Justice Management Team six monthly regarding the Single Integrated Tailored Assessment	Regular updates are provided to the Children and Justice Management meeting on the IT development of the Single Integrated Tailored Assessment (SITA).	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Getting it right for every looked after child

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Work in partnership to compile an integrated chronology at the first core group	Monitor the implementation through the Lanarkshire Practicum and safeguarding Group	This work continues to be progressed and has been supported by a new electronic element to the I38 screen which allows a multi-agency plan to be developed. Localities have been provided with training to ensure that staff are clear with regard to what information should be contained with a multi-agency chronology.	Green	---	---	---	---	---
Progress the work required to align the Corporate Parenting Action Plan with the Care Leavers Covenant	Report six monthly to GIRSLC Strategy Group on the status of developments	Lead officers have been identified to take forward the key themes (Health and Wellbeing, Housing and Accommodation, Education and Training, Employment, Youth and Criminal Justice, Rights and Participation) aligned to the Care Leavers Covenant. All leads are to provide a position statement at the next Corporate Parenting Group meeting.	Green	---	---	---	---	---
Review and monitor Transition Planning for young people supported by Education Resources and/or Child and Family Social Work through to Adult Services	Report and review of transition cases by December 2018	Review of Transition Paper has been undertaken and will be reported back to the Head of Service by May 2019.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Improve services to support adults to live in their homes and communities

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	Our two registered Care and Support Services (North and South) have seen the number of service users reduce in the last year. The number of service users across both these services is now 35. A briefing to consider how we move this service forward will entail a review of the service. This will provide options for the funding of the service to reduce overtime and align packages of care. How this service is registered will be considered alongside an option to outsource. One manager is retiring in June 2019, this would be a good opportunity to consider one combined service for registration purposes.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Strengthen partnership working, community leadership and engagement

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Provide governance and leadership to ensure professional standards and key performance indicators are met in accordance with local and national policies and procedures	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	<p>The Minister for Mental Health, Clare Haughey, has announced a review in the way forensic mental health services are delivered.</p> <p>In recent years there has been a significant adjustment in the delivery of forensic mental health services. A ministerial review of the State Hospital examined a number of issues, not least, how the board responds to a decline in the number of patients detained in high security, and the development of medium secure services elsewhere and also the introduction of excessive security appeals for patients detained in medium security and a continued move towards community services.</p> <p>Partnership working between The State Hospital and Social Work Resources has been further strengthened by ongoing developmental work in relation to social work inputs to the Electronic Patient Record, improved working arrangements to support carer attendance at patient Care Programme Approach meetings, consistent performances in relation to the relevant Key Performance Indicators, and an ongoing contribution by Social Work Resources regarding the current review of The State Hospital's Clinical Model.</p> <p>The Social Work Service also inputs to The State Hospital's strategic planning and policy development in relation to national drivers including Welfare Reform and The Child Poverty Action Plan, and represents The State Hospital at key external forums including the Child and Adult Protection Committees.</p>	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Strengthen partnership working, community leadership and engagement

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Evidence the use of the Realigning Children's Services data to improve services	Report six monthly to the Children and Justice Services Management Team on developments	<p>An independent evaluation of the Realigning Children's Services (RCS) programme has been published. The evaluation considered the impact and effectiveness of the programme's delivery within the first five Community Planning Partnerships (CPPs) who took part in the programme: Clackmannanshire, South Lanarkshire and West Lothian (2015/2016) and Falkirk and North Lanarkshire (2016/2017).</p> <p>The evaluation found that by engaging in the RCS programme, stakeholders in all five CPPs reported that they have;</p> <ul style="list-style-type: none"> •improved their collaboration and multi-agency working; •gained more of an understanding of local needs and how that aligns with service provision; •increased their use of evidence to inform decision-making; •earned a collective understanding of local priorities and their knowledge and •developed skills about ways of bringing about change. <p>The evaluation recommends how the RCS programme can further support Scotland's Community Planning Partnerships to improve their joint strategic decision making in relation to children's services.</p> <p>A Data and Planning Group has been established that assists use evidence and statistics to inform service delivery.</p>	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Strengthen partnership working, community leadership and engagement

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----		----- Last 3 Years -----			
			Status	Target	To Date	2015/16	2016/17	2017/18
To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions	<p>The Child Protection Committee provides regular updates to the Children’s Service’s Planning Strategy Group and Partnership Board. The Child Protection Quality Assurance group lead on the following activity:</p> <ul style="list-style-type: none">• Focussed on routine scrutiny and improving outcomes in all their work.• Set up and completed Phase 1 of SLPCPC Self Evaluation Strategy & Activity Programme (2017 – 2019). A total of 12 Activities.• Established a new child protection monitoring system that included the identification of key strengths and areas for improvement in every multi-agency child protection report.• Introduced PRIsE (Promoting, Reflecting & Improving Systems Events) to offer an opportunity for staff whose work is part of audit activity to consider the findings offer comment on processes and assist in further improvements.• Created a practice feedback system to evidence identified improvements at local level.• Developed robust improvements in how we listened to children and young people.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Deliver better health and social care outcomes for all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress against trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care	Progress overall against the Health and Social Care delivery plan measures is as follows: 1. Unscheduled Care Bed Days have decreased by 4.89% between 2017/18 and 2018/19. 2. Delayed Discharge Bed Days are similarly showing a reduction. However and importantly this is 15% year on year. 3. A and E Attendances and Emergency Admissions continue to show slight increase on demand year on year at 1.93% and 0.84% respectively. 4. There is a positive trend with regards to the number of people spending the last 6 months of life in the community. Since 2013/14 this figure has steadily increased from 82.4% and at 2018/19 now reports as 87%. 5. The Balance of Care - the number of people who continue to live supported or unsupported at home and in the community has been maintained at 91% over the last 6 years.	Green	---	---	---	---	---
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the IJB at its meeting on 25 march 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Deliver better health and social care outcomes for all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Take forward, with partners, the Action Plan for See Hear (the Sensory Impairment Strategy for Scotland) throughout the course of the National Strategy 2014-2024	Evidence multi-agency developments in relation to developing See Hear within South Lanarkshire	A Planning and Development Officer took up post early March. The See Hear Strategy Group has been re-established with a meeting set for 30 April 2019. The post holder will refresh our information pages and resources available to those with a sensory impairment. The membership of the See Hear Strategic Group has been refreshed and widen evidencing multi-agency representation.	Green	---	---	---	---	---

Promote mental health across the lifespan

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Implement Government Strategies eg Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at quarter 2 and quarter 4	Good progress has been made with the implementation of the See Hear, Autism, and Mental Health individual Strategies. Reports have been presented to a number of Committees/Forums. These included: Autism - Equality Forum See Hear - Social Work Committee	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Promote mental health across the lifespan

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia	For the period January to March 2019, the number of staff trained in supporting people with dementia are: Skilled Level 76 Enhanced Level 21 Essentials in Psychological Care Dementia (New 2019) 14	Green	---	---	---	---	---
Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy	South Lanarkshire Council currently employs 34.5 Mental Health Officers (MHOs). The number of MHOs employed includes four Team Leaders based in Community Mental Health Teams, one acting Service Manager and one acting Team Leader based at the State Hospital, one Staff Development Officer – Mental Health and one MHO currently on maternity leave. There currently twenty-six operational MHOs based across four Community Mental Health Teams and the State Hospital which includes 6 part-time MHOs. There are four permanent MHO vacancies and one temporary MHO vacancy for 12 months to cover maternity leave. The vacancies are likely to be filled in the near future. There are currently no MHOs based in other services.	Green	---	---	---	---	---
Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	The draft mental health strategy and proposed communication plan was tabled and approved at South Lanarkshire Health and Social Care Partnership Integrated Joint Board on 16 April . Consultation engagement will now commence.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Promote choice, control and flexibility in social care

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement the requirements of the Self-directed Support Act	Adult Carer Support Plan is developed and tested in accordance with the requirements of Self-directed Support and the Carers (Scotland) Act 2016	The Social Care (Self-directed Support) (Scotland) Act 2013 was implemented in April 2014 and continues to be realised by Social Work Resources and partner agencies. The Carers (Scotland) Act 2016 came into force in April 2018 and placed a duty on the Health and Social Care Partnership to develop and implement an Adult Carer Support Plan (ACSP). The ACSP aligned to both carers and service users eligibility criteria has been developed and is currently being applied by Social Work Resources staff. The use of the ACSP is in its infancy but begins to show viability as a conversational tool that will ensure the duties placed on the local authority are met and that carers know and understand the rights afforded them within both pieces of legislation.	Green	---	---	---	---	---
	Support Planning Module is further refined and tested in 2018	Review Module Work is progressing. Draft Specification of requirements is well underway.	Green	---	---	---	---	---
	Develop a reporting system to capture a range of Self-directed Support activity	Revised L10 assessment and L15 support plans went live on 15 April 2019. The new support plan will now provide details of the selected SDS option which will facilitate more accurate reporting.	Green	---	---	---	---	---
	Report on the number of people who are self directing their support	During the year 1 April 2018 - 31 March 2019 there were 2707 people who were directing their own support. This is detailed as: 451 choosing Option 1 - Direct Payment; 53 choosing Option 2 - Individual Service Fund; and 2203 choosing Option 3 - Council arranged.	Green	-----	2,707	-----	1,540	-----

Deliver better health and social care outcomes for all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire	The draft Carers Strategy 2019/ 2022 was launched at a Carers Conference held on 29th March 2019. Carers had previously been surveyed with over 300 providing responses. a further opportunity has been created to seek any final comments of the Strategy. An action plan is currently in development to align to the Carers Strategy and the remodelling of carers supports and services.	Green	---	---	---	---	---
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>Money Matters Advice Service Outcomes – Fourth Quarter 18/19</p> <p>During the fourth quarter 18/19, outcomes for carers, supported by dedicated Welfare Rights officers were:</p> <p>Number of new cases: 261 Weekly benefits: £29,559 Backdated benefits: £228,978 Annual benefits: £1,766,046</p> <p>During the fourth quarter of 18/19, outcomes for people supported by the local Money Matters teams were:</p> <p>Number of new cases: 1586 Weekly benefits: £151,587 Backdated benefits: £1,174,245 Annual benefits: £9,056, 769 New debt dealt with: £2,028,193</p> <p>*Number of people provided with advice where issue was resolved at the initial contact: 1785 *this is additional to the number of new cases</p>	Green	-----	1,057	271	1,010	962

Deliver better health and social care outcomes for all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act	The Carers Act Programme Board met on 26th March and the Action Plan has been updated. Carers Act duties of: Local Eligibility Criteria, Short Breaks Statements, Carers Strategy, Information and Advice are nearing completion	Green	---	---	---	---	---
	Carers Act Programme Board continue to implement the Carers (Scotland) Act	The Programme Board met on the 26 March and on the 29 March, a Carers Conference was hosted by the Health and Social Care Partnership. The South Lanarkshire carer related organisations had information stalls, and the event showcased both our local carer organisations with presentations from Lanarkshire Carers Centre and South Lanarkshire Carers Network. Eligibility Criteria and the outcomes of the Carers Strategy were also presented.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Embed sustainable development strategy across Social Work Resources

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	<p>The recycled total at the end of quarter 4 is</p> <p>Number of items – 614 Cost of items - £61,235.60</p> <p>Over the whole year, 2530 recycled items were provided with a saving of £185,640 to the council.</p> <p>In addition, over the year 115 recycled stairlifts were issued, with an additional saving to the council of £81,660.</p>	Green	-----	2,530	2,252	2,498	2,220
Contribute to Council's sustainability work	Develop and report on local initiatives involving service users which contribute to the Council's sustainability agenda	The Resource supports service users with a range of initiatives including transport use, food purchasing, and recycling initiatives. We support some service users involvement in local allotment activity in the Lanark area.	Green	---	---	---	---	---
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15	The total baseline figure for Social Work Resources was 204,868.52 litres of fuel used in 14/15. The year end fuel usage for 2018/2019 is 201,391.26 a difference of 5677.47 litres of fuel less than the baseline figure. The movement on the base line figure is -1.7%	Green	-----	-----	0%	0%	0%

Work with communities and partners to promote high quality, thriving and sustainable communities

Embed sustainable development strategy across Social Work Resources

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	Fleet services have been contacted in order to provide regular reports to the Planning and Performance team.	Green	---	---	---	---	---
Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives where appropriate	Sustainable development principles and climate change duties are incorporated into new projects and initiatives and we ensure any new services commissioned also deliver on the sustainable development/climate change agenda.	Green	---	---	---	---	---

Provide access to timely support and interventions for people/groups who are disadvantaged

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Support people affected by substance misuse	Percentage of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	For the year 2018-19 93% of substance misuse clients were seen within the 21 day target.	Green	90%	93%	100%	100%	94%
Continue to raise awareness of the impact of domestic abuse	Continue to monitor and analyse trends in referral activity through Domestic Abuse	During this period South Lanarkshire Council Social Work Resources dealt with a total of 118 domestic incidents that were reported to them. These incidents involved a total of 328 persons including victims, children and perpetrators.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Provide access to timely support and interventions for people/groups who are disadvantaged

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within localities	Services for women offenders are well established in each locality and women are supported to develop pro-social life style changes on re-integration in their community.	Green	---	---	---	---	---
Health and Social Care Services contribute to reducing health inequalities	Contribute to the Community Planning Partnership agenda by delivering preventative and anticipatory care interventions, in order to optimise wellbeing and help reduce unnecessary demand on our health and social care system	The Health and Social Care Partnership continue to contribute to the Community Planning Partnership agenda. We are now in the process of reporting progress for the year 2018/19 on the Community Plan and also the Partnership Improvement Plan. This will be presented to the IJB on 10 September.	Green	---	---	---	---	---

Implement the Community Justice Outcome Improvement Plan

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	<p>The last meeting of the Community Justice Partnership considered reports from:</p> <ul style="list-style-type: none"> Community Payback Service Youth Justice Service Community Justice Network Rapid Rehousing transitional plans. <p>All partners have been offered update meetings with the Community Justice Coordinator in order to progress their partnership contribution to the improvement plan.</p>	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Implement the Community Justice Outcome Improvement Plan

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Percentage of clients are first seen within 2 working days of a DTTO commencing	During the year there were 43 DTTO orders commencing. Of these 40 were seen on time. The three orders seen late were for the same person and was due to receiving late notification from court. Justice Managers are monitoring this and monitoring documentation received from courts.	Red	98.0%	93.0%	100.0%	100.0%	100.0%

Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual report is completed within timescale	Completed October 2018	Green	---	---	---	---	---
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to the Community Justice Partnership	Continues to be monitored through weekly performance management information and programme of activity and personal placement opportunity increasing.	Green	---	---	---	---	---
	Percentage of people seen within one working day of CPO	During the year there were 971 Community Payback Orders issued. Of these 709 were seen within timescale. Of the ones not seen the majority (36%) of offenders failed to attend. Performance has been consistent over the past three quarters and has been on target. Justice Managers are aware of this and are looking closely at month to month performance to try to identify and resolve any issues.	Amber	75.0%	73.0%	74.0%	64.0%	72.0%
	Percentage of offenders on CPO supervision requirement are seen within 5 working days by their case manager	At the end of Q4 461 of 570 offenders on CPO supervision were seen within five days by their case manager. This is 81% of cases.	Green	75.0%	81.0%	83.0%	77.0%	81.0%

Work with communities and partners to promote high quality, thriving and sustainable communities

Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	At the end of Q4 532 of 669 offenders on CPO unpaid work requirement were seen within five working days by their case manager. This is 80% of cases compared to a target of 75%.	Green	75.0%	80.0%	73.0%	73.0%	78.0%
	Percentage of people starting their placement within 7 days of a CPO unpaid work	515 of 669 people started their placement within seven days of receiving a CPO unpaid work requirement. This represents 77% of the caseload.	Green	75.0%	77.0%	72.0%	66.0%	81.0%
Improve management of all offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis	The MAPPA Operational Group reports to the Strategic Oversight Group on a quarterly basis. The Justice Management team attend the MOG and engage with all aspects of workstreams. The statistical reporting for MAPPA levels and Risk management levels are available for informing trends and practice implications.	Green	---	---	---	---	---
	Monitor the impact of the new regulations for MAPPA (violent offenders)	A information session on ViSOR vetting was undertaken in March 2019 to all Justice staff. There has been a limited interest in staff undertaking the vetting. This is a national issue. SL Justice Services are undertaking work to look at employing a ViSOR administrator to assist with placing information on ViSOR and retrieving information for Justice staff to action. An update will be provided in due course.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	There are currently 95 level 1 social work lead MAPPA cases with 10 MAPPA level 2 cases. There are no Level 3 cases or Category 3 cases.	Green	-----	-----	-----	-----	-----
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date	During the year there were 1489 Community Justice Social Work Reports requested. Of these 1479 were returned to court within timescale. Performance has consistently been on target at 100% for the previous three quarters. The current figure reflects 99%. Managers are reviewing why ten criminal justice social work reports were not submitted to court on time.	Amber	100.0%	99.0%	99.0%	99.0%	99.0%
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Continue to implement the Improvement Plan following the review of the Unpaid Work Service	The Improvement Plan for the Unpaid Work has continued to be progressed following the review of the Unpaid Work Service.	Green	---	---	---	---	---

Strengthen partnership working, community leadership and engagement

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Work with partners to implement the Community Plan	Annual Report is prepared in line with the Community Plan timescales	The Resources continues to contribute to the Community Plan annual report within timescale.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Strengthen engagement with service users and carers

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups	As part of the Children Service Planning, the Continuous Improvement Group, has been concluding some work regarding the findings of "Viewpoint" the voices of children. Viewpoint will be replaced by a newly commissioned interactive engagement tool call Mind of My Own.	Green	---	---	---	---	---
	Participation and involvement activity is linked with existing Health and Care structure such as the South Lanarkshire Health and Social Care Forum and Third Sector Forums	A Participation and Engagement Strategy has been developed for the IJB and was approved at its meeting in June, 2018. The strategy outlines how the IJB will involve key stakeholders in developing key commissioning intentions within the Strategic Commissioning Plan and also how this sits alongside current consultation and engagement mechanisms within the Parties (Council and NHS Board). This has been evidenced in the recent consultation events held within the localities in September and December to develop the way forward with the new Plan for 2019-2022.	Green	---	---	---	---	---

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Tackling poverty and deprivation

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Contribute to the tackling poverty agenda	Provide update reports to the Tackling Poverty Programme Board	Guidance is awaited from Regeneration Services regarding our annual inputs to the work of Tackling Poverty. Social Work Resources report on two projects historically funded from the Tackling Poverty Board. PACT (Parenting Assessment Capability Team) for vulnerable families and a Money Matters service for young pregnant mums.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure high standards of governance are being exercised	85% of risk control actions completed by due date	There were no risk control actions to be completed in this quarter.	Green	85%	-----	-----	-----	100%
	90% of audit actions completed by due date	<p>In 18/19 the following list of Audits Actions remain outstanding across a number of audits undertaken during the year:</p> <p>(1) Procedures should be updated to include specific processes re medication for the intermediate care units. (2) A section should be added to the Support Plan for both Adult and Older People / Child and Family Services to clearly record that a discussion of the four options has taken place, with whom and the option(s) chosen,</p> <p>(3) The Support Plan for Child and Family Services should include a section to verify that the carer was asked if a carer's assessment was required and the outcome,</p> <p>(4) The D11 screen should be used at all times to record the service to be provided for the Service User within Child and Family Services.</p> <p>Older people day care services have updated procedures and this audit action is moving to completion.</p> <p>IT developments have taken place to ensure these options are included.</p> <p>Child and Family services are linking with SDS colleagues and the Carer Planning Officer to progress Adult Carers Support Plans for Adult and Older People / Child and Family Services</p>	Red	90%	81%	97%	90%	67%

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	Complete Resource Good Governance self assessment by due date and develop actions to address non compliant areas	A corporate working group have been improving the template for the Good Governance self assessment activity. A report will be presented the Senior Management Team (30/4/19) which includes: annual statement of assurance; self assessment; and improvement plan.	Green	---	---	---	---	---
	Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	The annual risk report was presented to Social Work Committee on 7 February 2019. Risk Management issues are raised at the Social Work Governance Group.	Green	---	---	---	---	---
Promote high standards of information governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	2018 Information Governance Strategy and Action Plan is completed. Social Work Resources continues to monitor compliance with GDPR and any actions resulting from the information governance action plan.	Green	---	---	---	---	---
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	The data for this measure is reported one quarter behind. At Quarter 3, 84.2% of FOISA requests were processed within the 20 working day period. The late responses were due to the complexity of the FOI requests and the capacity within the team. The demand in Quarter 3 (35) was higher than the previous Q2 (30). The Resource is currently taking action in relation to staff capacity and are looking at strategies to ensure that the timescales will be met.	Red	96%	84%	80%	83%	-----

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	The data for this measure is reported one quarter behind. During Quarter 3, there were no requests received for Social Work Resources in terms of the Environmental Information (Scotland) Regulations 2004.	Green	96%	-----	0%	0%	-----

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	<p>The data for this measure is reported one quarter behind. During Quarter 3, 84% of requests were issued within the statutory timeframe. For DPA the statutory time changed in May 2018 from 40 calendar days to 30 calendar days. In relation to the late DPA requests the delay in releasing the information was due to the complexity and volume of information requested along with the capacity within the local teams. The Resource is currently taking action in relation to staff capacity and are looking a strategies to ensure that the timescales will be met. It is also worth mentioning that Social Work received 86 more DPA requests. 86 requests are a significant increase especially given the level of work involved.</p> <p>The Resource is currently taking action in relation to staff capacity and are looking a strategies to ensure that the timescales will be met.</p>	Red	90%	84%	0%	0%	0%

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure monitoring, compliance and control of externally purchased services	Deficiency in care issues reported to management team and action plans in place to resolve	Performance across all our externally commissioned services remains good. From our externally purchased home care services we are starting to notice some grades of 3(Adequate) with two care companies. Within the Supported Living Providers three are showing grades of 3 (adequate). In the main however service grades for Home Care and Supported Living are good and above. In terms of Care Homes one service in the Hamilton area has a grade 2 in the new inspection framework: "How Well do we Support People's wellbeing" And another in Cambuslang has grades of 6 (excellent)and 5 very good across the five inspection areas.	Green	---	---	---	---	---

Promote equality and the well being of staff

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming equalities is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	Mainstreaming equalities activity has been linked to the development of the See Hear Strategy as we ensure those with sensory impairments have service access like other service users groups. Work has also been undertaken in respect of Children's rights across the Children's Services Partnership based on the United Nations Convention on the Rights of the Child. Support to the protected characteristic groups is always considered as part of social work practice.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Promote equality and the well being of staff

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Develop and implement Council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Number of equality impact assessments undertaken for all new and relevant and reviewed policies and procedures	There were two equality impact assessment undertaken this quarter, one on the Strategic Commissioning Plan and one on the Carers Strategy.	Green	----	----	0	0	0
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	The Annual Mainstreaming Equality Report and Autism Presentation was provided to the Equality Forum in December and well received by elected members.	Green	---	---	---	---	---

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	Self evaluation activity has commenced with the Money Matters Service. A customer and staff satisfaction survey is currently underway.	Green	---	---	---	---	---
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	The Resource utilises a range of information for the purposes of benchmarking and learning best practice from other areas. The LGBF comparator reports are something which is regularly used by the Resource for this purpose for example, home care unit cost information and care home costs have recently been used as part of improvement activity in each of these areas.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	In 2018/19 the following returns were submitted: DTTO; Adult Protection; Justice; Community Payback; Child Protection; Looked after and accommodated children; Eligible for Aftercare, Learning Disability and Social Care Survey. Initial work was completed on the Carers Census with further work continuing. The Children's Hearing Feedback Loop is currently being approved.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	Quarterly updates to IT Programme Board on the progress of IMPROVe	The IT Programme Board continues to meet with regular updates against the current work plan provided. Some further prioritisation work to be undertaken from a range of demands for the Resource will include the replacement of SWiSPlus.	Green	---	---	---	---	---
	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale	In this Quarter 4 period there are two services with outstanding requirements, one care home service (1 requirement) and one home care service (4 requirements). The Care Home outstanding requirement relates to the completion of a full environmental audit with an on-going development plan regarding alert cords and sensor mats, accessible to any resident at any time in any area of the care home. Support in addressing this requirement sits with not just social work, but Housing and Technical Resources and an external contractor. A new Call system is in place and fully operational, this requirement has now been met In terms of home care, the service has 4 outstanding requirements, and has now been inspected again and these requirements have now merged into the new inspection report. Improvement actions are currently being addressed for this specific home care service.	Red	100.0%	-----	100.0%	93.0%	97.0%

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Report on LGBF / Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	Home Care costs per hour have increased slightly by £0.11 and are lower than the Scottish average. Our ranking has improved from 11 (2016/17) to 10 (2017/18)	Green	-----	21	20	20	-----
	Self-directed Support (SDS) spend on adults 18+ as a % of total Social Work spend on adults 18+ (SW2)	<p>Self Directed Support can be a direct payment; and individual service fund/Personal Managed Budget (PMB); Local Authority arranged support; a mix of the above.</p> <p>Three local authorities tip the average for Scotland (Perth & Kinross 10%; Glasgow 21%; West Lothian 19.5%).</p> <p>Performance has improved on 2016/17 and has been gradually improving year on year.</p> <p>A Themed Inspection by the Care Inspectorate regarding SDS has recently concluded, any lessons learned, once formal inspection feedback available, will be acted on to further improve performance.</p>	Green	-----	3%	-----	2%	-----

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Percentage of people 65+ with intensive needs receiving care at home (SW3)	Our performance remains consistent with previous years and in 2017/18 is only 0.5% below the Scottish Average. (Note: due to difficulties in obtaining data in previous years, the definition and calculation of this indicator changed in 2017/18 and the historic data re-stated to ensure comparability).	Green	-----	61%	36%	36%	-----

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Percentage of adults receiving any care or support who rate it as excellent or good (SW4a)	<p>The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact not all of the people responding access any multi agency services.</p> <p>All LGBF measures will be judged on our performance in terms of an improvement/decline or below the Scottish average.</p> <p>There has been an increase in our performance from 2015/16 (76.7%) to 2017/18 (78.4%), we are however below the Scottish Average of 80.18%.</p> <p>We know from Customer Service Excellence and Care Inspectorate reports that adults receiving our support, rate our services as good.</p>	Amber	-----	78%	0%	0%	-----

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b)	<p>The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact that not all of the people responding access multi agency services.</p> <p>The Council participated in Customer Service Excellence for both residential and day care services, and also mental health. Year on Year the services have retained their customers service awards and increased compliance plus awards.</p> <p>Performance has improved by 0.5% and is above the Scottish Average.</p>	Green	-----	82%	0%	0%	-----

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Older Persons (over 65) residential care costs per week per resident (SW5)	Although our cost per week per resident decreased in 2017/18, it is still greater, therefore, worse than the Scottish average. The average placement cost is affected by the service user's financial circumstances - the more affluent the service user, the greater their contribution and the lower the cost to the council. Because of this, it is difficult to influence the result of this performance measure.	Green	-----	410	411	401	-----

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	<p>The overall number of children has increased in this three year period from 70 in 2015-16 to 75 in 2017-18. The nature of placements has also changed with an increase in residential school placements and placements in small independent children units in localities. This increase is also a reflection of the council's commitment to Corporate Parenting and the Children and Young Peoples Act and promotion of the Staying Put Agenda and Continuing Care requirements for young people over the age of 16 years looked after and accommodated.</p> <p>The overall cost has decreased and South Lanarkshire's performance is better than the Scottish average.</p>	Green	-----	2,327	2,535	2,546	-----
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	<p>The overall number of children has increased in this three year period from 493 in 2015-16 to 580 in 2017-18. The nature of placements has also changed with an increase in kinship care from 106 in 2015-16 to 187 in 2017-18.</p> <p>This increase is a reflection of the council's commitment to ensuring children and young people are looked after within their own communities.</p> <p>The overall cost has decreased and South Lanarkshire's performance is better than the Scottish average.</p>	Green	-----	224	201	202	-----

Delivering the plan and achieving best value

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Balance of care for looked after children: Percentage of "looked after" children cared for in the community (SW9)	South Lanarkshire's position is improving. Our performance is slightly lower than the Scottish average. The overall numbers of children and young people looked after in a community setting has increased from 493 2015-16 to 580 2017-18. We continue to strive to keep children at home with family and friends, maintaining local connections.	Green	-----	-----	87%	87%	-----

Improve the skills, flexibility and capacity of the workforce

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	<p>The rate of labour turnover for Social Work Resource from Quarter 4, is 5.7% a 2.2% increase on our previous Quarter 3 performance.</p> <p>A recent exercise conducted by Child and Family Services and Personnel shows that Labour turnover can relate to internal promotion, or locality movement within the Resource.</p> <p>Further analysis will look more closely across the Resource to determine why turnover change has increased more in this quarter than any other.</p> <p>Further analysis is sought by Personnel but with support from Social Work.</p>	Amber	5.0%	-----	2.0%	2.2%	-----

Delivering the plan and achieving best value

Improve the skills, flexibility and capacity of the workforce

Action	Measures(<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	100% coverage of Performance Appraisals (PAs) of employees in scope	72% of Performance Appraisal (PA's) have been completed in 2017/18 compared to 89.8% of PDRs 2016/17. Management action is underway in relation to improving performance as all Social Work Managers have been contacted to address this area of under performance.	Red	100.0%	-----	-----	90.0%	-----
Implement the Council workforce strategy toolkit and continue the cyclical reporting framework	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs	A working group has recently met to develop a revised workforce strategy. Resource staff and Corporate Personnel are developing the plan.	Green	---	---	---	---	---
Manage land and property assets efficiently	% of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people	In 2018/19, 100% of Social Work Resources buildings, from which the council delivered services to the public and in which all public areas were suitable for, and accessible to, disabled people are SPI compliant. This is consistent with the previous two years, where we also reported 100%.	Green	100.0%	-----	-----	100.0%	-----
Progress the Council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	The Resource alongside Corporate IT colleague are exploring options for potential replacements for the SWIS plus client index system	Green	---	---	---	---	---
Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	The Resource continues to contribute to the single use of Plastic action plan with an Audit complete in 18/19 and commencing again in 19/20. All Social Work establishments will be contacted to ensure all contribute to the overall resource record of all reduced plastic use.	Green	---	---	---	---	---

Social Work Resources Q2 to Q4 2018-19 scrutiny of change in RAG Status

Improve later life**Promote good health and wellbeing in later life**

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Maximise the use of our older people's day centres.	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by locality.	Amber	As at the end of Quarter 4, 72% of Older Peoples' Day Service placements were occupied. The nature of service user dependencies have increased over recent years and in order to maintain a high quality service which ensures individuals' safety and dependency needs are able to be met, services generally are not able to operate at full capacity.	Green

Protect vulnerable children, young people and adults**Protect vulnerable adults**

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Monitor Adults with Incapacity (AWI) activity.	Percentage of statutory supervising officer visits completed within timescale for private Welfare Guardianship Orders.	Amber	During the year there were 2023 supervising officer visits due of these 1884 were completed within timescale.	Green

Getting it right for children in need

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Implement Self Directed Support (SDS) for Children in Need.	Report to SDS Implementation Board on progress of implementing SDS within Child and Family Services.	Green	<p>Child's Plan SWiSplus development has been completed priority 1 for SWiSplus training to staff. Review screen still in development with IT Finance screen escalated to HOS SDS guidance document in final draft.</p> <p>SWiSplus Training Team remains under resourced. The Manager post is vacant due to ill health retirement. The post has now been advertised.</p>	Amber

Getting it right for every looked after child

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Improve support for looked after children.	Percentage of children seen by a supervising officer within 15 days.	Red	In Quarter 4 there were nine children on Supervision Orders. All children (100%) were seen within 15 days by their Supervising Officer.	Green

Work with communities and partners to promote high quality, thriving and sustainable communities

Implement the Community Justice Outcome Improvement Plan

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individual's drug misuse and associated offending.	Percentage of clients are first seen within two working days of a DTTO commencing.	Green	<p>During the year there were 43 DTTO Orders commencing. Of these 40 were seen on time. The three Orders seen late were for the same person and was due to receiving late notification from court.</p> <p>Justice Managers are monitoring this and monitoring documentation received from courts.</p>	Red

Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Ensure high standards of compliance are maintained for Community Payback Orders (CPOs).	Percentage of people seen within one working day of CPO.	Green	<p>During the year there were 971 CPOs issued. Of these 709 were seen within timescale. Of the ones not seen the majority (36%) of offenders failed to attend.</p> <p>Performance has been consistent over the past three quarters and has been on target.</p> <p>Justice Managers are aware of this and are looking closely at month to month performance to try to identify and resolve any issues.</p>	Amber

Improve management of all offenders including high risk offenders.	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date.	Green	<p>During the year there were 1489 Community Justice Social Work Reports requested. Of these 1479 were returned to court within timescale.</p> <p>Performance has consistently been on target at 100% for the previous three quarters. The current figure reflects 99%. Managers are reviewing why ten Criminal Justice Social Work reports were not submitted to court on time.</p>	Amber
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Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Ensure high standards of governance are being exercised.	90% of audit actions completed by due date.	Green	<p>In 2018/19 the following list of Audits Actions remain outstanding across a number of audits undertaken during the year:</p> <p>(1) procedures should be updated to include specific processes re. medication for the intermediate care units;</p> <p>(2) section should be added to the Support Plan for both Adult and Older People/Child and Family Services to clearly record that a discussion of the four options has taken place, with whom and the option(s) chosen;</p> <p>(3) the Support Plan for Child and Family Services should include a section to verify that the carer was asked if a carer's assessment was required and the outcome; and</p> <p>(4) the D11 screen should be used at all times to record the service to be provided for the Service User within Child and Family Services.</p>	Red

			<p>Older People Day Care Services have updated procedures and this audit action is moving to completion.</p> <p>IT developments have taken place to ensure these options are included.</p> <p>Child and Family Services are linking with SDS colleagues and the Carer Planning Officer to progress Adult Carers Support Plans for Adult and Older People/Child and Family Services.</p>	
	Complete Resource Good Governance Self-assessment by due date and develop actions to address non-compliant areas.	Report Later	A corporate working group have been improving the template for the Good Governance Self-assessment Activity. A report will be presented the Senior Management Team (30/04/19) which includes: annual statement of assurance; self-assessment and improvement plan.	Green
Promote high standards of information governance.	Information governance self-assessment audit checklist to be completed annually and all relevant actions to be implemented.	Report Later	2018 Information Governance Strategy and Action Plan is completed. Social Work Resources continues to monitor compliance with GDPR and any actions resulting from the Information Governance Action Plan.	Green

Develop improvement activity and promote scrutiny

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers.	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale.	Amber	<p>In this Quarter 4 period there are two services with outstanding requirements, one Care Home Service (one requirement) and one Home Care Service (four requirements).</p> <p>The care home outstanding requirement relates to the completion of a full environmental audit with an on-going development plan regarding alert cords and sensor mats, accessible to any resident at any time in any area of the care home. Support in addressing this requirement sits with not just Social Work, but Housing and Technical Resources and an external contractor. A new Call System is in place and fully operational, this requirement has now been met.</p> <p>In terms of home care, the service has four outstanding requirements, and has now been inspected again and these requirements have now merged into the new inspection report. Improvement actions are currently being addressed for this specific Home Care Service.</p> <p>A new Call System is in place and fully operational, this requirement has now been met In terms of home care, the service has four outstanding requirements, and has now been inspected again.</p> <p>Improvement actions are currently being addressed.</p>	Red

Report on LGBF/ Scottish Government Benchmarking Indicators.	Older Persons (over 65) home care costs per hour (SW1).	Report Later	Home care costs per hour have increased slightly by £0.11 and are lower than the Scottish average. Our ranking has improved from 11 (2016/17) to 10 (2017/18).	Green
	SDS spend on adults 18+ as a % of total Social Work spend on adults 18+ (SW2)	Report Later	<p>SDS can be a direct payment; and individual service fund/Personal Managed Budget (PMB); local authority arranged support; a mix of the above.</p> <p>Three local authorities tip the average for Scotland (Perth and Kinross 10%; Glasgow 21% and West Lothian 19.5%).</p> <p>Performance has improved on 2016/17 and has been gradually improving year-on-year.</p> <p>A Themed Inspection by the Care Inspectorate regarding SDS has recently concluded, any lessons learned, once formal inspection feedback available, will be acted on to further improve performance.</p>	Green
	Percentage of people 65+ with intensive needs receiving care at home (SW3).	Report Later	Our performance remains consistent with previous years and in 2017/18 is only 0.5% below the Scottish Average. (Note: due to difficulties in obtaining data in previous years, the definition and calculation of this indicator changed in 2017/18 and the historic data re-stated to ensure comparability).	Green

	<p>Percentage of adults receiving any care or support who rate it as excellent or good (SW4a).</p>	<p>Report Later</p>	<p>The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact not all of the people responding access any Multi-agency Services.</p> <p>All LGBF measures will be judged on our performance in terms of an improvement/decline or below the Scottish average.</p> <p>There has been an increase in our performance from 2015/16 (76.7%) to 2017/18 (78.4%), we are however below the Scottish average of 80.18%.</p> <p>We know from Customer Service Excellence and Care Inspectorate reports that adults receiving our support, rate our services as good.</p>	<p>Amber</p>
	<p>Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b).</p>	<p>Report Later</p>	<p>The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact that not all of the people responding access Multi-agency Services.</p> <p>The Council participated in Customer Service Excellence for both Residential and Day Care Services, and also Mental Health. Year-on-year the services have retained their Customers Service Awards and increased Compliance Plus Awards.</p> <p>Performance has improved by 0.5% and is above the Scottish Average.</p>	<p>Green</p>

	Older persons (over 65) residential care costs per week per resident (SW5).	Report Later	Although our cost per week per resident decreased in 2017/18, it is still greater, therefore, worse than the Scottish average. The average placement cost is affected by the service user's financial circumstances - the more affluent the service user, the greater their contribution and the lower the cost to the Council. Because of this, it is difficult to influence the result of this performance measure.	Green
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a).	Report Later	<p>The overall number of children has increased in this three year period from 70 in 2015-16 to 75 in 2017-18. The nature of placements has also changed with an increase in residential school placements and placements in small independent children units in localities. This increase is also a reflection of the Council's commitment to Corporate Parenting and the Children and Young Peoples Act and promotion of the Staying Put Agenda and Continuing Care requirements for young people over the age of 16 years Looked After and Accommodated.</p> <p>The overall cost has decreased and South Lanarkshire's performance is better than the Scottish average.</p>	Green
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b).	Report Later	<p>The overall number of children has increased in this three year period from 493 in 2015-16 to 580 in 2017-18. The nature of placements has also changed with an increase in Kinship Care from 106 in 2015-16 to 187 in 2017-18.</p> <p>This increase is a reflection of the Council's commitment to ensuring children and young people are looked after within their own communities.</p>	Green

			The overall cost has decreased and South Lanarkshire's performance is better than the Scottish average.	
	Balance of care for Looked After Children: Percentage of "Looked After" Children cared for in the community (SW9).	Report Later	South Lanarkshire's position is improving. Our performance is slightly lower than the Scottish average. The overall numbers of children and young people looked after in a community setting has increased from 493 2015-16 to 580 2017-18. We continue to strive to keep children at home with family and friends, maintaining local connections.	Green

Improve the skills, flexibility and capacity of the workforce

Action	(non-statistical measures shaded grey)	Q2 Status	Q4 Comments	Q4 Status
	Measures			
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities.	Labour turnover rate	Green	<p>The rate of labour turnover for Social Work Resources from Quarter 4, is 5.7% a 2.2% increase on our previous Quarter 3 performance.</p> <p>A recent exercise conducted by Child and Family Services and Personnel shows that labour turnover can relate to internal promotion, or locality movement within the Resource. Further analysis will look more closely across the Resource to determine why turnover change has increased more in this quarter than any other.</p> <p>Further analysis is sought by Personnel but with support from Social Work.</p>	Amber
	100% coverage of Performance Appraisals (PAs) of employees in scope.	Green	<p>72% of Performance Appraisal (PA's) have been completed in 2017/18 compared to 89.8% of PDRs 2016/17.</p> <p>Management action is underway in relation to improving performance as all Social Work Managers have been contacted to address this area of underperformance.</p>	Red

Manage land and property assets efficiently.	% of buildings from which the Council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people.	Report Later	In 2018/19, 100% of Social Work Resources buildings, from which the Council delivered services to the public and in which all public areas were suitable for, and accessible to, disabled people are SPI compliant. This is consistent with the previous two years, where we also reported 100%.	Green
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Social Work

Resource Plan 2019-2020

FINAL DRAFT

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Section One - Introduction

Welcome to the Social Work Resource Plan for 2019-20. This Plan demonstrates our clear commitment to the council's vision **"to improve the quality of life of everyone in South Lanarkshire."**

The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We will do this by providing responsive and accessible services for vulnerable children, young people, adults and older people and their carers which will support them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System.

Social Work Resources is one of the key partners within the South Lanarkshire Health and Social Care Partnership and continues to make good progress in particular with regards to the infrastructure to support better integrated health and social care for the people of South Lanarkshire. The new Strategic Commissioning Plan 2019-22 demonstrates the ongoing commitment of the South Lanarkshire Integration Joint Board (IJB) to develop services which provide the best opportunity for people to be supported to remain at home and in line with their personal preferences. Social Work has a central role to play in delivering this overall ambition and we have worked extremely hard over the past year, managing demand and ensuring the resources we have are used effectively and efficiently whilst working together to consolidate and build on our shared strengths.

Social Work Resources in partnership with community planning partners and voluntary and independent provider organisations, offer a range of services designed to enable, support, improve and protect the health and social care of people using our services.

Social Work Resources activities include:

- dealing with 50,709 referrals over the period of one year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults **and their carers**
- service provision including homecare
- support services, day, respite and residential services
- supervision and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Social Work Services are regulated and inspected by the Care Inspectorate and we currently have 42 registered services as well as two Family Centres:

8 Care Homes for Older People
6 Care Homes for Children and Young People
13 Day Care Centres for Older People
6 Day Care (Lifestyles) Centres for Adults
2 Community Support Services for Adults (Care and Support)
4 locality Home Care Services
3 Children's Family Services: Adoption; Fostering; Supported Care

Social Work Resources is committed to providing responsive and accessible services, with defined standards for service provision and response.

Social Work also fund a wide range of commissioned services provided by the independent, voluntary and private sector. There are 43 independent care homes for older people, 11 care homes for adults, and a small number of children's care homes in the council area. We have a range of Home Care, Day Care Services, and Supported Living Providers operating across our localities.

This Plan sets out the legislative framework against which Social Work services operate, outlines the resources available to deliver Health and Social Care Services, sets improvement actions for 2019-20, and provides a summary of our performance information and achievements.

There is a statutory requirement for the council to appoint a professionally qualified Chief Social Work Officer (CSWO) who must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to the local authority, elected members and officers in the provision of Social Work services, whether commissioned or directly provided. A copy of the CSWO Report is available to download from the council website.

Social Work continues to operate in an environment of change and innovation and 2019-20 will be no different as health and social care services will be subject to significant organisational change as outlined in section 2.

The ongoing development of Social Work Resources and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2018-19 and I look forward to working together during the year ahead.

Val de Souza
Director of Health and Social Care

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

This overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

There are also demographic challenges which Social Work require to respond to on a strategic and operational basis. Many of these challenges arise from the socio-economic 'make-up' of the local authority area such as:

- the population of South Lanarkshire is projected to rise by 2.4% over the 2016 to 2026 period and a further 1.1% over the 2026 to 2037 period. The projections show a continuation of the ageing of the population, with significantly faster increases in those aged 65 to 79 and 80 or over. The numbers in all the other age groups will fall over the next 18 years, with the largest fall in both absolute and percentage terms amongst those aged 50 to 64
- By 2036, 27% of the population will be aged 65 or over, compared to 18.7% in 2016. Similar to Scotland as a whole, as the number of older people in South Lanarkshire increases so does the demand for some services, for example, home care, intermediate care and nursing care. We also recognise that the workforce is ageing, requiring us to look at how we plan for the future, ensuring we have the skilled workforce we need to deliver our services in the future
- South Lanarkshire has a significant deprivation issue, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities

2.1. Resource overview

Social Work Resources is committed to delivering services that:

- are person centred
- work with individuals and families to promote the best possible outcomes for them
- support people to remain in their own homes and communities as far as possible
- promote resilience and independence
- minimise disruption to individuals who require services from a range of different providers or organisations

To do this Social Work Resources employs 2,907 staff and provides a broad range of services to the most vulnerable people in South Lanarkshire. We provide services across four main localities to children, families, adults, older people and carers, and includes services for people with learning and physical disability, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and residential services.

All Social Work staff working with service users are bound by a professional Code of Practice which is governed by the Scottish Social Services Council (SSSC). Our Code of Conduct for Social Work staff has drawn on this work so that all staff, regardless of qualification, have agreed to adhere to specific professional codes that guide their practice.

This section sets out the key service areas provided by the Resource and the scale and nature of some of the activity carried out during 2018-19.

Children and Justice Services

- Protected 690 children through child protection investigations. At 31 July 2018, there were 184 children on the Child Protection Register
- Prepared 474 reports for children who were supported through the Children's Hearing system
- Supported 216 children and young people in foster placements on a full time basis
- 654 children were looked after by the council. Of these children: 364 or 56% were looked after at home; (189 of these with friends and relatives); 216 or 33% were looked after by foster carers/prospective adopters. 74 or 11% children were in residential and/or secure school accommodation.
- Supported 972 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities
- 571 individuals were supported by substance misuse services, following a referral for alcohol or drug misuse
- Prepared 1,489 reports for the Courts

Adult and Older Peoples Services

- Worked with 2,436 people to promote independence as part of the Supporting Your Independence approach
- Provided 14,199 items of equipment to people to enable them to stay at home
- At any time, Social Work Resources can support up to 2,200 older people in long term care placements
- Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 743 inquiries which lead to 267 investigations and for adults 65+ we supported 1,240 inquiries leading to 546 investigations
- For local authority welfare guardianship orders, visits have been maintained at a good level over the course of the year at 98% within timescale
- For private welfare guardianship orders, demand remained high with 93% of visits being completed within timescale
- Continue to support 1,042 people with a learning disability to live in their own communities
- Worked with 5,405 adults with a physical disability who were referred to the physical disability teams
- Worked with 788 individuals with a mental health problem who were referred to Community Mental Health Teams

Across all Service areas

- During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £23.8 million in benefits and over £4.3 million in backdated payments. As well as this, Money Advisors have helped people to deal with over £9.3 million debt
- We supported 4,011 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2018-19

Additional performance information is also available in section 4.2 and Annex 2 of this Resource Plan.

2.2. Social Change, Legislation and Policies

The local authority has a duty, through a wide range of legislation and guidance, to promote social welfare and safeguard vulnerable individuals in the community. The legislation and guidance that will impact on Social Work Resources includes:

- Social Work (Scotland) Act 1968
- Age of Legal Capacity (Scotland) Act 1991
- Adults with Incapacity (Scotland) Act 2000
- Community Care and Health (Scotland) Act 2002
- Mental Health (Care and Treatment) (Scotland) Act 2003
- Adult Support and Protection (Scotland) Act 2007
- Looked after Children (Scotland) Regulations 2009
- The Equality Act 2010
- Children's Hearing (Scotland) Act 2011
- The Welfare Reform Act 2012
- Social Care (Self-directed Support) (Scotland) Act 2013
- Children and Young People (Scotland) Act 2014
- Child Protection National Guidance for Children 2014
- Public Bodies (Joint Working) (Scotland) Act 2014
- Community Empowerment (Scotland) Act 2015
- Mental Health (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Community Justice (Scotland) Act 2016
- Immigration Act 2016

2.2.1. Integration of Health and Social Care Services

It has now been over three years since the Health and Social Care Partnership was formed and the IJB was established. This has been an extremely busy and positive time where we have made significant progress towards the development of better integrated health and social care services in South Lanarkshire.

In line with the statutory requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, the IJB have now prepared their second Strategic Commissioning Plan 2019-2022 (SCP). The plan itself is statutory, with a three year planning cycle mandated by the Act. In a South Lanarkshire context, the SCP was approved in March 2019, and although it covers a three year period, it looks beyond this, given the changes in the populations' health and social care needs. The plan provides a direction of travel which responds to:

- Public and key stakeholder consultation and engagement activity
- Strategic needs profiling of the population of South Lanarkshire
- Delivery of the 9 National Health and Wellbeing Outcomes
- Strategic aspiration of the Scottish Government to shift the balance of care through the provision of services which are designed and delivered in the person's home and community

The starting point for the more specific engagement activity was to reflect on the previous plan 2016-19, given that this reflected extensive work undertaken with key stakeholders at the time to identify the overarching strategic themes.

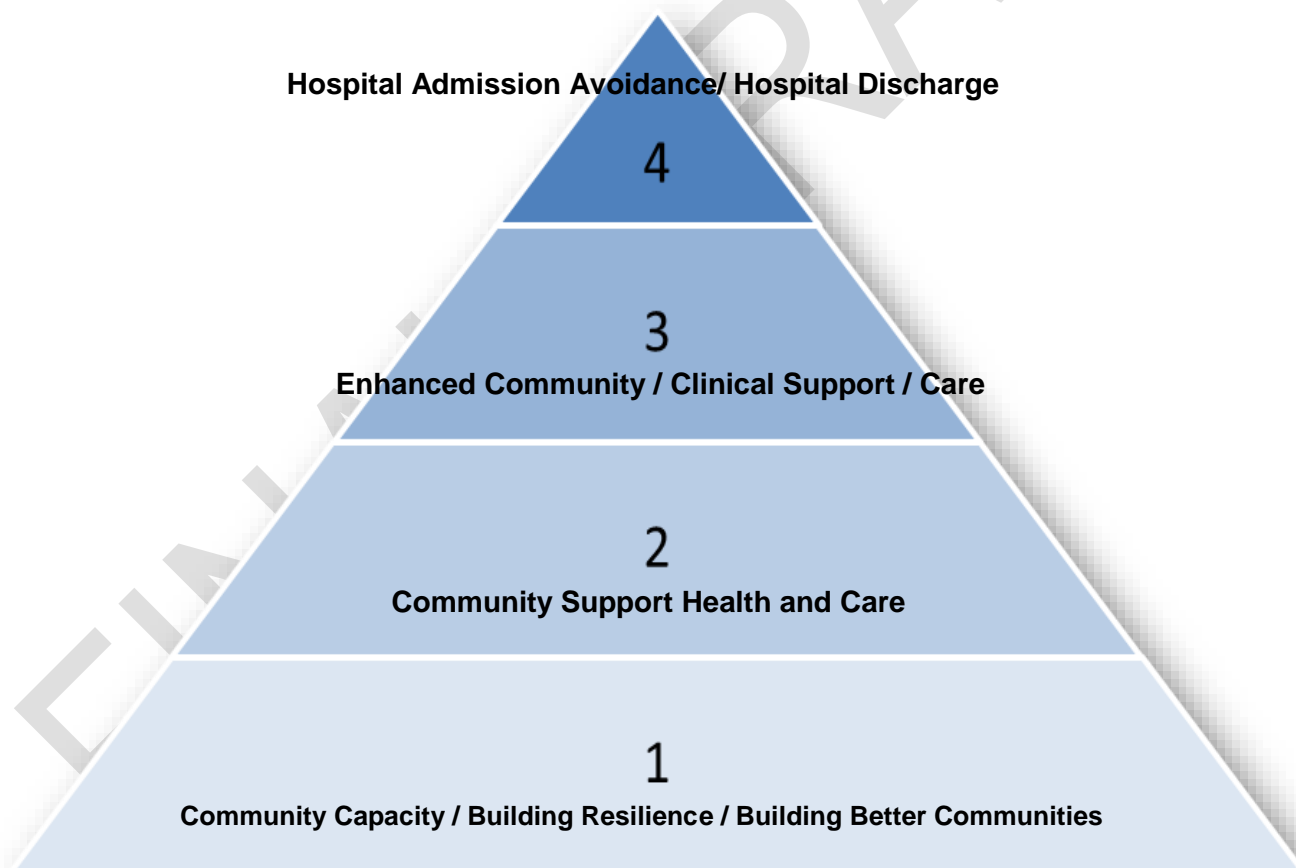
A series of events were held across the four localities in September 2018 to consider whether the themes remained relevant from the first plan and whether any amendments or additions were required. These events identified a number of new areas as well as reflecting relevance to current priorities. Thereafter, in December a similar range of events asked local people if the areas highlighted for inclusion in the SCP 2019-2022 reflected what they identified in the September sessions, or if other changes were still required.

Over 1,000 delegates participated across eight sessions, sharing their views. An online public consultation was also held and dedicated sessions with senior management and elected members, Third Sector forums, as well as workshops and development meetings with service providers and partner organisations. (Full details can be found in the Strategic Commission Plan 2019/2022. **(ADD IN LINK TO THE PLAN)**)

As an assets based approach runs as a principle through all of the work that we do with communities, we will continue to focus on the Building and Celebrating Communities (BCC) programme. This continues to be an overarching principle of our 13 strategic priorities. As well as making sure people are independent where possible, BCC encapsulates our overall vision by concentrating on what exists within our communities and working alongside those communities to identify what they can do to grow, thrive and improve the lives of people in South Lanarkshire.

Locality Planning

As the locality planning agenda continues to grow, one of the key developments will be our commitment to further embed the locality Community First Tiered Model, which essentially outlines the levels of proportionate support which health and social care services will work to provide. This model is outlined below:



Embedding this approach fully across the four localities will be a key enabler to supporting the development of the strategic themes, particularly with regards to implementing locality plans.

Social Work Resources continues to play a key role in operationally delivering a number of the 13 strategic priorities identified within the plan and supporting the most vulnerable people who may be at risk of harm.

Investing to Modernise Care Facilities

Investment of £18m has been approved within the council's Capital Programme to modernise the current delivery model for residential care. At present, the council has eight Residential Care Homes, some of which are ageing in terms of layout and condition. Whilst the current model of delivery has remained relatively unchanged for many years, the needs of people in South Lanarkshire have changed and continue to change. This is evidenced by people living longer, but not necessarily healthier lives, whilst at the same time the number of people with complex care needs has been increasing.

The new arrangements will support a future model of care which increases choice for individuals and promotes the wishes of the majority of people to be supported back home after a period of illness or crisis. In principle the future care model will therefore offer a range of transitional/intermediate, respite of residential care appropriate to support people's individual outcomes and preferences.

The transitional/intermediate aspect of the model will involve more 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. This environment will allow us to undertake further multi-disciplinary assessment, monitoring, rehabilitation and enablement, whilst also providing support when recovering from illness and recuperation to enable the person to return home safely.

A key aspect of the model will be the development of care Hubs which will be resourced by a multi-disciplinary team, with multi-functioning rooms to undertake the necessary rehabilitation and re-ablement of service users in the designated transitional beds. This will allow connection of 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 will also provide support to carers and allow for community engagement. Strengthening existing connections to community-based resources including the Home Care Reablement Teams, the Integrated Community Support Teams, Hospital at Home Service and many other elements of the support provided by home care within people's homes will be part of the ambition. The model will also support a longer 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, and in accordance with their expressed wish.

This innovative model of care will be phased over 3 years and will initially focus on developments in the Blantyre and Larkhall/Stonehouse areas of the Hamilton locality and in the Lanark area of the Clydesdale locality. The requirement for the localities of East Kilbride and Rutherglen/Cambuslang will be considered at a future stage of the programme.

Primary Care Improvement Plan (PCIP) and General Medical Services (GMS) Contract

The modernisation of Primary Care Services and the new General Medical Services Contract are significant developments in terms of their impact on health and social care services.

In delivering these, the IJB is required to approve a Primary Care Improvement Plan which sets out how services will be transformed to develop more innovative and sustainable ways of delivering community based health services. This recognises that there are other skilled staff beyond General Practitioners who can (in many circumstances more appropriately) meet people's needs and outcomes. This includes staff such as Pharmacists, Advanced Nurse Practitioners, Community Psychiatric Nurses and Physiotherapists.

Alongside this, is the work to agree a new GMS Contract which acknowledges the need to re-balance work from solely GPs to relevant multi-disciplinary teams.

The Partnership are also in the process of producing their third annual performance report 2018-2019 ([add in link](#)) which is also a statutory requirement of the Public Bodies (Joint Working) (Scotland) Act 2014. This will provide an overview of performance in relation to the integration functions outlined in the previous Strategic Commissioning Plan 2016-2019.

2.2.2. Carers (Scotland) Act 2016

The Carers (Scotland) Act 2016 was implemented in April 2018. This important new piece of legislation has enhanced and extended the rights of carers as well as placing both duties and powers on the Health and Social Care Partnership. Implementation of the Act sits within a wider context of the integration of health and social care, building a fairer Scotland and a strong, sustainable economy, tackling inequalities and delivering public services with communities.

The Health and Social Care Partnership under the guidance of the Carers Act Programme Implementation Board and in partnership with carer led third sector agencies have been driving forward the delivery of the duties afforded to carers in the Act. To date within South Lanarkshire, we have completed a body of work including:

- The co-produced design of the new adult carer support plan
- The delivery of the young carer statement
- The delivery of the Carers Local Eligibility Criteria
- The publication of our Short Breaks Service Statement
- The consultation on and design of the Carers Strategy
- Revision and upgrading of our information platforms and carer materials

The Act brings fairness in the provision of services to carers with the new definition of "What is a carer". The Partnership strives to ensure carers are at the centre of our consultations and that remodelled services will meet carers' needs. We want carers to receive the right supports and services at the right time through a prevention based approach.

The Partnership will continue to develop coordinated work plans allowing us to redesign services keeping carers needs at the forefront, delivering information, advice, and providing appropriate supports and services to carers in the most resourceful efficient manner.

2.2.3. Self-directed Support (SDS) (Scotland) Act 2013

The Social Care (Self-directed Support) (Scotland) Act 2013 was implemented in April 2014 and continues to be implemented by Social Work Resources and partner agencies. It aims to give people more choice and control in relation to their care and support needs and places a legal duty on the council to offer four funding choices to people who are assessed as requiring care. It is underpinned by a ten year national strategy (2010-2020). A national review of self-directed support in Scotland resulted in the recent Implementation Plan (2016-2018), addressing four key areas to focus on in further embedding this approach across the Resource:

- Supported people have more choice and control
- Workers are confident and valued
- Commissioning is more flexible and responsive
- Systems are more widely understood, flexible and less complex

2.2.4. The Children and Young People (Scotland) Act 2014 (CYPA)

The Children and Young People (Scotland) Act 2014 (CYPA) became law on the 27 March 2014 and introduced changes to promote, support and safeguard the wellbeing of children and young people in Scotland.

The Act introduced additional supports for children and young people looked after in care to try and make sure they have the same opportunities as other young people. Social Work Resources together with Partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare.

The Act ensures:

- Children's rights influence design and delivery of policy and services
- Improvements to the way services work to support children and young people
- It strengthens the role of early years support to children, young people and their families
- Better permanence planning for looked after children

A further Bill is being introduced which will specifically make changes to the information sharing provisions in Part 4 of the Children and Young People (Scotland) Act 2014 in response to the Supreme Court's finding and intensive engagement with stakeholders which took place in 2016. The Bill also makes changes to Part 5 of the 2014 Act in order to keep the information sharing provisions of Parts 4 and 5 in alignment.

2.2.5. The Children and Young People (Information Sharing) (Scotland) Bill

The Children and Young People (Information Sharing) (Scotland) Bill was introduced on 19 June 2017 and seeks to amend the information sharing provisions in the Children and Young People (Scotland) Act 2014 following the Supreme Court ruling in July 2016.

The aim of the Bill is to bring consistency, clarity and coherence to the practice of sharing information about children's and young people's wellbeing across Scotland. It ensures that the rights of children, young people and parents are respected when information is shared under Part 4 (Provision of Named Persons) and Part 5 (Child's Plan) for the purpose of promoting, supporting or safeguarding children's or young people's wellbeing.

The Bill process will be followed by a formal public consultation on the revised statutory guidance for Parts 4 and 5 of the Act and the Code of Practice on information sharing.

2.2.6. Fair, healthy and sustainable food system

The council has been active in relation to food issues for many years, with various activities and initiatives across Resources and in collaboration with partners and third sector organisations. Ensuring the adoption of a co-ordinated and comprehensive approach to tackle food issues and to deliver initiatives within a strategic framework is now a priority for the council. To do this, a Food Strategy for the period 2019-2024 is being prepared and will encompass social, health, economic and environmental concerns related to food. The development of the strategy is also aligned with the national priority to make Scotland a Good Food Nation.

Social Work Resources has a key role to play in the implementation of the Food Strategy with the provision of support to people so that they can look after and improve their own health and wellbeing in particular in later life. The Resource will also contribute to the objective of reduction of food insecurity and poverty with the provision of services and support to vulnerable children, young people and adults who could be facing this type of challenge. More specifically, the provision of Good Food in Care Homes for older people and children and in Day Care Centres will directly contribute to the objectives of the Food Strategy.

2.2.7. Year of Young People (YOYP)

A major programme of events and activities has taken place during 2018 to celebrate Scotland's young people. A global first, the Year of Young People 2018 provided a platform to showcase the personalities, talents and achievements of Scotland's young people. Local projects include a Team Challenge Day promoting Health Living organised by Hamilton Information Project for Youth (HIPY) and a rural youth summit led by Clydesdale Area Youth Council.

2.2.8. National Health and Social Care Standards

The new Health and Social Care Standards came into effect in April 2018. The new Standards replace the National Care Standards and are now relevant across all health and social care provision. They are no longer just focused on regulated care settings, but for use in social care, early learning and childcare, children's services, social work, health provision, and community justice.

The new Standards set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to be upheld.

2.2.9. Mental Health Services (Mental Health (Scotland) Act 2015)

Adult Mental Health Services in South Lanarkshire are progressive and aim to continuously improve. The Customer Service Excellence Award has been achieved for nine years continuously demonstrating the high level of customer service attained.

There are Mental Health Officers who are Senior Practitioners within Mental Health Services who undertake Mental Health Officer duty out of hours on a rota basis in conjunction with South Lanarkshire Council's Emergency Social Work Service. Senior Practitioners deliver training regarding the Adults with Incapacity Act to Social Workers in Adult and Older Peoples Services in their locality thus extending their knowledge and experience across care groups.

Learning and development pathways have been developed for Team Leaders, Social Workers and Social Work Assistants in Mental Health Services which identify classroom based training and online learning to be completed in the first 12 months following their appointment.

2.2.10. Community Empowerment (Scotland) Act 2015

The implementation of the Community Empowerment (Scotland) Act 2015 was accompanied by a refresh of the "National Standards for Community Engagement" which set a clear and challenging set of criteria against which community participation activities can be judged. Within South Lanarkshire it is clear that significant work is required to progress the key aspects of the Act in a manner consistent with the legislative ambition.

A wide range of work is currently underway within South Lanarkshire to progress the provisions of the Community Empowerment (Scotland) Act 2015, including:-

- The development of the Local Outcomes Improvement Plan (LOIP)
- The development of locality/neighbourhood plans
- The development of Participatory Budgeting

Local Outcomes Improvement Plan (LOIP) - The Local Outcomes Improvement Plan is a South Lanarkshire wide document and details the actions which will be taken in relation to high level outcomes in the following areas:-

- Community Safety
- Health and Social Care
- Getting it Right For South Lanarkshire's Children

- Sustainable and Inclusive Economic Growth
- Tackling deprivation, poverty and inequalities (is an overarching objective)

Neighbourhood Plans - Work to progress the development of Neighbourhood Plans has been a particular focus of activity. A range of analysis, proposals to develop Neighbourhood Plans are currently being progressed in:-

- Hillhouse/Udston and Burnbank
- Whitlawburn and Springhall, and
- Strutherhill

Participatory Budgeting - Another key area of work which is being progressed nationally and locally, in the context of the Community Empowerment (Scotland) Act 2015 is Community Choice Budgeting.

Currently responsibility for community participation is spread across different Resources with no individual or team with responsibility for the coordination of corporate and partner activities. A new dedicated team with responsibility for working with local people to build their capacity and harness the resources within the community, to help further develop the level and nature of participation with communities across South Lanarkshire.

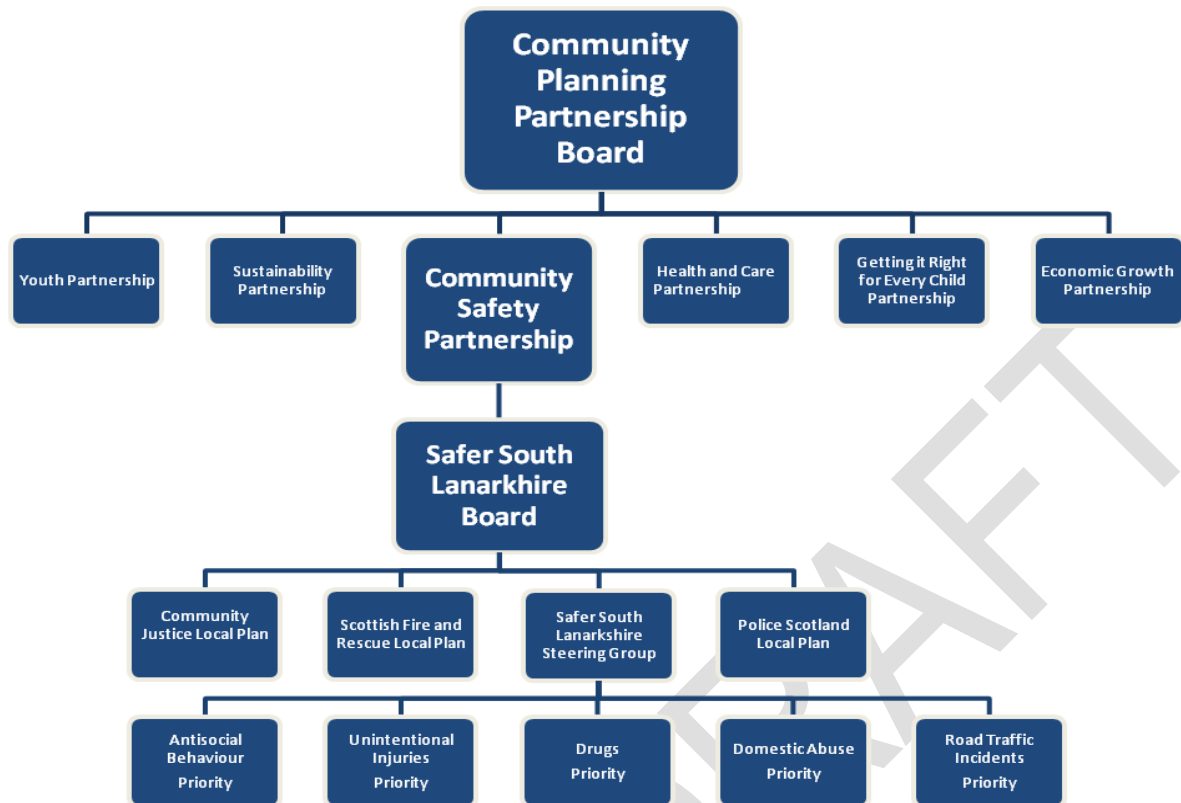
2.2.11. Community Justice (Scotland) Act 2016

On 7 May 2015, the Community Justice (Scotland) Bill was introduced to the Scottish Parliament, to take forward the legislative change needed to establish the new community justice model in Scotland. This Bill was passed on 11 February 2016, receiving Royal Assent and becoming the Community Justice (Scotland) Act 2016 on 21 March 2016.

Under the provisions of the Act the planning and delivery of community justice services became the responsibility of a core group of statutory partners within the 32 community planning partnerships (CPPs) across Scotland. Community Justice Scotland (CJS) became fully operational on 1 April 2017. CJS works closely with statutory, third sector and a range of other partners to provide support and leadership for community justice.

The governance arrangements for the South Lanarkshire Community Justice Partnership are clearly embedded within our Community Planning arrangements. Of the five Boards supporting the Community Planning Partnership, the Community Justice Partnership (CJP) reports to the Safer South Lanarkshire Board as outlined in the diagram below.

The updated Community Planning Partnership Board structure is as follows:



2.2.12. Limitation (Childhood Abuse) (Scotland) Act 2016

The Scottish Child Abuse Inquiry was set up in 2015 to investigate the nature and extent of the abuse of children whilst in care in Scotland and the failures which allowed it to happen. The Inquiry continues and has published its first findings.

The Inquiry's remit is very wide, with a time span of from "within living memory" to the end of 2014, and covering any residential child care (including provision by religious organisations, boarding schools, voluntary organisations, local authorities, health authorities, and the state), and the child migrant programmes.

The Inquiry have heard evidence regarding the establishment of a number of providers, research in relation to the nature and prevalence of child abuse, societal attitudes to children, relevant legislative history and inspection systems. The council continues to respond to Section 21 notices in terms of providing historical documents relevant to the matters in hand.

The Government's response to the recommendations from the review group on the provision of financial redress for the victims of child abuse in care was published in October 2018. The main recommendation was to establish a financial redress scheme and to pass legislation before the end of the current Parliamentary term in March 2021. It is intended that the financial redress scheme would provide an alternative compensation mechanism to the civil courts and it will be open to all survivors of abuse in care, irrespective of when the abuse took place. The Review Group also recommended that advance payments are made as soon as possible to survivors who may not live long enough to apply to a statutory scheme due to either ill-health or age. Consideration will also be given to the position of survivors whose abuse occurred before 26 September 1964 whose rights to compensation were extinguished through the law of prescription and are unable to pursue their cases through the civil court.

At this stage there is very little information regarding the scheme or how this will impact on the council. It is not known if local authorities will be expected to contribute to the scheme or only the providers of care services (although this could bring in any local authority provision). The scheme is stated as being an alternative to civil court action and legal principles would not usually permit someone to recover twice for the same injury.

The council's working group continues to examine the requests for information and co-ordinates the response to the inquiry.

2.2.13. Welfare Reform Act 2012

Universal Credit "full service" was rolled out in South Lanarkshire in October 2017 for all new working age claimants who would have previously claimed legacy benefits. Legacy benefits are: Income Related Employment and Support Allowance, Income Based Job Seekers Allowance, Housing Benefit, Income Support, Working Tax Credits and Child Tax Credits.

Universal Credit is designed to place more responsibility on the claimant and claims are expected to be made and maintained online. Claimants are placed in a conditionality group based on their circumstances and work capability and this determines what is expected of them during their claim. In order to receive benefit the claimant must sign a "claimant commitment" to say that they understand what is expected of them. If they fail to meet the claimant commitment without good cause they may face a benefit sanction.

Until Universal Credit is fully implemented across all claimants, we will have different benefits systems running alongside each other. It is inevitable that there will be confusion around whether a claimant whose circumstances have changed should claim Universal Credit and be subject to "natural migration" or when they can remain on current legacy benefits until subject to "managed migration". They need to understand which options are available as well as the financial impact on them and their families.

The replacement of six welfare benefits has been administratively and digitally challenging for the DWP and they have adopted a test and learn approach with improvements and changes to systems being made as problems emerge. Whilst this continuous improvement approach makes a certain amount of sense from an administrative point of view, from the point of view of claimants' disruption in payments creates chaos in the financial stability of their household.

These are considerable changes for claimants and many are finding the process very difficult. Good quality and well informed advice and assistance continues to be vital to help them address the difficulties outlined.

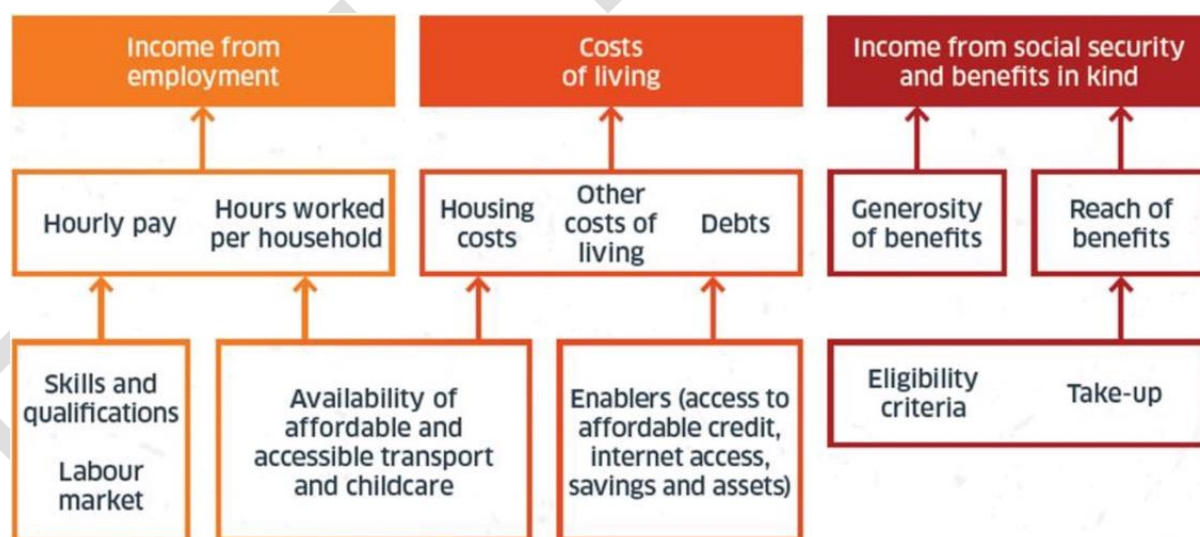
2.2.14. Child Poverty Act 2017

The Child Poverty (Scotland) Bill was introduced in the Scottish Parliament on 9 February 2017 with Royal Assent on 18 December 2017. It sets out child poverty targets and places a duty on Scottish Ministers to ensure that those targets are met by March 2030. Interim targets are to be met in the financial year beginning 1 April 2023.

The Act details the definition of: relative, absolute, combined low income and material deprivation, and persistent poverty. It also places a duty on local authorities and health boards to report annually on activity to contribute to reducing child poverty.

A Child Poverty Action Report Working Group is driving forward work around the Child Poverty Action Report. The group have agreed the following drivers of child poverty as the organisers of the planned report as outlined in the national Tackling Child Poverty Delivery Plan:

- Income from Social Security and benefits in kind
- Income from employment and
- Costs of Living



The Child Poverty Action Plan includes indicators relevant to the Children's Services Plan e.g.

- Children (under 20) in Low Income Families
- Uptake of funded and early learning and childcare entitlement
- Percentage of school leavers into positive destinations
- Free School Meals (FSM) applications

2.2.15. Abusive Behaviour and Sexual Harm (Scotland) Act 2016

The Abusive Behaviour and Sexual Harm (Scotland) Bill was passed by the Scottish Parliament on 22 March 2016. The new Act will make provision about abusive behaviour and about sexual harm including provision about directions to be given to juries in sexual offence cases and provision about orders to prevent future sexual harm. This Act will impact on victims of gender-based violence and will modernise criminal law and strengthen powers for the police, prosecutors and courts to take action against perpetrators of domestic abuse, harassment and sexual offences.

2.2.16. British Sign Language (Scotland) Act 2015

British Sign Language (BSL) was recognised as an official language by the Scottish Government in 2011. The British Sign Language (Scotland) Act 2015 will positively influence the work of the Resource in supporting people who will benefit from using BSL along with the actions to be taken forward as a result of See Hear, the National Framework for Sensory Impairment.

2.2.17. General Data Protection Regulation (GDPR)

Work was undertaken to allow the implementation of the General Data Protection Regulation.

2.2.18. Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016

This Act was passed in March 2016 with four broad proposals. Whilst all these proposals are important, the first two will have a significant impact on Social Work Resources.

- To place a 'duty of candour' on health and social care organisations. This has created a legal requirement for health and social care organisations to inform people when they have been harmed as a result of the care or treatment they have received.
- To establish new criminal offences of wilful neglect or ill-treatment within health and social care settings. One offence will apply to individual health and social care workers, managers and supervisors, and another will apply to organisations.

2.2.19. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2019-20
These include:

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
Age of Criminal Responsibility (Scotland) Bill	<p>This Bill is currently at Stage 3 within the Scottish Parliaments process. The Bill seeks to raise the age of criminal responsibility of children from 8 years to 12 years. If passed by Parliament, the Age of Criminal Responsibility (Scotland) Bill will mean:</p> <ul style="list-style-type: none">• fewer children entering the criminal justice system as they grow into adulthood• the age of criminal responsibility will be brought into line with the current minimum age of prosecution in Scotland• any information on harmful or concerning behaviour involving children under the age of 12 will no longer be disclosed automatically but will be subject to independent review on a case by case basis• harmful behaviour involving children under 12 will continue to be addressed with bespoke new measures

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
	<p>introduced to ensure police can thoroughly investigate the most serious incidents</p> <ul style="list-style-type: none"> • victims of harm will continue to receive appropriate support and information
The Domestic Abuse (Scotland) Act 2018	<p>The Act has created a new criminal offence of domestic abuse; covering physical abuse but also other forms of psychological abuse and coercive and controlling behaviour, bringing clarity for victims so they can see explicitly that what their partner or ex-partner has done to them is wrong and helping ensure perpetrators can be held to account under the criminal law.</p> <p>The Domestic Abuse (Scotland) Act 2018 received Royal Assent on 9 March 2018. It introduces an offence of 'Abusive behaviour towards a partner or ex-partner'. It also states that the offence is aggravated if any of the behaviour is directed at a child or witnessed by them.</p> <p>The Act defines abusive behaviour as: Behaviour that is violent, threatening or intimidating Behaviour whose purpose is one of the following:</p> <ul style="list-style-type: none"> • making a partner dependent or subordinate • isolating a partner from friends, relatives or other sources of support • controlling, regulating or monitoring a partner's day-to-day activities • depriving a partner of, or restricting, freedom of action • frightening, humiliating, degrading or punishing a partner <p>The Act also makes a number of reforms to criminal procedure, evidence and sentencing relating to an offence of domestic abuse.</p> <ul style="list-style-type: none"> • Creating a standard bail condition prohibiting a person accused of a domestic abuse offence from conducting precognition of the complainer other than through a solicitor • Prohibiting an accused person in a domestic abuse case from conducting his own defence in court • Permitting expert evidence relating to the behaviour of the complainer in domestic abuse cases • Applying the same rules about when a child witness under 12 may give evidence in a court room as are applied to other serious offences • Requiring the court to have particular regard to the safety of the victim when sentencing for domestic abuse offences • Placing a duty on the court to consider whether to make a non-harassment order against a person convicted of a domestic abuse offence <p>During development of the Act a wide range of evidence was considered including that from two public consultations</p>

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
	which took place in 2015 and 2016 and with third sector groups representing the views of children.
Protecting children: review of section 12 of the Children and Young Persons (Scotland) Act 1937 and section 42 of the Sexual Offences (Scotland) Act 2009 – consultation	<p>The Scottish Government has undertaken a period of consultation on potential changes to the criminal offence of cruelty to children and what constitutes child abuse and neglect. The consultation aims to reflect modern understandings of what is deemed as child abuse and neglect, including making it explicit that the offence covers 'emotional harm.'</p> <p>The consultation also canvassed opinion on the offence of sexual abuse of trust and whether the existing definition of a 'position of trust' should be widened to include any role in which an adult may have particular power, influence or control over a child. This would extend the existing definition to cover, not just those who look after children in a range of institutional settings or live with/have parental responsibilities and rights for a child, but also other people undertaking regulated work with children outside an institutional setting, such as sports coaches.</p> <p>The consultation closed in November 2018 and the responses are being analysed and considered along with other evidence. Following this the Scottish Government will publish a response, outlining the next steps and further work that will be necessary.</p>
The Children (Equal Protection from Assault) (Scotland) Bill	<p><u>The Children (Equal Protection from Assault) (Scotland) Bill</u> was introduced in the Scottish Parliament on 6 September 2018. The Bill intends to give children equal protection from assault by prohibiting the physical punishment of children by parents and others caring for or in charge of them.</p> <p>The Bill would remove the legal defence of "justifiable assault", bringing Scotland in line with United Nations Convention on the Rights of the Child recommendations and with most other European countries. If the bill is passed, Scotland will be the first part of the UK to outlaw the physical punishment of children and will join more than 50 other countries worldwide that have already committed protecting children from physical punishment.</p>
Trafficking and Exploitation Strategy – First Annual Progress Report	<p>Scotland's Human Trafficking and Exploitation Strategy was published on 30 May 2017 and set out a clear vision to work with partners to eliminate human trafficking and exploitation.</p> <p>The Strategy set out three key action areas in which progress needed to be made:</p>

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
	<ul style="list-style-type: none"> • Identify victims and support them to safety and recovery • Identify perpetrators and disrupt their activity • Address the conditions, both local and global, that foster trafficking and exploitation <p>The Strategy also identified a fourth key area of work around child victims of trafficking and exploitation.</p> <p>These action areas were underpinned by the following three principles which have also been central to the implementation process:</p> <ul style="list-style-type: none"> • Focus on victims • Partnership working • Continuous improvement <p>The first annual progress report of the Strategy was published in June 2018, setting out the activity that has been undertaken and the progress that has been made during the first year of implementation. The areas reported on are:</p> <ul style="list-style-type: none"> • Identify victims and support them to safety and recovery • Identify perpetrators and disrupt their activity • Address the conditions that foster trafficking and exploitations • Infrastructure and partnership working

2.3. The Council Plan, Community Planning and the Community Plan

- 2.3.1.** Community Planning is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes. It also extends the statutory requirement to participate in Community Planning to a number of other public bodies.

- 2.3.2.** In the new Community Plan, the Community Planning Partnership has agreed a new overarching objective to tackle poverty, deprivation and inequality with a focus on people, jobs, skills and wellbeing.

The strategic themes of the CPP and the Community Plan link to the Council Plan Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety	Make communities safer, stronger and sustainable
Health and Social Care	Improve health, care and wellbeing
Sustainable Economic Growth	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people (GIRFEC)

The Council Plan is considered in more detail in Section 3.

2.4. Other Commitments

- 2.4.1.** There are also a number of pieces of legislation or policy both at National and Local level, while not new, have an impact on service delivery.

These are:

- A Route Map to the 2020 Vision for Health and Social Care
- Autism Strategy
- Carers Strategy
- Community Justice Plan
- Corporate Parenting Strategy
- Early Years Collaborative Programme
- National Dementia Strategy
- See Hear – Strategic Framework for people with a sensory impairment in Scotland (2014)
- South Lanarkshire Children's Services Plan
- The Mental Health Strategy for Scotland
- The Keys to Life – Improving the Quality of Life for People with Learning Disabilities
- Youth Justice Strategy

2.4.2. Youth Justice – Whole Systems Approach

South Lanarkshire Council are committed to reinvigorating and extending the Whole System Approach where possible. Scottish Government funding has been used to recruit a temporary Whole System Approach (WSA) Coordinator who will support improvements in all areas of introducing a Whole System Approach.

Structured Sentencing Court for Young People (SSCYP)

The Structured Sentencing Court Pilot has now ended. The findings from the mid-term evaluations completed by both the University of the West of Scotland (UWS) and Community Justice (Scotland) have recently been published. The evaluation reflects that over 80% of young people attending the (SSCYP) at Hamilton Sheriff court complied with the requirements of their 6 month Structured Deferred Sentence (SDS) and were admonished at the end of this. All young people reported greater citizenship and as such were more employable by the end of the intervention. The final evaluation from (UWS) will be provided by July 2019. The success of the (SSCYP) has led to a decision being reached by the court and social work services to sustain this initiative for young people aged 16-21 years.

Extension of Court Support and Bail Supervision

Justice services have set up a steering group to develop court support and explore strategies to extend the use of Bail supervision. One area being worked on is the child's plan for young people under the age of 18 years. The Child's plan will be informed by the Centre for Youth and Criminal Justice (CYCJ) good practice guide and will be made available to the court to offer information about suitability for bail supervision and a plan that can be put in place. The service will be particularly aware of young people who have been formerly looked after and will ensure connections are made with their throughcare support team.

The plan also involves improving connections with other housing and support agencies to enhance meaningful connections for young people appearing from custody.

2.4.3. See Hear – (Sensory Impairment Framework for Scotland)

See Hear is the National Sensory Impairment Strategy for Scotland, the first of its kind in the UK (covering 2014-2024). It has a rights based approach with equality of provision, support and access to services at its core. The framework has seven key recommendations, which aim to improve the lives of children and adults with a sensory impairment in Scotland. These recommendations are being taken forward through a multi-agency approach in South Lanarkshire, alongside the findings from the local research carried out recently in Lanarkshire.

In 2017-18, the Lanarkshire research findings were published in a range of accessible formats; they were then presented to participants and partners. A draft action plan has been developed and a strategic multi-agency working group has been established (with sub-groups progressing areas of work). Quarterly progress will be measured through Social Work Resources' management performance reporting system.

2.4.4. Supporting People Living with and Beyond Cancer

NHS Lanarkshire's Cancer Strategy is now very firmly embedded in 'Achieving Excellence' the Healthcare Strategy for Lanarkshire. A key focus is how people in Lanarkshire affected by cancer are supported to live with, and beyond, their diagnosis. 'Achieving Excellence' clearly sets out the aim of having an integrated health and social care system with a focus on prevention, anticipation and supported self-management (NHS Lanarkshire, 2017). It is the self-management aspect that has underpinned the Transforming Care after Treatment (TCAT) Project in Lanarkshire.

The project was part of the Transforming Care after Treatment Programme (TCAT) in Scotland, a five year programme (2013-2018), funded by Macmillan Cancer Support in partnership with the Scottish Government, NHS Scotland, Third Sector organisations and Local Authorities. It focuses on supporting people affected by cancer and recognises that, to respond to the increase in the numbers of people diagnosed with cancer and the advances in treatment which has resulted in more people living with and beyond cancer it is necessary to develop new ways of providing support and aftercare.

The project evaluation detail is available in the following link:
[North South Lanarkshire TCAT Evaluation Report 2017](#)

2.4.5. External Regulation and Inspection

Social Work Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement.

Social Work Resources will continue to be subject to annual care inspectorate requirements with regard to registered services including residential care for both children and older people, day care, support services, home care, care and support, adoption and fostering.

In addition to this, Social Work Resources are key to any national inspection programmes, particularly those on a multi-agency basis e.g. the SDS inspection and potential Children's Inspection. The Care Inspectorate will undertake a range of inspections across Scotland – some will be themed and others will be service specific, the council will be advised accordingly of the future programme.

The Best Value Audit Review (BVAR) was undertaken and the report was provided by Audit Scotland.

2.4.6. Partnership Working

Social Work Resources has significant responsibilities when working in partnerships with others, and the role played by partnerships in shaping and delivering services is increasingly important. These partnerships are identified and reviewed within the Resource's Partnership Risk Register on an annual basis. Some of our partnerships are:

- | | | |
|--------------------------------------|--|--|
| • ADP/Alcohol, Drug Partnership | • MAPPA (Multi agency Public Protection Arrangements) | • Child Protection Committee |
| • Adult Protection Committee | • Community Justice Partnership | • Lanarkshire Data Sharing Partnership |
| • Health and Social Care Partnership | • Children's Services Plan Partnership | • VASLAN |

2.4.7. Service Reviews

During 2018-19, efficiency reviews of the following services were undertaken:

- Externally Commissioned Services
- Older People's Day Care Services and Day Opportunities
- Home Care
- Information and Advice Services (including Money Matters)
- Residential Care
- Community Alert Alarms

The recommendations, action plans and changes to service delivery identified as part of the review process which included a wide range of consultations, will be introduced in 2019-20. Service efficiency reviews will continue to be examined in the coming year.

2.4.8. Equality and Diversity

Equality is an integral part of achieving best value and underpins the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity between different groups; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council and will work with others to do so in the South Lanarkshire area.

Social Work Resources has a key role to play delivering the council's equality outcomes as outlined in the South Lanarkshire working for you - mainstreaming equalities report, and will take forward key actions, including:

- Improve later life
- Protecting vulnerable children, young people and adults
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Work with communities and partners to promote high quality, thriving and sustainable communities

The statutory framework for social work services is contained in a raft of different pieces of legislation. Principal among these is the Social Work (Scotland) Act 1968 which places a duty on all local authorities to "promote social welfare". Social workers have a distinctive set of knowledge, skills and values when supporting our most vulnerable people.

The nature of social work means that much of our core business supports people who are specifically mentioned under legislation and defined within the Equality Act 2010 as nine named protected characteristics groups. The protected characteristic groups of age and disability are the focus of Social Work activity.

2.4.9. Sustainable Development

Sustainable development is an integral part of best value and is also a priority for the council.

The council has a statutory requirement under the Public Sector Climate Change Duties to:

- reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general
- adapt to current and future changes in climate to ensure continued service delivery
- promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

The council has been active in relation to food issues for many years, and to ensure a co-ordinated and comprehensive approach, is now preparing a Food Strategy for the period 2019-2024, which will encompass social, health, economic and environmental concerns related to food.

Social Work Resources has a key role to play in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- Contribute to the council's sustainability work
- Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan
- Reduce waste and increase recycling

2.4.10. Information Governance

Social Work Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy. This strategy outlines key actions which will ensure

that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was approved by the Keeper of the Records at the National Records of Scotland in June 2017. This was a statutory requirement of the Public Records (Scotland) Act 2011. A progress update report on the four improvement actions at amber was submitted to the National Records of Scotland in January 2019. These will be fully addressed by the implementation of the new Electronic Document and Records Management System (Objective) throughout the council.

2.4.11. Top Risks

To successfully manage risk, council and Resource Plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in council funding, resulting in difficulties maintaining front line services
- Failure to adequately prepare for national expansion in early years education and childcare provision
- Potential liability arising from claims of historic abuse
- The council is significantly affected by the impact of the UK leaving the European Union
- Failure to maintain the required pupil/teacher ratio
- Information governance not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the Integrated Joint Board Strategic Commissioning Plan

In the coming year, Social Work Resources will take forward all reasonable necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these key risks.

2.4.12. Best Value

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement. The council underwent a Best Value Audit in Autumn 2018 which led to the publication, by Audit Scotland, of a Best Value Assurance Report (BVAR) on 28 March 2019. An action plan arising from the BVAR has been developed and will be monitored.

Benchmarking

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and the Convention of Scottish Local Authorities (CoSLA) and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our Public Performance Reports and Local Government Benchmarking Framework report.

The results for all Scottish Councils and the family groups can be found on the online tool mylocalcouncil.

2.4.13. Digital and ICT Strategy

The Council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

Social Work Resources is currently exploring IT Solutions to develop a business case to deliver a replacement for the SWiSplus Client Index System.

2.4.14. Good Governance

The function of good governance in the public sector is to ensure that organisations achieve their intended outcomes while acting in the public interest at all times. This means doing the right things, in the right way, for the right people, at the right time, in an inclusive, open, honest and accountable manner.

The council is responsible for putting in place proper arrangements for the governance of its activities and facilitating the effective exercise of its functions including clear arrangements for the management of risk. This includes an internal audit function whose objective it is to evaluate the effectiveness of risk management, control and governance arrangements and make recommendations to address any gaps identified through a programme of formal audit assignments.

Social Work Resources undertakes an annual review of governance arrangements and contributes to the production of the Annual Governance Statement and Improvement Plan which forms part of the Annual Accounts. The governance arrangements for the Resource are underpinned by the council's Local Code of Corporate Governance. The Code comprises a framework of policies, procedures, behaviours and values by which the council is controlled and governed. It shows how the council will continue to review the governance arrangements that are currently in place and implement improvements where necessary.

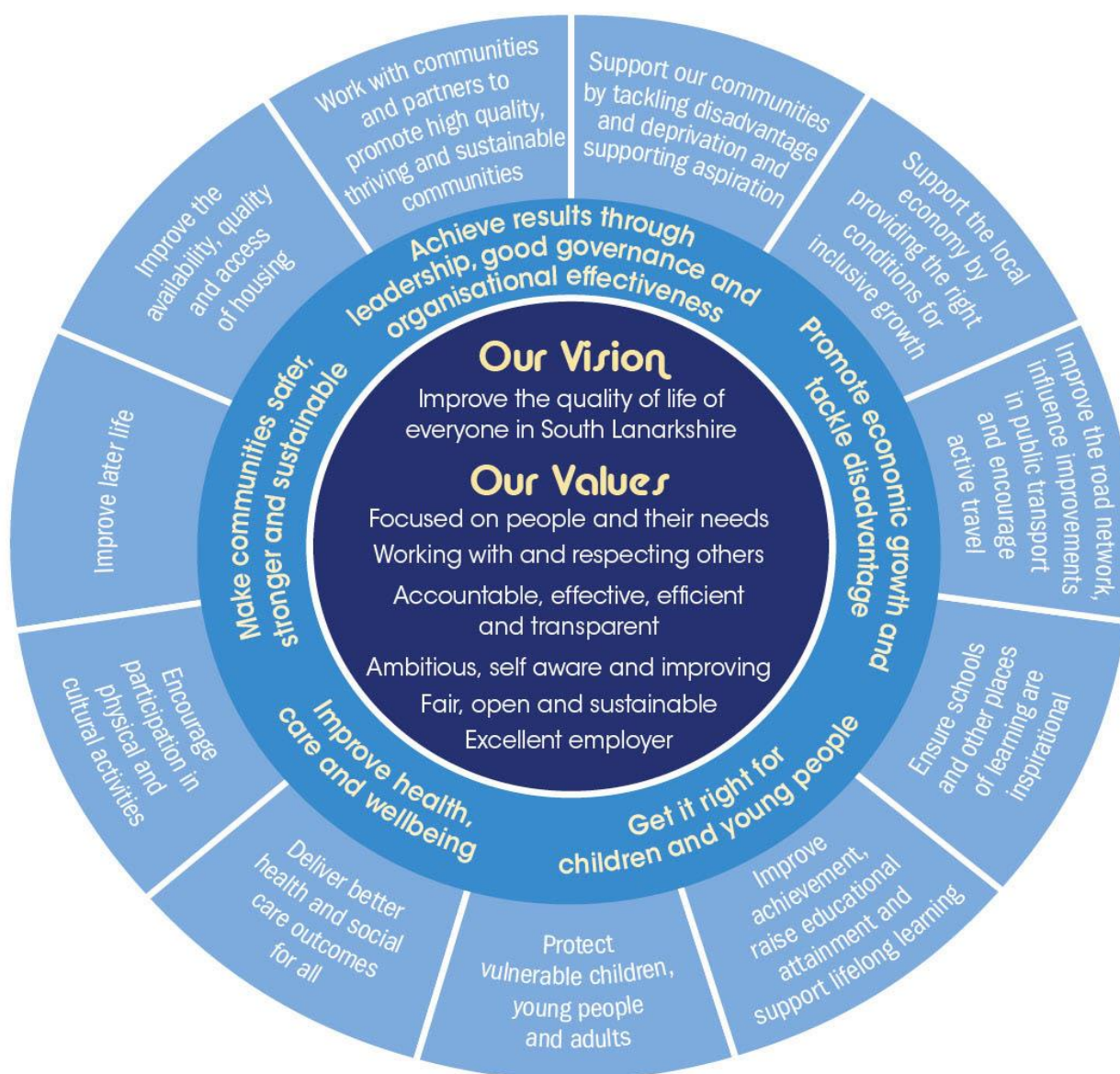
Section 3: The Council Plan - Connect

3.0. The Council Plan - Connect

The council's Vision to **'improve the quality of life of everyone in South Lanarkshire'** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

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



3.1 Resource Objectives

Social Work Resources has established the following Resource objectives to support the delivery of Connect objectives in 2019-20.

3.1.1. Connect Objective: Improve later life

By working towards this objective the council aims to ensure that older people will live more independently and choose what matters most about their care and support.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Improve services and support to enable adults and older people to maximise their independence
- Improve services to support older people
- Promote good health and wellbeing in later life

3.1.2. Connect Objective: Protect vulnerable children, young people and adults

By working towards this objective the council aims to continue to ensure that children, young people and adults will be protected from all forms of harm, abuse and neglect

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Get it right for every looked after child
- Getting it right for children in need
- Protect vulnerable adults
- Protect vulnerable children and young people

3.1.3. Connect Objective: Deliver better health and social care outcomes for all

By working towards this objective the council aims to ensure that South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Deliver better health and social care outcomes for all
- Promote mental health across the lifespan
- Promote, choice, control and flexibility in social care

3.1.4. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective the council aims to ensure that communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well-designed place to live, work and play.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Embed sustainable development strategy across Social Work Resources
- Implement the Community Justice Outcome Improvement Plan
- Provide access to timely support and interventions for people/groups who are disadvantaged
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all
- Strengthen engagement with service users and carers

3.1.5. Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

By working towards this objective the council aims to ensure that the quality of life and opportunities in the most deprived neighbourhoods and communities will improve.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Tackling poverty and deprivation

3.1.6. Delivering the Plan and Achieving Best Value

In working towards achieving the Connect Objectives, Social Work Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Social Work Resources has developed the following Resource objectives:

- Deliver and communicate the Council Plan and ensure high standards of governance
- Promote equality and wellbeing of staff
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce

Section Four – Performance and Results

4.0. Introduction

In this section we report our key performance results, based on Connect 2017-2022 for the financial year just ended, 2018-19.

4.1. Performance against Resource Plan Objectives

The Social Work Resource Plan for 2018-19 had 114 measures set against six of the council's objectives. Performance against these measures was as follows:

Council Plan Objective	Green	Amber	Red	Reported later	Total
Improve later life	6	1	-	-	7
Protect vulnerable children, young people and adults	33	1	-	-	34
Deliver better health and social care outcomes for all	15	-	-	-	15
Work with communities and partners to promote high quality thriving and sustainable communities	22	2	1	-	25
Support our communities by tackling disadvantage and deprivation and supporting aspiration	1	-	-	-	1
Delivering the plan and achieving best value	25	2	5	0	32
Total	102	6	6	0	114
Percentage	90%	5%	5%	0%	100%

Key to performance monitoring system:

Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2. Key Achievements

The following table highlights achievements during session 2018-19:

Connect Objective: Improve Later Life	
Resource Objective	Achievement
Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board	Performance reports continue to be submitted to the Integration Joint Board on a quarterly basis and a more detailed report to the Performance and Audit Sub Committee (PASC) on a 6 monthly basis. Work is now underway on the third Annual Performance Report for 2018/19 and this will be presented to the IJB in June and published on the Partnership's website within the agreed timescales.
Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	The Partnership was issued with a draft report from the recent review of Self-directed Support on 29 March 2019. A task group has been set up to prepare an action plan in response to this. Further updates will be given in the next reporting period.

Connect Objective: Protect vulnerable children, young people and adults	
Resource Objective	Achievement
Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	<p>Young Carer Service continues to work to the duties as detailed within the new Act. This year will see the review process for planned open cases.</p> <p>Referrals for young carers who are referred due to the cared for person requiring palliative care are fast tracked. All young carer statements have a child's plan.</p>
Report regularly on the Children's Services Plan to the GIRSLC Strategy Group	<p>The Getting it Right for South Lanarkshire's Children's Services Strategy group met on 6 March 2019. The Children Rights Reporting continues to develop alongside the Children's Services Plan.</p> <p>The Strategy Group are also preparing for a visit from a representative from Scottish Government (15 May 2019) regarding our Children's Services Plan. The group have also contributed to two national consultations focused on Children's Service Plan and Statutory Guidance on Part 3: "Children's Services Planning" for the Children and Young People Act 2014.</p>
Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	<p>To date there have been 1240 adult support and protection inquiries in relation to adults over 65 years of age leading to 546 investigations and 9 protection plans being progressed.</p> <p>Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee.</p>

Connect Objective: Deliver better health and social care outcomes for all	
Resource Objective	Achievement
Support the implementation of the IJB Directions which focus on the shifting the balance of care and provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the IJB at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan.
Report on the number of people who are self-directing their support	During the year 1 April 2017 - 31 March 2018 there were 2,707 people who were directing their own support. This is detailed as: 451 choosing Option 1 - Direct Payment; 53 choosing Option 2 - Individual Service Fund; 2,203 choosing Option 3 - Council arranged.
Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire and Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act	The Carers Act Programme Board met on 26 th March and the Action Plan has been updated. Carers Act duties of: Local Eligibility Criteria, Short Breaks Statements, Carers Strategy, Information and Advice are complete

Connect Objective: Work with communities and partners to promote high quality, thriving communities and sustainable communities	
Resource Objective	Achievement
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	A Participation and Engagement Strategy has been developed for the IJB and was approved at its meeting in June, 2018. The strategy outlines how the IJB will involve key stakeholders in developing key commissioning intentions within the Strategic Commissioning Plan and also how this sits alongside current consultation and engagement mechanisms within the Parties (Council and NHS Board). This has been evidenced in the recent consultation events held within the localities in September and December to develop the way forward with the new Plan for 2019-2022.
Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of quarter 4 is: Number of items – 614 Cost of items - £61,235.60 Over the whole year, 2,530 recycled items were provided with a saving of £185,640 to the council. In addition, over the year 115 recycled stair lifts were issued, with an additional saving to the council of £81,660.
Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	The last meeting of the Community Justice Partnership considered reports from: Community Payback Service, Youth Justice Service, Community Justice Network, Rapid Rehousing transitional plans. All partners have

	been offered update meetings with the Community Justice Coordinator in order to progress their partnership contribution to the improvement plan.
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Delivering the Plan and Achieving Best Value	
Resource Objective	Achievement
Mainstreaming equalities is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	Mainstreaming equalities activity has been linked to the development of the See Hear Strategy as we ensure those with sensory impairments have service access like other service users groups. Work has also been undertaken in respect of Children's rights across the Children's Services Partnership based on the United Nations Convention on the Rights of the Child. Support to the protected characteristic groups is always considered as part of social work practice.
Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	In 2018/19 the following returns were submitted: DTTO; Adult Protection; Justice; Community Payback; Child Protection; Looked after and accommodated children; Eligible for Aftercare, Learning Disability and Social Care Survey. Initial work was completed on the Carers Census with further work continuing. The Children's Hearing Feedback Loop is currently being approved.
Complete Resource Good Governance self-assessment by due date and develop actions to address non-compliant areas	A corporate working group have been improving the template for the Good Governance self-assessment activity. A report will be presented to the Senior Management Team on 30 April 2019 which includes: annual statement of assurance; self-assessment; and improvement plan.

4.3. Key measures not achieved

Six measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2018-19 Resource Plan. Details are as follows:

Work with communities and partners to promote high quality, thriving and sustainable communities		
Resource Objective: Implement the Community Justice Outcome Improvement Plan		
Measure	Comments/Progress	Management action, responsibility, deadline
Percentage of clients are first seen within 2 working days of a DTTO commencing	During the year there were 43 DTTO orders commencing. Of these 40 were seen on time. The three orders seen late were for the same person and was due to receiving late notification from court.	Justice Managers are monitoring this and monitoring documentation received from courts.
Delivering the plan and achieving best value		
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance		
Measure	Comments/Progress	Management action, responsibility, deadline
90% of audit actions completed by due date	In 18/19 the following list of Audits Actions remain outstanding across a number of audits undertaken during the year: (1) Procedures should be updated to include specific processes re medication for the intermediate care units. (2) A section should be added to the Support Plan for both Adult and Older People / Child and Family Services to clearly record that a discussion of the four options has taken place, with whom and the option(s) chosen, (3) The Support Plan for Child and Family Services should include a section to verify that the carer was asked if a carer's assessment was required and the outcome, (4) The D11 screen should be used at all times to record the	Older people day care services have updated procedures and this audit action is moving to completion. IT developments have taken place to ensure these options are included. Child and Family services are linking with SDS colleagues and the Carer Planning Officer to progress Adult Carers Support Plans for Adult and Older People / Child and Family Services

	service to be provided for the Service User within Child and Family Services	
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	The data for this measure is reported one quarter behind. At Quarter 3, 84.2% of FOISA requests were processed within the 20 working day period. The late responses were due to the complexity of the FOI requests and the capacity within the team. The demand in Quarter 3 (35) was higher than the previous Q2 (30).	The Resource is currently taking action in relation to staff capacity and are looking at strategies to ensure that the timescales will be met.
90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	<p>The data for this measure is reported one quarter behind. During Quarter 3, 84% of requests were issued within the statutory timeframe. For DPA the statutory time changed in May 2018 from 40 calendar days to 30 calendar days. In relation to the late DPA requests the delay in releasing the information was due to the complexity and volume of information requested along with the capacity within the local teams.</p> <p>It is also worth mentioning that Social Work received 86 more DPA requests in 2018-19. 86 requests are a significant increase especially given the level of work involved.</p>	The Resource is currently taking action in relation to staff capacity and are looking at strategies to ensure that the timescales will be met.
Delivering the Plan and Achieving Best Value		
Resource Objective: Improve the skills, flexibility and capacity of the workforce		
As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting	In this Quarter 4 period there are two services with outstanding requirements, one care home service (1	

year have been completed within timescale	<p>requirement) and one home care service (4 requirements).</p> <p>The Care Home outstanding requirement relates to the completion of a full environmental audit with an on-going development plan regarding alert cords and sensor mats, accessible to any resident at any time in any area of the care home. Support in addressing this requirement sits with not just Social Work, but Housing and Technical Resources and an external contractor.</p> <p>In terms of home care, the service has 4 outstanding requirements, and has now been inspected again and these requirements have now merged into the new inspection report. Improvement actions are currently being addressed for this specific home care service.</p>	<p>A new Call system is in place and fully operational, this requirement has now been met.</p> <p>Improvement actions are currently being addressed.</p>
Delivering the Plan and Achieving Best Value		
Resource Objective: Improve the skills, flexibility and capacity of the workforce		
100% coverage of Performance Appraisals (PAs) of employees in scope	<p>72% of Performance Appraisal (PA's) have been completed in 2017/18 compared to 89.8% of PDRs 2016/17.</p> <p>Management action is underway in relation to improving performance.</p>	All Social Work Managers have been contacted to address this area of under performance.

4.4. Benchmarking

A full progress report on the Resource Plan 2018-19 is available from the performance management system IMPROVe – all Connect Quarter 4 Progress Reports are available on the [performance](#) pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Spotlights](#) (which replace the [Annual Performance Report](#)) and [Public Performance Reports](#).

Social Work Resources benchmarks its performance over 9 Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2017-18 final results in February 2019 (with the 2018-19 results due in February 2020). Here is a selection of these results with explanatory narrative:

The gross cost of “Children Looked After” in residential based services per child per week (CHN8a)			
Year	2015 -16	2016 -17	2017 -18
SLC	£2,510.71	£2,852.76	£2,327
Scotland	£3,408.85	£3,404.36	£3,845
<p>The overall number of children has increased in this three year period from 70 in 2015-16 to 75 in 2017-18. The nature of placements has also changed with an increase in residential school placements and placements in small independent children units in localities. This increase is also a reflection of the council's commitment to Corporate Parenting and the Children and Young Peoples Act and promotion of the Staying Put Agenda and Continuing Care requirements for young people over the age of 16 years looked after and accommodated.</p> <p>The overall cost has decreased and South Lanarkshire's performance is better than the Scottish average.</p>			

The gross cost of “Children Looked After” in a community setting per child per week (CHN8b)			
Year	2015 -16	2016 -17	2017 -18
SLC	£214.39	£242.03	£224
Scotland	£280.00	£312.73	£328
<p>The overall number of children has increased in this three year period from 493 in 2015-16 to 580 in 2017-18. The nature of placements has also changed with an increase in kinship care from 106 in 2015-16 to 187 in 2017-18.</p> <p>This increase is a reflection of the council's commitment to ensuring children and young people are looked after within their own communities.</p> <p>The overall cost has decreased and South Lanarkshire's performance is better than the Scottish average.</p>			

Older Persons (over 65) Home care costs per hour (SW1)			
Year	2015 -16	2016 -17	2017 -18
SLC	£20.38	£21.25	£21.36

Scotland	£21.58	£22.64	£23.76
Home Care Costs per hour have increased slightly by £0.11 and are lower than the Scottish Average. Our ranking has improved from 11 (2016/17) to 10 (2017/18).			

Percentage of people aged 65+ with intensive needs receiving care at home (SW3)			
Year	2015 -16	2016 -17	2017 -18
SLC	59.1%	61.2%	61.2%
Scotland	60.7%	60.1%	61.7%
Our performance remains consistent with previous years and in 2017/18 is only 0.5% below the Scottish Average. (Note: due to difficulties in obtaining data in previous years, the definition and calculation of this indicator changed in 2017/18 and the historic data re-stated to ensure comparability).			

Percentage of adults satisfied with social care/social work services (SW4a)			
Year	2015 -16	2016 -17	2017 -18
SLC	76.7%	N/A	78.4%
Scotland	81.0%	N/A	80.2%
The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact not all of the people responding access any multi agency services.			
There has been an increase in our performance 2015/16 (76.7%) to 2017/18 (78.4%), we are however below the Scottish Average.			

Residential cost per resident for people aged 65 and over (SW5)			
Year	2015 -16	2016 -17	2017 -18
SLC	£401.22	£416.08	£410.00
Scotland	£380.00	£372.36	£386.00
Although our cost per week per resident decreased in 2017/18, it is still greater, therefore, worse than the Scottish average. The average placement cost is affected by the service user's financial circumstances – the more affluent the service user, the greater their contribution and the lower the cost to the council. Because of this, it is difficult to influence the results of this performance measure.			

To see how we compare against other councils, the data is available on the public performance reporting tool [mylocalcouncil](#).

4.5. Customer Views

4.5.1 South Lanarkshire Residents' Household Survey 2014

The council conducted its last Household Survey in Spring 2014. Feedback from residents was generally positive with 84% of those who responded being satisfied with the overall service provided by the council. The council intends to carry out a Household Survey in 2019.

4.5.2 Social Work also gathers the views of its service users and carers through a variety of events, feedback exercises and processes.

For example:

- **Carers**

A series of consultations have engaged a wide and diverse group of carers over the last year. The results from each has helped us evidence the strategic requirements for supports and services for carers going forward into 2019-2022.

The Carers (Scotland) 2016 Act sets a range of duties to be implemented by the Health and Social Care Partnership. A duty within the Act was for the local authority to set local eligibility criteria for carers. A series of focus groups involving 218 carers from a wide spectrum of support groups were delivered in partnership with the two South Lanarkshire carer organisations. The participants reviewed and assessed the proposed wellbeing indicators and the risk/impact matrix critiquing the document through a series of identified themes. The views and opinions of the group suggested changes to the framework for eligibility.

The Act additionally sets a duty for the local authority to produce a Short Breaks Services Statement. The statement identifies carers short breaks options and illustrates to carers what sort of breaks are available, what would be beneficial and how any potential breaks can be accessed. A survey was distributed through a range of online mediums and with the support of our partners, widely circulated. A total of 179 carers responded to the range of questions that asked carers about breaks taken, duration, care hours and expectations and outcomes from getting a break. The consultation looked to understand what carers value from a break and how those outcomes could be met. Those carer's results and opinions helped develop the statement.

A third duty we have consulted on this year is the Carers' Strategy. To gather the information, a range of methods have been used. An online survey with twenty six questions asked carers for their opinions on; current support, services, carer identification, service delivery, carers needs, hospital discharge and choice and control. A total of 306 carers took part with hundreds of comments being included from carers in relation to the local support and services currently available in South Lanarkshire. This was followed up by a review of the draft strategy where two workshop style events with 36 carers analysed the survey results and through open forum discussions analysed, considered and reviewed their collective views about the proposed design and content of the 2019-22 Strategy. All the information gathered influenced the Strategy.

The final consultation this year was the Carers Conference. The event hosted a mixture of 80 carers and 15 partner organisations. The Local Eligibility Criteria, Short Breaks Services Statement and Carers Strategy were launched alongside the local authority carers web pages and new carer's information packs. Each consultation alongside the reports and information gathered about South Lanarkshire carers has successfully helped us put carers' needs at the centre of the services we deliver as we continuously strive to improve what and how we deliver to carers.



The priorities and actions for this strategy were identified from the results of all our carer involved consultations.

- **Advocacy**

The Mental Health (Care and Treatment) (Scotland) Act 2003 imposed a duty on local authorities and health boards to collaborate and ensure the availability of independent advocacy services in their area. The Act gives everybody with mental illness, learning disability, dementia and related conditions the right to access independent advocacy support. The Mental Health (Scotland) Act 2015 builds on the rights of the 2003 Act to independent advocacy support, by requiring health boards and local authorities to tell the Mental Welfare Commission how they have ensured access to services up to now and how they plan to do so in the future.

The Lanarkshire Advocacy Plan (2016-2020) details how both Health and Care Partnerships in North and South will ensure access to advocacy services.

Advocacy has two main themes: Safeguarding individuals who are in situations where they are vulnerable and speaking up for and with people who are not being heard, helping them express their views and make their own decisions and contributions.

Our independent advocacy providers support people to have their voice heard and their rights and interests protected. Independent advocacy is provided to a range of people including adults with learning disabilities, people with mental health issues, older people, children and young people.

The Lanarkshire Advocacy Planning Group is working to refresh the current Advocacy Plan.

- **Mental Health Services**

South Lanarkshire Council currently employs 34.5 Mental Health Officers (MHOs). The number of MHOs employed includes 4 Team Leaders based in Community Mental Health Teams, 1 acting Service Manager and 1 acting Team Leader based at the State Hospital, 1 Staff Development Officer – Mental Health and one MHO currently on maternity leave. There are currently 26 operational MHOs based across 4 Community Mental Health Teams and the State Hospital which includes 6 part-time MHOs. There are 4 permanent MHO vacancies and 1 temporary MHO vacancy for 12 months to cover maternity leave. The vacancies are likely to be filled in the near future. There are currently no MHOs based in other services.

- **Annual Learning Disability Conference 2018**

The annual Learning Disability Conference is organised by South Lanarkshire Health and Social Care Partnership in partnership with People First advocacy service. The conference themes were developed to encourage and support the Learning Disability population within South Lanarkshire to take part in discussions about issues and areas of interest to them.

This year the topics were:

- Decision Making
- Intuitive Therapies
- Yoga/Active Dance
- Enabling Exercise
- Staying Safe in the Real World

As in previous years, the Conferences were held in the four locality areas on the undernoted dates.

Lifestyles Lanark (Harry Smith Complex) – Wednesday 9 May 2018

Lifestyles Fairhill, Hamilton – Wednesday 16 May 2018

Lifestyles Stonehouse – Wednesday 23 May 2018

Lifestyles Eastfield, Rutherglen – Wednesday 30 May 2018

The conferences were well attended with a total 193 adults from Day Care and 17 people from Care and Support.

From this year onwards, the conference will move to a bi-annual event with the next conference anticipated for 2020.

To support the workshops and themes a drama was presented by the “Little Links” drama company based at Harry Smith complex. They produced and performed a short sketch based on the above topics.

The overall feedback was very positive with comments from attendees such as;

“I didn’t know that there is that amount of people out there to help us all”.

“The police officer gave me useful information regarding identifying individuals within the emergency services”.

And comments from presenters such as;

“Excellent event, well-co-ordinated and enjoyable to attend. I am sure many people got a lot from the day, thank you for having us”.

“Very well organised and structured and was very well pitched for service users and break off groups were worthwhile from a safety aspect when in public places”.

- **Home Care Survey**

In 2018-19 the annual home care service user survey was undertaken with all returns treated as anonymous. This was issued in paper format to all service users and was also available electronically and in other formats. Advocacy support also offered help to individuals who may have needed assistance to complete the survey. The survey was completed by 625 home care service users and focused on the following areas: communication and support planning, home care staff and the overall quality and standard of the home care service.

- 99% believe the quality of the home care service is good or very good
- 98% of service users said that their home carers were always polite and courteous
- 96% fully understood how their support plan helped them and how they benefitted from having this in place
- 89% were aware of how to contact the service, with 93% stating that their call was handled promptly and dealt with satisfactorily
- 99% were aware of their care diary, with 94% knowing what the care diary was for

• **Day Care Survey**

In 2017-18 the annual day care for older people service user survey was undertaken anonymously. This was issued in paper format to all service users and was available electronically or in other formats. Advocacy support also offered help to individuals who may have needed assistance to complete the survey. The survey was completed by 197 day care service users and focused on the following areas: communication and support planning, day care staff and the overall day care service.

- 95% of service users rated their support plans as excellent, very good or good
- 97% of service users said they were confident staff are aware of their health and wellbeing needs
- 99% of service users said their personal care needs were met in a respectful and dignified manner
- 89% of service users said the transport was excellent, very good or good
- 97% of service users said the care workers are excellent, very good or good

The feedback this year has highlighted that Day Care Services continue to maintain high levels of customer satisfaction in all areas. Our aim is always to improve our practice and we rely on feedback from people who use our service to ensure we focus our attention properly. We invest heavily in our workforce to ensure that they are well motivated, trained and competent to deliver the services required.

Customer Service Excellence

Once again Day Care Services have achieved the Customer Service Excellence award retaining compliance in all areas. The visiting Inspector made the following comments in his report:

“The organisation maintains the completely customer focused service, with an outstanding attitude by leaders, managers and staff”

Customer insight and the drive for continuous improvement also remains very strong. The assessor was very impressed with the whole approach and summarises his findings as follows.

- The commitment to providing professional information, access and working with other providers is first class.
- The extent of consultation and engagement continues to be immense.
- The culture of the organisation is utterly focussed on customers, through a well trained and supported workforce.

The Inspector states, “the extent of compliance to CSE Standards is exceptionally outstanding and is emphasised in achieving a further three compliance plus rating being awarded, bringing the total to 23.”

• **Mind of My Own**

Mind of My Own became ‘live’ in South Lanarkshire on 4 February 2019. It is a web application that gives young people an instant and convenient way to express their views, wishes and feelings and provides social workers, following training, with a smart way to

record them. It is a communication tool which guides conversation and helps to gather a young person's views. Mind of My Own guides young people through a selection of scenarios, offering free text and clickable responses. Once completed this is turned into a pdf statement of their views which can be shared with workers. It can be used for meetings, reviews, to share good news and sort out problems. Implementation is underway led by 'Champions' from within the social work staff group. As use of Mind of My Own becomes widespread it will provide a useful source of information of children and young people's views.

- **Autism**

The Autism Resources Co-ordination Hub (ARCH) has actively and extensively engaged with users and carers in the development of the South Lanarkshire Local Autism Action Plan 2018-2023. The plan was launched at the Positive About Autism event in August 2018 which brought together stakeholders from throughout the Autism community. The evening was well attended by those who use services, carers and staff from a range of services in health, social work, education and the 3rd sector. Interesting and thought provoking presentations were provided by, amongst others, Professor Jean McLellan OBE, Autism Network Scotland and Chris Bonello, a special needs tutor with Aspergers and a speaker on autism issues. The drama group REACH for Change Inverclyde gave a unique insight with their presentation 'In our world –a day on the Spectrum'. The opportunity to meet and make connections was valued by all.

The South Lanarkshire Local Autism Plan identifies 15 key priorities for action and will provide the focus for improvement over the next 5 years. Work groups including service users and carers have already begun to take these actions forward.

ARCH has also been active in promoting the views of the local autism community in national debate. The independent review of learning disability and autism in the Mental Health Act is considering if change is required to the Mental Health (Care and Treatment) (Scotland) Act 2003 for people with learning disability and autism. Local focus groups have been held, supported by ARCH staff, to provide information and gather views for a local response to the review.

- **Corporate Parenting Conference 2018**

A corporate parent is an organisation e.g. social work, health, further or higher education colleges or a person in power who has special responsibilities to care experienced and looked after children and young people, a group that includes:

- those in residential care
- those in foster care
- those in kinship care, who live with a family member other than a parent
- those who are looked after at home.

Corporate Parents should work together and share responsibility for acting on behalf of the children and young people in their care.

A South Lanarkshire Corporate Parenting Conference took place on the 2 November 2018 with over 200 participants from a range of agencies and including young people.

The theme for the day was 'What Matters to Me' and presentations from personal experience of care were given by:

- Kevin Browne-MacLeod, Who Cares? Scotland
- Jasmin 'What matters to me'
- James Docherty, Violence Reduction Unit
- Jamie, 'What matters to me'

Workshops enabled all participants to contribute to the day.

The conference also launched the Corporate Parenting Strategy and Action Plan 2018-20 and the Caring4U website.

The Care Leavers Covenant which supports corporate parents to deliver changes in action and practice to bring improvements and consistency to care experienced young people, was signed up to at the conference.

- **Digital Inclusion**

Both the Scottish Government and Local Government recognise the absolute necessity of digital as part of public service reform. Realising Scotland's full potential in a digital world: A Digital strategy for Scotland sets out to enable Scotland's people and services to fully maximise the potential of digital, by ensuring that we put digital at the heart of everything we do. It is undeniable that digital is now a core – and critical – component of all aspects of our lives and lies at the heart of modern, efficient organisations and business practices.

This extends to Health and Social Care and is recognised in the Health and Social Care Delivery Plan which provides the framework and the principal strategic objectives for this strategy across the triple aim of better care, better health and better value. The Delivery Plan goes on to identify digital technology as key to transforming health and social care services so that care can become more citizen-centred. This was also now reflected in the published report Digital Health and Care Scotland – Scotland's Digital Health and Social Care Strategy.

We are now at the point where the challenge is no longer about proving the value of technology enabled care: rather it is achieving widespread adoption so that technology enabled care underpins the redesign of services and pathways and is 'business as usual'.

The council's Digital Strategy is primarily being taken forward via SLC participation in Scottish Local Government Digital Transformation Partnership. The Local Government Digital Office has been established to support the partnership.

Digital Foundations focusses on the core IT capabilities which are required to deliver digital solutions. In particular it is looking at identifying standard offerings which can be used across the partnership. The projects in this work stream are collaborative in nature with the aim of providing "joined up" public services.

Key projects include:

Project	Key Partners	Description
Analogue to Digital Telehealth/Care	NHS24 Scottish Government	Transition all telehealth and telecare provision to digital services by 2025
Health & Social Care Blueprint	NHS Scottish Government	Develop digital solutions for integrated health and social care

We continue to progress the implementation of "Attend Anywhere" to establish links between care facilities and clinical supports. The known benefits include ease of accessibility and helping service users maintain their own independence without having to leave their homely setting for routine checks, where safe and appropriate. By linking up with our residential care homes through video conferencing and creating wider, virtual communities, the technology is also allowing people to remain independent and even forge new relationships. Video conferencing technology allows residents in our care homes to link in with each other for online get-togethers, ranging from sing-alongs to group exercise including chair-based exercises led by a fitness expert from South Lanarkshire Leisure and Culture. It is also paving the way for virtual clinical consultations

and support between residents and services like pharmacy, out-of-hours and community mental health teams.

Specifically in the context of efficiencies for staff, we continually strive to support more mobile and agile working that allows connectivity over various platforms and improves real time updates. A secure, stable and reliable Wi-Fi capability will allow health and social care professionals to deliver assessments and care more easily and to use mobile devices as part of that service delivery.

Telehealth/Telecare and Video Conferencing

Technology Enabled Care (TEC) is defined as “where the quality of cost-effective care and support to improve outcomes for individuals in home or community settings as enhanced through the application of technology as an integral part of the care and support process”. Within the context of health, housing and social care, digital technology offers new opportunities for transforming the outcomes and experience of patients and citizens – and of supporting those who care for them.

The use of the Florence text messaging system continues to support a wide range of health and lifestyle conditions or issues. In particular, **home monitoring** of blood pressure is being offered by an increasing number of GP surgeries. This is being scaled up further in 2019/21 by a nationally funded programme. The proven benefits include a saving in time and travel for patients, faster diagnosis, optimum treatment and appointments being released for other needs.

The initial **video conferencing system** in care homes is now being replaced by a new national platform called Attend Anywhere. This video consultation system is being widely adopted across Scotland and in South Lanarkshire it is being utilised not only in care homes but within our community teams: bringing health and social work staff much closer to many of their patients and service users. The saving for staff and patient travel, increased access to services and the avoidance of lost work or school time has been widely appreciated.

Another new national funded programme in 2019 is scaling up the use not only across primary and secondary care including GPs and community based health and social work staff but will soon see hospital outpatients clinics offering this option to patients and their carers where appropriate. The system is much more flexible enabling specialist staff, family or carers to remotely join in to consultations and can be used on smaller hand held devices such as smart phones or tablets.

Telecare can offer many digital solutions which can enable people to remain in their own homes as safe and independent as possible. The aim will be to ensure all assessments of care and support needs will consider the option of technology which could improve the quality of life for an individual. For example: the ability to choose when to turn on/off lights, receive prompts or reminders and reassure family that help can be summoned quickly if someone is at risk can support their own lifestyle choices.

IJB Website

South Lanarkshire Health and Social Care Partnership has a new user friendly website. It was set up to provide the public, professionals and partners with a wealth of information, news and essential links.

The website which includes various films, exemplifies how the HSCP are supporting people across South Lanarkshire and how they are being empowered and supported to make a real difference to their own lives.

There is information on how to get involved in shaping local health and social care services via South Lanarkshire Health and Social Care Forum and detail on the services run by the partnership.

The website links to partner organisations, and how to get in touch, as well as all relevant papers and documents relating to the South Lanarkshire Integration Joint Board.

www.slhscp.org.uk

Home Care Staff app

The Home Care Service is a vital service amid increasing demands as people live longer lives. Technology is playing a vital role in the delivery of the frontline service through the rollout of the Home Care app to all Home Care staff, whilst continuing to ensure our approach is very person-centred.

The smartphone app now sets out personalised schedules at workers fingertips and they can be updated instantly and as required. The app sets out the day's workload – it tells home care staff who they have got to see, what time they have got to see them and sets out what tasks the home carer needs to carry out. It also provides real-time updates on the home carer's working day to central offices, including if there is any issues or challenges with any service users that creates a delay in the schedule.

Digital Platform to Health and Social Care Services - A working group has been established with regards to take forward a customer facing platform to allow access and information to a range of supports and assistance.

- **South Lanarkshire View**

South Lanarkshire View is a new website which was launched in March 2019. The purpose of the website is to keep residents informed about the council's services and to be an informative resource where residents can find out what is happening in their communities.

- **A Fairer Scotland for Older People – A Framework for Action**

On 3 April 2019, the Scottish Government published "A Fairer Scotland for Older People: A Framework for Action" which was the result of an engagement process with older people across Scotland. The framework has been developed to fight against inequalities and the marginalisation of older people, and to celebrate older people in Scotland.

The framework has been developed in liaison with the Older People's Strategic Forum in order to outline initial priorities for the Scottish Government to focus on and build upon in the future, with the overall aim to ensure that people are "happy, healthy and secure in older age".

- **Consultation – Carers (Scotland) Act 2016**

The Carers (Scotland) Act was implemented in April 2018. Since the Act was passed in 2016, the Resource, through a partnership programme board, has put in place the key duties of the Act through the delivery of the new Adult Carer Support Plan and the Young Carer Statement. The Local Eligibility Criteria for carers and Short Breaks Services Statement are now embedded in South Lanarkshire. A range of surveys, focus groups and consultations have been undertaken asking carers for their input and feedback on the draft documents. The combined carers' survey results were collated alongside our commissioned services reports and have helped us identify the outcomes that the Health and Social Care Partnership will work towards in the Carers Strategy 2019 – 2022. The year ended with a Carers Conference where the draft Strategy was launched. The event additionally highlighted the range of good works, support and services that are available across South Lanarkshire.

- **Service User Engagement – Self Directed Support (SDS) and Carer Network**

In accordance with the value and principles of the SDS Act, engagement with the person is key with a focus on the following areas; recognising the equal role, contribution and value that service users and carers can contribute to creating a richer and more informed experience in a SDS context. Much of this has focused on the value of getting the conversation and engagement right.

The Co-produced Assessment, Support Plan and Review

The Partnership has implemented an outcomes based approach which provides choice and control over care and support for individuals and carers. A dual process is evidenced through the assessment, support plan and review process, whereby the individual and carer are actively involved in shaping the content and direction of travel.

The importance of the Conversation

This is evidenced by the 'my comments' and 'my view' content and also the 'assessor comments and view'. A reconciliation of this is then undertaken in line with assessed needs and risks.

The National Health and Wellbeing Outcomes

The person's outcomes and journey are tracked against the 9 Health and Wellbeing Outcomes. This outcomes framework builds on the previously used 'Talking Points' Personal Outcomes approach. The individual and carer are central to the outcomes setting process.

- **Digital Passports – Service Developments**

Supporting the new Digital Health and Social Care Strategy for Scotland, work has been on-going to take forward a 'pilot' in South Lanarkshire in developing a digital passport with a service user and their family. This builds on the work developed by Social Work Resources' partner agency, PAMIS (an organisation that supports people with profound and multiple learning disabilities).

The preparation work in relation to the digital passport was lengthy, with a small, multi-agency project team and a Privacy Impact Assessment completed. The passport has been developed on a "tablet" device.

The family who participated in the 'pilot' have been pleased with the resulting story of their son captured in a mix of visual and narrative formats on the tablet, which allows their son's health and care needs to be with him at all times to assist care workers, health professionals understand his specific needs, likes and dislikes.

It is envisaged that the learning from the pilot can be rolled out to other service users and their family and carers.

4.6 Areas for Improvement

Social Work Resources is committed to continuous improvement. As part of this process, we monitor our performance; participate in benchmarking activities; acknowledge the results of consultations; and feedback from complaints. We use this information to develop and improve the services we provide.

During 2019-20, we will take forward the following key areas for improvement and these are included in our action plan for 2019-20.

4.7 Good Governance Action Plan

Through undertaking the internal Governance Self-Assessment we have identified areas for action which are included in our Good Governance Action Plan and will be monitored on IMPROVE.

Core Principle	Sub Principle	Action(s)	Responsible Officer	Target completion date
A	Demonstrating strong commitment to ethical values	Procurement Service to provide full comprehensive contract compliance, service monitoring, provider engagement and market intelligence	Head of Health & Social Care	October 2019
	Ethical standards and performance	Raise staff awareness to Code of Conduct for Councillors		
B	Openness	Develop Business Case to deliver replacement for SWiSplus	Chief Social Work Officer	March 2020
	Engaging with individual stakeholders	Continue to engage with service users, carers through range of consultation activity to refresh the participation and engagement strategy	Performance and Planning Manager	October 2019
C	Defining outcomes/ and sustainable economic, social and environmental benefits	Eligibility criteria.	Head of Health & Social Care	April 2020
D	Determining interventions	From trends evident from RED/AMBER/LGBF actions, brief appropriate indicator action lead on patterns emerging to pre-empt requirement for improvement	Head of Health & Social Care and Head of Children & Justice	October 2019
E	Developing the entity's capacity	Learning and Development Board Meetings are in place	Head of Children & Justice	October 2019
		Workforce Plan received	Head of Children & Justice	October 2019
F	Managing data	Social Work Governance Group to establish representation on client sharing working group	Head of Health & Social Care	October 2019
		Develop Business Case to deliver replacement for SWiSplus Client index	Head of Children & Justice	March 2020
G	Assurance and effective accountability	Social Work Governance group continues to identify and take forward recommendations from regulatory bodies and internal reviews	Head of Children & Justice	April 2019

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue and Capital Resources 2019-20

The council's Financial Strategy for 2019-20 and Longer Term Outlook to 2027-28, was approved by the Executive Committee in August 2018 and covered the financial year 2019-20. It provided assumptions on the funding for the year and also the principles and assumptions used in preparing the revenue budgets.

Following updates to the Executive Committee, the council approved the budget for 2019-20 on 27 February 2019.

During financial year 2018-19, work has progressed to develop a long term Capital Strategy for the council which details capital investment requirements and how this will assist in achieving the priority outcomes of the council. It also details the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable.

This Capital Investment Strategy was approved by the council's Executive Committee in November 2018 and gives an estimate of potential capital investment and a funding package for the next 10 year period. This is based on current information and will be the subject of further refinement when the ongoing works to develop each of the projects/programmes is complete.

As part of the work to develop the long term Capital Strategy, a number of key areas of spend were identified which will impact on financial year 2019-20. A separate report was presented to the Executive Committee in November 2018, which provided an update on the 2019-20 Capital Programme, based on the Capital Strategy proposed.

5.2. Revenue Budget 2019-20

The Resource has a Net Revenue Budget of £160.708 million for 2019-20. The table below allocates this budget across the services:

NET Budget by Service	2019-2020	
Detail	£ million	%
Adult and Older People	119.589	74
Children and Families	31.760	20
Justice and Substance Misuse	1.273	1
Performance and Support	8.086	5
Total	160.708	100.0%

5.3. Capital Budget 2019-20

The following capital budget is allocated to the Resource for 2019-20:

Capital Programme 2019-20	
Project	£ million
Social Work Care Facilities	2.716
Social Work - Other Projects	0.013
Total	2.729

5.4. Resource Employees

Social Work Resources has 2907 employees as at the end of March 2019. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The council recognises the responsibilities to ensure the health, safety and welfare of all employees who may be affected by the acts, work activities and services provided by the council. We have a Corporate Health and Safety Policy which is supplemented by individual Resource/Service working practices and manuals. The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing.

As a Resource we have recognised a number of specific actions in relation to our workforce. These actions are being addressed through our Workforce Plan 2017-2020. Some of the areas include:

- Introduction of new Legislation – increased demand for suitably qualified and skilled workforce
- High turnover of staff in residential and care and support services
- Mental Health Officers – continue to retain and increase numbers of MHOs
- Age profile of workforce
- Scottish Social Services Council registration requirements
- Gender balance in specific service areas such as Home Care and Residential Care

The number of employees by service is as follows:

Service	Number of employees
Adult and Older Peoples Services	2136
Children and Justice Services	546
Performance and Support	225
Total	2907

Section Six – Action Plan

6.0 Resource Actions for 2019-20

This Action Plan identifies the Resource objectives and associated actions for 2019-20. The Lead Officer responsible for each action and the related measures is identified. Connect objectives are listed in the order in which they appear in the Council Plan. The reference numbers link directly to the Connect next steps which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measure tie into other strategies, plans and frameworks.

Key to Links:	
Connect – The Council Plan – Connect 2017-22	CP – Community Plan
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure*
SDCCS – Sustainable Development and Climate Change Strategy	EQA – Equality Act 2010
BDIP – Biodiversity Duty Implementation Plan	CMP – Carbon Management Plan
CSS – Community Safety Strategy	LTS – Local Transport Strategy
ASBS – Anti-social Behaviour Strategy	SOLACE – Society of Local Authority Chief Executives
SSHC - Scottish Social Housing Charter	Gov – Good Governance

Connect Objective: Improve Later Life			
Resource Objective: Improve services and support to enable adults and older people to maximise their independence			
Action	Measure and timescales	Connect Reference / Links	Responsibility
1. Continue to improve outcomes for people to live in their own homes and communities for as long as possible	Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	Connect 3.1	Performance and Support
	Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	Connect 3.1	Performance and Support
2. Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of adults receiving any care or support who rate it as excellent or good	LGBF	Performance and Support

	(SW4a) in line with national average		
	Maintain performance of the LGBF : Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b) in line with national average	LGBF	Performance and Support

Connect Objective: Improve Later Life			
Resource Objective: Improve services to support older people			
Action	Measure and timescales	Connect Reference / Links	Responsibility
3. As a result of multi-agency inspections, continue to improve outcomes for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	Connect 1.2	Head of Health and Social Care
4. Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF measure: Home care costs per hour for people aged 65 or over (SW1) in line with national average	LGBF	Performance and Support
	Maintain performance of the LGBF: Percentage of people aged 65 and over with long term care needs receiving free personal care at home (SW3) in line with national average	LGBF	Performance and Support
	Maintain performance of the LGBF: Residential costs per resident for people aged 65 and over (SW5) in line with national average	LGBF	Performance and Support

Connect Objective: Improve Later Life			
Resource Objective: Promote good health and wellbeing in later life			
Action	Measure and timescales	Connect Reference / Links	Responsibility
5. Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	Connect 3.7	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Get it right for every looked after child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
6. Improve support for Looked After Children (LAC)	75% of children seen by a supervising officer within 15 days	Connect 2.1	Head of Children and Justice
7. Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	75% of reports submitted to the Children's Reporter within 20 days	Connect 2.1	Head of Children and Justice
8. Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF : The gross cost of "Children Looked After" in residential based services per child per week (CHN8a) in line with national average	LGBF	Performance and Support
	Maintain performance of the LGBF : The gross cost of "Children Looked After" in a community setting per child per week (CHN8b) in line with national average	LGBF	Performance and Support
	Maintain performance of the LGBF : Percentage of child protection re-registrations within 18 months (CHN22)	LGBF	Performance and Support

Connect Objective: Protect vulnerable children, young people and adults
Resource Objective: Getting it right for children in need

Action	Measure and timescales	Connect Reference / Links	Responsibility
9. Implement the Corporate Parenting Strategy and Action Plan	Report the number of looked after children by placement type in order to compare home and community placements on a six monthly basis	Connect 2.2 Connect 2.8 Connect 3.3	Head of Children and Justice
	Maintain performance of the LGBF : Percentage LAC with more than one placement in the last year (Aug-July) (CHN23)	LGBF	Performance and Support
10. Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to Young Carers	Connect 2.3	Head of Children and Justice
	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	Connect 2.3	Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults

Resource Objective: Protect vulnerable adults

Action	Measure and timescales	Connect Reference / Links	Responsibility
11. Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Connect 2.1	Head of Health and Social Care
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Connect 2.1	Head of Health and Social Care
12. Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for local	Connect 2.1	Head of Health and Social Care

	authority welfare guardianship orders		
	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Connect 2.1	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults

Resource Objective: Protect vulnerable children and young people

Action	Measure and timescales	Connect Reference / Links	Responsibility
13. Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	Connect 2.6	Head of Children and Justice
14. Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF : Percentage of children being looked after in the community (CHN9) in line with national average	LGBF	Performance and Support

Connect Objective: Deliver better health and social care outcomes for all

Resource Objective: Deliver better health and social care outcomes for all

Action	Measure and timescales	Connect Reference / Links	Responsibility
15. Implement eligibility criteria/prioritisation framework for equal access to personal outcomes	Roll out and monitor the impact of eligibility criteria/prioritisation for service users and carers on a six monthly basis		Head of Commissioning and Performance
16. Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress against trajectories for the six areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care		Head of Commissioning and Performance

17. Support the implementation of the Integrated Joint Board Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	Connect 3.2 Connect 3.4	Head of Commissioning and Performance
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Connect Objective: Deliver better health and social care outcomes for all

Resource Objective: Promote mental health across the lifespan

Action	Measure and timescales	Connect Reference / Links	Responsibility
18. Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide updates on national strategies, e.g. See Hear, Mental Health	Connect 2.7	Head of Health and Social Care

Connect Objective: Deliver better health and social care outcomes for all

Resource Objective: Promote, choice, control and flexibility in social care

Action	Measure and timescales	Connect Reference / Links	Responsibility
19. Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Self-directed Support (Direct payments and manage personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2) in line with national average	LGBF Connect 3.5	Performance and Support
20. Work in partnership to support carers to continue in their caring role	Remodel current commissioned carer support, information and engagement services by 1 April 2020.		Head of Health and Social Care
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	Connect 8.3	Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Embed sustainable development strategy across Social Work Resources

Action	Measure and timescales	Connect Reference / Links	Responsibility
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21. Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	SDCCS/ Connect 6.8	Head of Health and Social Care
22. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15	ADM	Performance and Support
	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	ADM	Performance and Support
23. Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate	ADM	Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Implement the Community Justice Outcome Improvement Plan

Action	Measure and timescales	Connect Reference / Links	Responsibility
24. Embed national model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	Connect 6.11 Connect 2.9	Head of Children and Justice
25. Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individual's drug misuse and associated offending	98% of clients are first seen within two working days of a DTTO commencing	Connect 6.6	Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Provide access to timely support and interventions for people/groups who are disadvantaged

Action	Measure and timescales	Connect Reference / Links	Responsibility
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26. Support people affected by substance misuse	90% of drug/alcohol clients start treatment/psychological intervention within three weeks of referral	Connect 6.6	Head of Children and Justice
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Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measure and timescales	Connect Reference / Links	Responsibility
27. Ensure high standards of compliance are maintained for Community Payback Orders	75% of offenders on CPO unpaid work requirement are seen within five working days by their case manager	Connect 6.6	Head of Children and Justice
	75% of people starting their placement within seven days of a CPO unpaid work	Connect 6.6	Head of Children and Justice
28. Improve management of all offenders including high risk offenders	Produce MAPPA annual report and present to the Community Justice Partnership	Connect 6.11	Head of Children and Justice
	100% of Criminal Justice Social Work reports submitted to Court by the due date	Connect 6.6	Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Strengthen engagement with service users and carers

Action	Measure and timescales	Connect Reference / Links	Responsibility
29. Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Participation and Involvement Strategy is updated by 1 April 2020	Connect 6.4	Performance and Support

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

Resource Objective: Tackling poverty and deprivation			
Action	Measure and timescales	Connect Reference / Links	Responsibility
30. Contribute to the tackling poverty agenda	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the money matters service on a quarterly basis	Connect 8.3	Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	Measure and timescales	Connect Reference / Links	Responsibility
31. Ensure that high standards of governance are being exercised	90% of risk control actions completed by due date	ADM	Performance and Support
	90% of audit actions completed by due date	ADM	Performance and Support
	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups and social work governance group	Connect 12.2	Performance and Support
32. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Performance and Support
	96% Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	ADM	Performance and Support
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	ADM	Performance and Support

33. Ensure monitoring, compliance and control of externally purchased services	Ongoing monitoring of the quality of care provided by externally purchased services		Head of Health and Social Care
34. Produce annual Chief Social Work Officer Report	Chief Social Work Officer Report is produced and forwarded to Scottish Chief Social Work Officer by September 2019		Head of Health and Social Care

Delivering the Plan and Achieving Best Value

Resource Objective: Develop improvement activity and promote scrutiny

Action	Measure and timescales	Connect Reference / Links	Responsibility
35. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Ensure that Scottish Government Performance Reports are submitted within timescale: Looked After and Accommodated Children; Child Protection; Justice Services; Mental Health; Learning Disability (Esay); Home Care and Respite	Connect 12.8	Performance and Support
36. Ensure registered care services are compliant with health and social care standards	Report on annual care inspectorate evaluations of our 42 registered services.	Connect 2.5	Performance and Support

Delivering the Plan and Achieving Best Value

Resource Objective: Improve the skills, flexibility and capacity of the workforce

Action	Measure and timescales	Connect Reference / Links	Responsibility
37. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities	5% Labour turnover rate	ADM	Performance and Support
	100% coverage of Performance Appraisals (PAs) of employees in scope	ADM	Performance and Support
38. Progress the council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource, e.g. Telecare, SWISPlus	ADM	Performance and Support

39. Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	ADM	Performance and Support
40. Contribute to a fair, healthy and sustainable food system	Contribute to the development of the Council's Food Strategy which will encompass social, health, economic and environmental concerns related to food		Performance and Support

Delivering the Plan and Achieving Best Value

Resource Objective: Promote equality and wellbeing of staff

Action	Measure and timescales	Connect Reference / Links	Responsibility
41. Utilise the council workforce strategy toolkit to review and monitor Resource workforce plans to be in place by 2020	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle	ADM	Performance and Support

Annex 1

Social Work Resources / Health and Social Care Organisational Structure




FINAL DRAFT





Annex 2

Additional Performance Information

Demand Trend

The following selection of key data is based over the past three years. It shows demand for services have steadily increased over time.

Service	2016/17	2017/18	2018/19	Result Trend
	Results	Results	Results	
Children and Justice Services	Protected 662 children through child protection investigations. At 31 July 2016, there were 172 children on the Child Protection Register	Protected 781 children through child protection investigations. At 31 March 2018, there were 152 children on the Child Protection Register	Protected 690 children through child protection investigations. At 31 July 2018, there were 184 children on the Child Protection Register	
	548 children were looked after by the council. Of these children: 288 or 52.6% were looked after at home; (110 of these with friends and relatives); 190 or 34.7% were looked after by foster carers/prospective adopters. 12.8% children were in residential accommodation, 41 or 7.5% in the council area, 13 or 2.4% in residential schools 12 or 2.2% required specialist, out of area placements to meet their needs	549 children were looked after by the council. Of these children: 271 or 49% were looked after at home; (114 of these with friends and relatives); 214 or 39% were looked after by foster carers/prospective adopters. 12% children were in residential and/or secure school accommodation, 50 or 9% in the council area, 14 or 3% in residential schools 15 or 3% required specialist, out of area placements to meet their needs	654 children were looked after by the council. Of these children: 364 or 56% were looked after at home; (189 of these with friends and relatives); 216 or 33% were looked after by foster carers/prospective adopters. 74 or 11% children were in residential and/or secure school accommodation	
	648 people supported to complete a Community Payback order	630 people supported to complete a Community Payback order	972 people supported to complete a Community Payback order	

Service	2016/17	2017/18	2018/19	Result Trend
	Results	Results	Results	
Adult and Older Peoples Services	2,168 older people supported in care homes	2,194 older people supported in care homes	2,092 older people supported in care homes	
	Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 1,215 inquiries which lead to 77 investigations and for adults 65+ we supported 1,011 inquiries leading to 49 investigations	Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 814 inquiries which lead to 138 investigations and for adults 65+ we supported 1,151 inquiries leading to 167 investigations	Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 743 inquiries which lead to 267 investigations and for adults 65+ we supported 1,240 inquiries leading to 546 investigations	 
	88% completed local authority welfare guardianship order within timescale	94% completed local authority welfare guardianship order within timescale	98% completed local authority welfare guardianship order within timescale	

Customer Service Excellence

Customer Services Excellence (CSE) standard aims to make a tangible difference to service users by encouraging provider organisations to focus their individual needs and preferences. Social Work Resources have retained the following CSE Awards and improved upon their score, gaining some extra areas of Compliance plus.

	2017-18	2018-19
Service Area	Compliant Plus	Compliant Plus
Adult Mental Health Services	9	9
Older Peoples Day Care Services	19	23
Older Peoples Residential Care	20	22

Care Inspectorate – Inspection Reports

The Care Inspectorate published guidance “A quality framework for care homes for older people”. The guidance states that from 2018, on an incremental basis, it will roll out a revised methodology for inspecting care and support services starting with care homes for older people. The changes will build on approaches that have been introduced in the past three years: an emphasis on experiences and outcomes for people, proportionate approaches in services that perform well, shorter inspection reports, and a focus on supporting improvement in quality.

The new framework has 5 key questions which can be evaluated at inspection compared to the 4 key quality themes that were previously used. As not all care homes for older people have been inspected under the new framework we have included both gradings carried out under the previous inspection methodology and those under the new framework.

The grades match up as below (new evaluation/old quality theme):

How well do we support people’s wellbeing? / Care and Support

How well is our care and support planned? / Care and Support

How good is our setting? / Environment

How good is our staff team? / Staffing

How good is our leadership? / Management and Leadership

All grading summaries are created from the grading using these combined grading columns. If a care home for older people has been inspected under the new framework and has had all themes assessed then the new evaluation grades will be used. If any themes have not been assessed under the new framework the matching grade from the old quality theme will be used in its place. For all services other than care homes for older people the quality theme grades are used - with the care and support grade being used for the evaluation of "How well do we support people's wellbeing?" and "How well is our care and Support planned?". The breakdown sheets for Theme's 1 to 4 have now been replaced by the combination fields of the new evaluation and the old quality themes.

The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. Social Work Resources manage 42 registered services. During 2018-19 there were 25 Inspections completed by the Care Inspectorate across 4 differing service areas as outlined in the table below. One registered service was inspected twice in one year.

Registered Service	Care Service	Latest Inspections	Care Inspectorate - Quality Grades				
			Care/Support	Environment	Staff	Management & Leadership	People's Wellbeing
Care Homes	Canderavon House	06/02/2019	4 - Good	3 - Adequate	4 - Good	3 - Adequate	
	David Walker Gardens	12/09/2018	4 - Good	NA	NA	NA	5 - Very Good
	Dewar House	26/04/2018	5 - Very Good	NA	NA	4 - Good	
	Kirkton House	17/05/2018	5 - Very Good	NA	NA	5 - Very Good	
	McClymont House	13/11/2018	5 - Very Good	NA	NA	NA	5 - Very Good
	McKillop Gardens	30/10/2018	5 - Very Good	NA	NA	NA	5 - Very Good
	McWhirters House	11/12/2018	4 - Good	5 - Very Good	NA	4 - Good	3 - Adequate
	Meldrum Gardens	02/10/2018	4 - Good	3 - Adequate	4 - Good	3 - Adequate	4 - Good

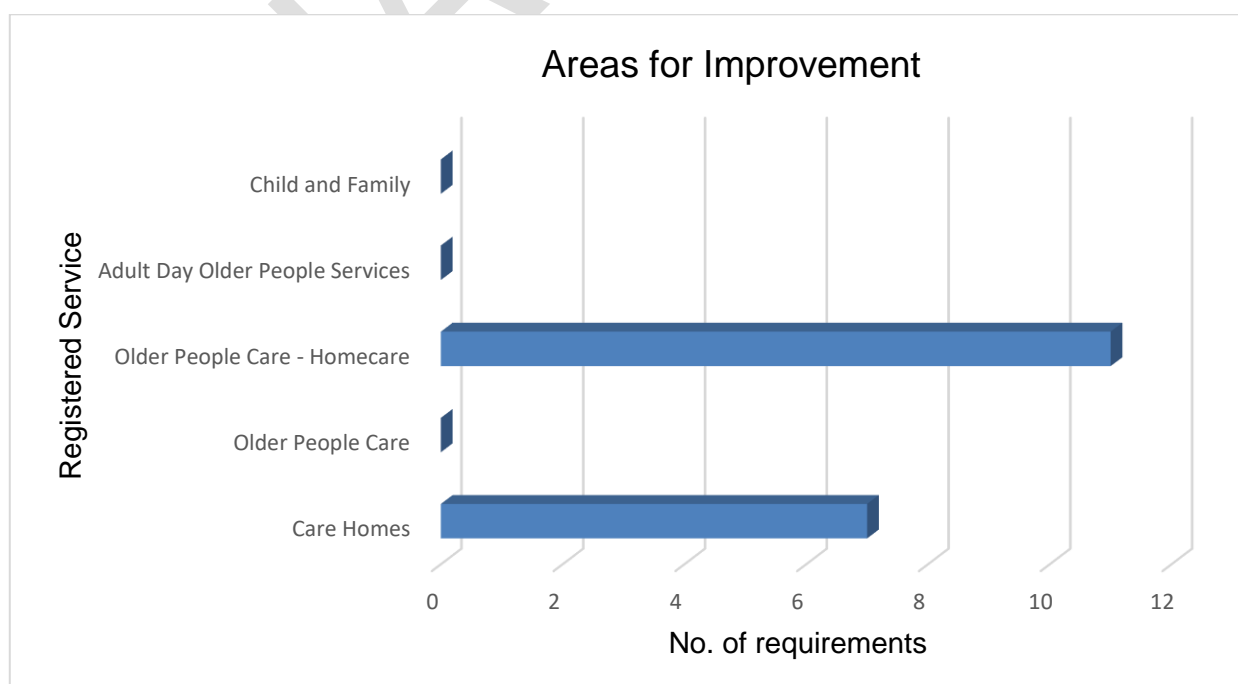
Care Inspectorate - Quality Grades							
Registered Service	Care Service	Latest Inspections	Care/Support	Environment	Staff	Management & Leadership	People's Wellbeing
Older People Care	Jimmy Swinburne RC	15/05/2018	5 - Very Good	NA	4 - Good	NA	
	Parkhall	03/08/2018	5 - Very Good	NA	5 - Very Good	NA	
	Saltire	22/05/2018	5 - Very Good	NA	5 - Very Good	NA	
	Whitehill	24/07/2018	5 - Very Good	NA	5 - Very Good	NA	
Older People Care - Homecare	Clydesdale / Larkhall	26/10/2018	5 - Very Good	NA	4 - Good	NA	
	East Kilbride	27/03/2019	4 - Good	NA	5 - Very Good	NA	
	Hamilton / Blantyre	21/05/2018	2 - Weak	NA	3 - Adequate	2 - Weak	
	Rutherglen	29/10/2018	2 - Weak	NA	3 - Adequate	2 - Weak	

Care Inspectorate - Quality Grades							
Registered Service	Care Service	Latest Inspections	Care/Support	Environment	Staff	Management & Leadership	People's Wellbeing
Adult Day Older People Services	Fairhill Lifestyles	22/01/2019	5 - Very Good	NA	5 - Very Good	NA	
	Care & Support North	16/11/2018	5 - Very Good	NA	NA	5 - Very Good	
	Care & Support South	24/06/2018	5 - Very Good	NA	5 - Very Good	NA	

Care Inspectorate - Quality Grades							
Registered Service	Care Service	Latest Inspections	Care/Support	Environment	Staff	Management & Leadership	People's Wellbeing
Child and Family	Bardykes Road	17/05/2018	5 - Very Good	NA	5 - Very Good	NA	
	Hillhouse Road	27/06/2018	5 - Very Good	NA	5 - Very Good	NA	
	Hunters Crescent	25/04/2018	4 - Good	NA	5 - Very Good	NA	
	Langlea Avenue	26/07/2018	5 - Very Good	NA	5 - Very Good	NA	
	Rosslyn Avenue	23/07/2018	4 - Good	NA	4 - Good	4 - Good	
	Supported Carers	22/01/2019	5 - Very Good	NA	NA	5 - Very Good	

Of the 25 services inspected 20 are in the grade range very good/good, with the remaining 5 in the grade range adequate/weak.

Alongside the graded inspection, the Care Inspectorate may identify areas that require improvement, and areas that they would suggest improvement could be focussed. The following chart outlines the number of requirements for specific service areas in 2018-19.



Social Work Resource Objectives 2019-20

9

Connect Objective: Improve Later Life**Resource Objectives:**

- ◆ improve services and support to enable adults and older people to maximise their independence
- ◆ improve services to support older people
- ◆ promote good health and wellbeing in later life

Connect Objective: Protect vulnerable children, young people and adults**Resource Objectives:**

- ◆ get it right for every looked after child
- ◆ getting it right for children in need
- ◆ protect vulnerable adults
- ◆ protect vulnerable children and young people

Connect Objective: Deliver better health and social care outcomes for all**Resource Objectives:**

- ◆ deliver better health and social care outcomes for all
- ◆ promote mental health across the lifespan
- ◆ promote, choice, control and flexibility in social care

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities**Resource Objectives:**

- ◆ embed sustainable development strategy across Social Work Resources
- ◆ implement the Community Justice Outcome Improvement Plan
- ◆ provide access to timely support and interventions for people/groups who are disadvantaged
- ◆ safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all
- ◆ strengthen engagement with service users and carers

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration**Resource Objectives:**

- ◆ tackling poverty and deprivation

Delivering the Plan and achieving Best Value**Resource Objectives:**

- ◆ deliver and communicate the Council Plan and ensure high standards of governance
- ◆ develop improvement activity and promote scrutiny
- ◆ improve the skills, flexibility and capacity of the workforce
- ◆ promote equality and wellbeing of staff

Report

10

Report to:	Social Work Resources Committee
Date of Meeting:	7 August 2019
Report by:	Director, Health and Social Care

Subject:	South Lanarkshire Adult Protection Committee Biennial Report
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise of the South Lanarkshire Adult Protection Committee Biennial Report

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the actions detailed with regards to public information, awareness raising, self-evaluation and learning and development be noted.

3. Background

3.1. South Lanarkshire Adult Protection Committee (SLAPC) has finalised its fifth Biennial Report covering the period 2016 to 2018. The report highlights the work of the Committee over the last two years and the developments it will embark upon in the future. The work of the SLAPC is reflected in local practice and aims to meet local and national needs in keeping adults safe from harm.

4. Fulfilling Functions

4.1. The SLAPC is responsible for developing and implementing adult protection policy and strategy across and between the multi-agency workforces. Under Section 42 of the Adult Support and Protection (Scotland) Act 2007 the Committee performs a number of crucial functions:

- ◆ to keep under review the procedures and practices of member agencies that relate to the safeguarding of adults at risk in South Lanarkshire
- ◆ to provide information and advice, or make proposals to any member agency or relevant body on the exercise of functions that relate to the safeguarding of adults at risk
- ◆ to promote co-operation and communication within and between the public bodies, third sector, private and charity organisations
- ◆ to promote improvement in skills and knowledge of staff providing services to adults at risk
- ◆ to respond to the requirements of Scottish Ministers as required

5. Adult Protection Committee Business Plan

5.1. The SLAPC business plan sets out the high level priorities for addressing Adult Support and Protection (ASP) in South Lanarkshire and is aimed at frontline service provision with a clear focus on providing improved outcomes for adults at risk of harm

and their families. The SLAPC continually reviews this plan to ensure that its actions are implemented. In turn, the plan informs the priorities for joint self-evaluation and learning and development.

6. Continuous Improvement

- 6.1. The SLAPC continues to ensure quality assurance is an integral part of the adult protection improvement process, with all multi-agency evaluations of adult protection led by the SLAPC Quality Assurance Group. This group maintains an overview of single and multi-agency audit and evaluation activities based on issues of local and national concern and implements findings, actions and outcome measures as a result.
- 6.2. The SLAPC has in place an ambitious programme of multi-agency audit and self-evaluation activity. Over the past two years, self-evaluation tasks have been completed from a number of sources including two large scale multi-agency case file audits, SLAPC Adult Protection in Care Homes and SLAPC and the Care Inspectorate, Adult Protection Key Processes. The audit and self-evaluation activity highlighted that there were strengths across the agencies in terms of keeping adults safe from harm and also identified areas for improvement which continue to be monitored by the Quality Assurance Group via robust action plans.

7. Policies, Procedures and Protocols

- 7.1. The SLAPC designs and evaluates clear and robust multi-agency adult protection policies, procedures, protocols and guidance. It also ensures public bodies and other agencies have in place their own up-to-date adult protection policies and procedures and relevant materials and ensure that these are developed around existing and emerging local and national key issues and that they publish and regularly review their own adult protection procedures. Over the reporting period a number of guidance and procedures have been introduced and reviewed, including, Social Work Adult Support and Protection (Scotland) Act 2007 Procedures, SLAPC Large Scale Investigation Procedures and SLAPC Significant Case Review Guidance (reviewed) (2018).

8. Learning and Development

- 8.1. The importance of professional judgement in dealing with the risk and uncertainty of adult protection situations means that training must be a core consideration. Multi-agency training is an essential component in building common understanding and fostering good working relationships, which are vital to effective adult protection. The Adult Protection Committee is well placed to help develop and deliver such training through its comprehensive SLAPC Learning and Development Programme. Practitioners and Managers can learn about ASP by attending various training events throughout the year. The aim is to continue to raise awareness of ASP and ensure staff know how to recognise and report concerns. Partners are actively encouraged to link with the SLAPC Learning and Development Worker to ensure staff within organisations at all levels have the required knowledge and skills in this area.

9. Public Protection

- 9.1. The SLAPC believe that improved outcomes for the people of South Lanarkshire can be achieved by promoting and facilitating links between all of the Public Protection disciplines. Having these close links ensures that areas of overlap and commonality are identified and that a consistent approach to planning and service delivery continues to be delivered. To that end, a Public Protection Strategy and Action Plan has been developed and the Committee will continue to deliver on its outcomes. Throughout the reporting period, the Public Protection Team have worked closely to develop and implement various joint Protocols and Guidance including, Joint (Child and Adult Protection) Multi-Agency Chronologies Guidance (2017), South

Lanarkshire's Multi-agency Transition and Escalation Processes for High Risk or Complex Cases (2017) and South Lanarkshire's Multi-agency 'Forced Marriage' Guidance (2017) and MAPPA and ASP Joint Operating Protocol (2017). Two Public Protection events have been held to highlight to the workforce the cross cutting themes in the Public Protection arena which were very well received.

10. Statistics

- 10.1. The SLAPC monitor ASP statistics on a quarterly basis and prepare and present a report to both the Adult Protection Committee and Public Protection Chief Officers Group detailing key performance areas. During the reporting period 2016 to 2018, there has been a 4% increase in referrals from 1,998 to 2,006 respectively.

11. Source of Referral

- 11.1. South Lanarkshire Health and Social Care Partnership (SLHSCP) continue to receive ASP referrals from various sources as shown in the following table:

	2016/17	2017/18
NHS	132	172
Scottish Ambulance Service	2	3
Police Scotland	742	657
Scottish Fire and Rescue	32	38
Office of Public Guardian	3	7
Care Inspectorate	19	9
Voluntary Organisation	24	26
Social Work	148	204
Care Home non SLC	220	218
Other Care Provider non SLC	125	165
Other Care Provider SLC	62	70
Self	31	4
Family	31	17
Member of public	5	7
Anonymous	6	10
Other	50	30
Other sources	114	147
Unknown	252	222
Total	1998	2006

- 11.2. SLAPC recognise that ongoing work is required to continue to increase the rate of adult protection referrals from key partners and the public. Training will be targeted at the multi -agency workforce to raise their awareness and work will continue to look at creative ways to engage the public meaningfully in the adult protection agenda.

12. Location of Harm

- 12.1. The location of harm remains varied in South Lanarkshire. Of significance, adults being harmed within their own home account for just under half of all ASP referrals in the period 2016 to 2018. In 2016/2017, the figures show that the second most likely place an adult would experience harm was within a care home 20% (401 ASP referrals) with public areas 15% (307 ASP referrals). In 2017/2018 statistics remain the same in relation to care homes at 20% (399 ASP referrals) with public areas decreasing by 1% to 14% (272 ASP referrals).

12.2. Across South Lanarkshire the number of care home referrals remains high. This may be attributed to improved staff awareness of adult protection, influence from the Care Inspectorate or as a consequence of the care home environment. Given these statistics, care home referrals remain a priority area of interest for SLAPC going forward.

13. Harm Type

13.1. Physical harm continues to be the most frequent harm type reported in the period 2016 to 2018 with statistics showing 26% consecutively. These findings are comparable to those in the last Biennial Report. There continues to be an increase in self-neglect from 9% to 10% and self-harm remains static over the reporting period at 16%. This could be explained by the work SLAPC have been doing to promote awareness and understanding in self-neglect and self-harm cases in staff training and development sessions.

14. Challenges

14.1. The main challenges for the SLAPC over the reporting period have been, and continue to be:-

- ◆ increased demand on services in an ever more challenging financial climate
- ◆ extending public awareness and understanding of adult protection
- ◆ adult protection in relation to care homes
- ◆ ageing population and increasing numbers of vulnerable adults living in our communities

15. Future

15.1. The SLAPC continues to meet its objectives contained within the Business Plan and remains committed to maintain a clear focus on working in partnership to achieve better outcomes for adults at risk of harm in South Lanarkshire. Partners are encouraged to consider their contribution to the work of the SLAPC by ensuring staff across the multi-agency workforce are supported to access the many and varied learning opportunities which aim to enhance and embed their learning of ASP.

16. Employee Implications

16.1. There are no employee implications associated with this report.

17. Financial Implications

17.1. There are no financial implications associated with this report.

18. Other Implications

18.1. There are no additional risk implications associated with this report.

18.2. There are no sustainable development issues associated with this report.

18.3. There are no other issues associated with this report.

19. Equality Impact Assessment and Consultation Arrangements

19.1. 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.

19.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Val de Souza
Director, Health and Social Care

26 June 2019

Link(s) to Council Values/Objectives

Previous References

- ◆ none

List of Background Papers

- ◆ South Lanarkshire Adult Protection Committee Biennial Report

Contact for Further Information

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

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Report

11

Report to:	Social Work Resources Committee
Date of Meeting:	7 August 2019
Report by:	Director, Health and Social Care

Subject:	Community Payback Order Annual Report 2017/2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide assurance that our statutory duty to provide Scottish Ministers with an Annual Report on the operation of Community Payback Orders (CPO) has been fulfilled
- ♦ advise of the range and quality of the activities and projects reflected in the report

2. Recommendation(s)

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

- (1) that the completion of the requirement to submit an Annual Report to Community Justice Scotland, as detailed in Appendix 1, be noted; and
- (2) that it be noted that the report demonstrates a broad range of activities across the requirements CPOs, in particular the Unpaid work activities and projects, with positive feedback from service users and recipients of work.

3. Background

- 3.1. Section 227ZM of the Criminal Procedure (Scotland) Act 1995 places a duty on local authorities to prepare an Annual Report outlining the operation of Community Payback Orders (CPOs). The Community Justice (Scotland) Act 2016 led to the establishment of Community Justice (Scotland) a non-departmental public body funded by and accountable to Scottish Ministers. The annual CPO report is now submitted directly to Community Justice.
- 3.2. The report is required to be a combination of statistical information detailing the number of CPOs imposed by the courts in South Lanarkshire Council (SLC) in the last financial year, the type of requirements imposed and a narrative of the activities and projects undertaken to allow them to fulfil their obligation to the court and their communities.
- 3.3. CPOs were initially introduced in 2011 and provide an alternative to custody with the intention of ensuring that those who commit offences make restitution to the community and engage in services which support their rehabilitation and social inclusion. 10% of the hours can be for "other activity" such as undertaking training to improve employability.

- 3.4. The Annual Report reflects the broad range of activities and projects undertaken across South Lanarkshire over the last financial year within communities and from our workshops. Recipients of the work undertaken by service users on CPO have also contributed to the report reflecting the positive impact our projects have had on people's lives and communities.
- 3.5. The CPO report for SLC was submitted to the Community Justice Authority by the required deadline of 31 October 2018.
- 3.6. CPO Annual Reports from all local authorities will be available on the Scottish Government website and we will make our report available on the SLC website.

4. Report

- 4.1. Over the course of 2017/2018, there have been significant developments in the delivery of the Unpaid Work Service (UWS) creating the conditions for the provision of a successful range of projects outlined in the attached report. Some of the successful projects, individual initiatives and other activity delivered in SLC are outlined below:
 - ◆ the UWS successfully upgraded a storage container for Grow 73, "a volunteer community group focusing on the development of growing opportunities within Rutherglen". This piece of work contributed to improving the environment by transforming an unused piece of land
 - ◆ vulnerable members of the community have been assisted with moving or clearing their homes of unneeded items. This helps ensure that the tenancies are maintained and sustained to a good standard. Some of the beneficiaries in the reporting period have included Burnbank Family Centre, Women's Aid and Shelter Homeless Support Service
 - ◆ the Service has also supported K-Woodlands, a new community engagement programme at the early stages of establishing a community woodland in East Kilbride. One of its aims is to act as a community focus that can help to prevent crime and anti-social behaviour by providing alternative activities especially for young people. The Service has provided on-going support to this project in relation to woodland furniture, pathways, planters and bridges. Many of the items of furniture constructed within our workshop were made from reclaimed wood from K-Woodlands
 - ◆ the Service has also provided gritting and snow clearance for vulnerable individuals living in residential homes within SLC
 - ◆ the Service has also delivered a range of woodwork projects such as the provision of planters and benches to St. Mary's, Hamilton and Bothwell Primary Schools. The addition of an evening wood workshop has increased the capacity of the service to deliver on these projects
 - ◆ there has been significant expansion of "other activity" within the Service which includes for example, the development of a Kitchen Learning Hub led by the Lanarkshire Food and Health Partnership. This service is delivered by a nutritionist and has assisted attendees to develop skills in food and nutrition and achieve a Royal Environmental Health Institute of Scotland (REHIS) certificate in food hygiene
 - ◆ the aforementioned innovative developments within the Service have enabled many service users to improve their employability skills and in some instances to secure employment following their Order
 - ◆ the Service has now begun to use Outcome Star, a tool used to measure a person's progress across a range of dimensions during the time they are working

with the Service. This has offered evidence of improved outcomes for many service users

- ◆ an annual open day-in now takes place every September to promote the work undertaken through the auspices of Community Payback and the beneficial results for the community

5. Employee Implications

- 5.1. There are no employee implications as a result of the CPO Annual Report being published.

6. Financial Implications

- 6.1. There are no financial implications as a result of the publication of the Community Payback Report.

7. Other Implications

- 7.1. There are no risk implications associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. There are no other implications as a result of the publication of the CPO Report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. 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.
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Val de Souza

Director, Health and Social Care

24 June 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ make communities safer, stronger and sustainable
- ◆ protect vulnerable children, young people and adults
- ◆ improve community safety

Previous References

- ◆ Social Work Resources Committee – 7 February 2018

List of Background Papers

- ◆ Community Payback Order Annual Report

Contact for Further Information

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

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Community Payback Order Annual Report

Financial Year: **2017/18**

Local Authority: **South Lanarkshire Council**



Types of unpaid work projects and activities which have been carried out; the total number of unpaid work hours completed during the year; and information and examples that help to demonstrate how communities benefit from unpaid work.

Performance Management Information

In the period of 01 April 2017- 31 March 2018 South Lanarkshire Council Unpaid Work Service (UWS) received 837 Orders with an Unpaid Work requirement which related to 705 service users. The total amount of hours imposed was 101,661.

Order Type	Number of Orders	Total Number of Hours	Average hours per Order
Level 1	457	33,711	74
Level 2	376	67,800	180
Fiscal Work Orders	102	3,850	37.75

The total amount of hours the UWS delivered for the benefit of the Community in the reporting period was 74,027.3 hours.

The UWS delivered 80% of these hours (58,881.5).

Personal Placements accounted for 9% of the hours delivered which is a total of 6973.5 hours.

South Lanarkshire delivered 73% of service users seen within one day of an Order imposed, 78% completed their induction within five days and 77% commenced their placement within seven days.

Of the 889 Orders that were completed in the reporting period 76.3% of those were completed within the timescale originally set by the Court.

Types of Unpaid Work Projects and Activities and Examples

The UWS has a number of ongoing long term projects that they contribute ongoing assistance to the benefit of the community.

In addition, the total number of new referrals that were received by the UWS for the reporting period was 507. These are broken down into areas of work detailing the organisations that have benefitted from the work undertaken by Unpaid Work.

The range of work undertaken means that as well as the community of South Lanarkshire receiving the benefit of UWS users can also develop their skills and knowledge.

Gardening Beneficiaries

Churches: St Vincent's, St Machan's, Trinity Parish, High Blantyre Baptist, Fairhill, Greenhill, Fernhill and Cathkin, St Joseph's and The Blantyre Salvation Army Halls.

Sheltered Housing: Smiddy Court, Lorne Street, Needle Green, Lesmahagow Day Care Centre, Clarkwell Terrace, Park Crescent, Deer Park, Meldrum Gardens.

Other Beneficiaries: Individual referrals from residents, Kirktonholme Primary School, Friends of Langlands Moss, Douglas Water and Rigside Tennants Association, Cambuslang Childcare Project, Lifestyles Whitehill, Friends of Cadzow Glenn, Castlehill Bowling Club, Countryside and Greenspace Clyde Walkway Paths, Covenanter's Memorial Site, Pathfinder's Dogs for the blind, Hamilton Grammar, Coalyard Tea Room, Murray Primary, Blameless Charity/Hamilton Academicals.

Partnership Working with Land Services and Leisure and Culture, identified community areas.

Braehead House

The UWS continues to participate in supporting Braehead House, Crossford, Clydesdale. It is a non-denominational Christian charity healing and Retreat Centre with garden restoration work. The UWS worked alongside the charity volunteers who are installing and clearing pathways, trimming trees and assisting in the restoration of a garden area. The service has been removing tree lines and preparing a large area for turfing and seeding.

Garden Area Before



Garden Area After



Allers Allotments, East Kilbride

Allers Allotments have used the UWS in the past to improve the safety of paths and access to the various plots on the allotments. We were required to lift the existing concrete slabs, level out the ground and re-lay the paving. We were also required to install timber edging to improve the look of the path and create a clear boundary between plot holders.



Painting

Beneficiaries

The service has undertaken work for the following beneficiaries: Knockburnie Road Tenants Association, Canderavon House, Clarkwell Terrace, Meldrum Gardens, Bothwell Bowling

Club, Lunar Gymnastics Club, David Walker Gardens, Cadzow Glen, Individual referrals from Social Work/carers.

Grow 73

Grow 73 is “a volunteer community group focussing on the development of growing opportunities within Rutherglen by coming together with the common purpose of making a positive impact on the environment and the local community by transforming any unused piece of land”. A referral was received from Grown 73 to upgrade their main storage container.

Before



After



House Removals

The service continues to assist the most vulnerable in the community with moving home and/or clear their homes of unneeded items. This helps ensure that the tenancies are maintained and sustained to a good standard. The beneficiaries in the reporting period have been Burnbank Family Centre, Woman's Aid, Shelter Homeless Support Service, Blue Triangle Emergency Housing, Debra Charity, Central Homelessness Team, Y-People, Ballerup Nursery Centre, various Foodbanks and individual referrals by beneficiary and agency colleagues.

Individual Groups

There have been a range of other miscellaneous pieces of work carried out to the value of the following individual groups within South Lanarkshire. Loudon Pond, Ponfeigh Glen Association, Bonnie Blantyre, Uddingston Pride, Tact Community Group, Strathclyde Fire and Rescue, Castlebank Park, Burnbank and Hamilton Bowling Club.

K-Woodlands

This is a new and on-going project for the UWS. A local community engagement programme from East Kilbride is at the early stages of establishing a community woodland area. The programme aims to act as a community focus that can help prevent crime and anti-social behaviour by providing alternative activities especially for young people. The UWS has provided on-going support to this project in relation to woodland furniture, pathways, planters and bridges. Many of the items of furniture constructed within our workshop were made from reclaimed wood from K-Woodlands. We have also assisted in creating themes within the woodlands depending on the occasion such as Halloween and Christmas.



Gritting and Snow Clearance

Throughout the year when the need required it the Unpaid Work teams assisted in clearing paths and gritting pathways near residential homes for older people and other high need areas in South Lanarkshire. Then, due to adverse weather at the start of 2018 (Storm Emma) the UWS were extensively involved in essential gritting and snow clearance to promote safety within the community. A total of 840 hours of service was delivered to make various areas in South Lanarkshire safer for the residents during that period.

Woodwork

Various woodwork projects have been undertaken for the Harry Heaney Centre, St Mary's Primary, Bothwell Primary, Bonnie Blantyre, EK Woodlands and the Village Centre. They have received benches, planters as well as repairing and refurbishing various other items for the benefit of various community organisations.

St John's Primary Blackwood

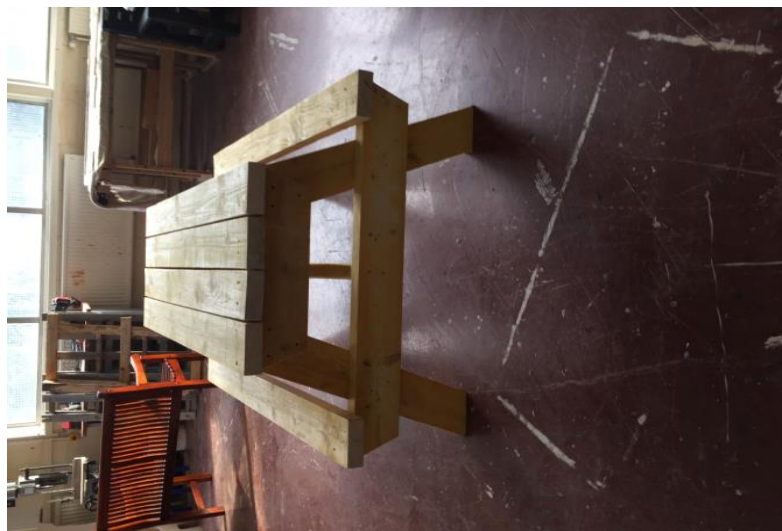
A referral was received from St John's Primary, Blackwood seeking assistance from the UWS to upgrade their raised beds and surrounding garden and to provide outdoor learning opportunities for their pupils. Below is the work that was undertaken and the woodwork that was undertaken demonstrated a particular level of skill and ability from an employee in the Service and the service users they supervised.





Wood Workshop - Evening Service Provision

The focus of the evening workshop is commission based construction and refurbishment of wooden benches and environmental planters to schools, nurseries, community groups, woodland projects and sheltered housing complexes. During this period the evening wood workshop has been increased to two evenings and is now available Tuesday and Thursdays. The evening workshops continue to provide service users who are employed an additional opportunity to complete their Unpaid Work hours. The evening workshops have also been effectively utilised to assist service users, with complex needs, who are unable to complete a full day of Unpaid Work. Here are some examples of the work that has been undertaken in the reporting period.





Community Laundry

During this period the Homecare Laundry facility continued to provide the UWS with two placements five days a week to support home care staff with the collection, washing and delivery of service users' laundry. The Service was delivered five days per week and provided 33 vulnerable members of the community a laundry service. The laundry provision in that format ceased on the 28 February 2018 due to operational changes within Home Care Services. Community alternatives were found for all service users. As such work has begun to refurbish this service to expand the service to the wider community and provide more placements for service users to undertake their Unpaid Work.

Personal placements

The placement co-ordinators and case managers continue to work hard with various community services to increase the range of opportunities available to service users. The take up of this option with the reporting year has been 9% of the total hours delivered by service users, a total of 6973.5 hours. There are a total of 215 placements on a weekly basis across largely local and national charities but also churches, sports organisations, hospices and foodbanks as well as some other innovative individual placements. There have been particular successes with service users continuing to work within their placement upon the completion of their Unpaid Work Order as well as some gaining formal permanent employment as a result. Indeed two service users, upon completion of their Orders, have gone on to achieve management positions within organisations where they undertook their Unpaid Work.

Quotes from people on CPOs and beneficiaries about the impact of the Unpaid Work on them and/or the community.

Service User Feedback

Exit Questionnaire

These surveys are completed with, or sent out to, service users upon the completion of their Order. We recognise that this is an area we would like to develop further to inform future service delivery. Here is a gathered sample of the information from these.

95% said they were provided with enough information about Community Payback at their first meeting;

75% thought Community Payback was a better option than prison;

94% responded stating that upon completion of their Community Payback Order they will be unlikely to offend.

Direct Quotes about the benefits and changes as a result of a CPO:

“Time to reflect on my offence”.

“Made me rethink my lifestyle and choices”.

“It allowed me to serve my punishment in an environment of improvement and having no effect on my employment status”.

“It helped me understand that the crime I committed and help me understand how to tackle it”.

“Made me think before I do anything”.

“Made me get my confidence back”.

“To think before I act, control my actions, attitude etc.”

Snap Survey

Within the UWS we introduced an additional method of seeking service user feedback in the form of a ‘Snap Survey’. It takes place using an Ipad and a preloaded survey case managers undertake with service users either during appointments or at the pickup points for their Unpaid Work. This is in recognition that a number of service users, for a range of reasons, do not complete their Order and as such would not have the opportunity to feedback on the service they have received. This was introduced in November 2017 and is run annually. The following highlights were noted from this survey:

85% agreed or strongly agreed that their experience of Unpaid Work will have a lasting effect on their future choices;

87% were offered the opportunity to undertake ‘Other Activity’;

70% of respondents stated the relationship with their case manager was more effective and helpful

91% were offered to undertake their Unpaid Work more than once per week;

72% were offered additional assistance in relation to their health

60% reported that attendance at Unpaid Work has had a positive or very positive effect on their life

Direct quotes about the effect of attendance at Unpaid Work and effect on your life:

“After a chaotic period of my life it is making me feel like I am once again capable of finding work and living a normal routine again which I feel is going to turn my life around and stay

away from what led to community service (sic)".
"I got to learn new skills".

"Keeps me out the jail and get up and out the house".

"It has taught me not to offend again".

"I've seen how unpaid work has changed in the past ten or so years and can definitely say that they are on the right track to creating a service that is fair and helpful to the service users".

Community and Beneficiary Feedback

Hi Rhoda

I hope you are well. On behalf of Amenity Services, Community Enterprise I would like to thank your Community Payback Teams who were involved in the path upgrade and other works at Allers and Richmond allotments over the last three months. We have a considerable number of elderly plot holders at Allers site and coupled with the topography of the site it can be very difficult to negotiate the path network around the site. One of the main paths was totally refurbished to give a stable, even slabbed path. Another sub path was upgraded and extended, once again to give safe access to and from plots. Plot holders have been very appreciative of the work and have been vocal about it. The bulk of allotment work is obviously undertaken in the summer but a lot of the plot holders work over the winter and this series of path upgrades will ensure a safer surface when the weather and conditions can be very difficult. The teams have also been helping to upgrade plots when they have been vacated. The nature of the site is that once you acquire an allotment you tend to hang on to it, therefore a lot of our plot holders have had their plots for 20-30 years. Sometimes ill health can put an end to a lease and usually when this happens the plot has suffered. Your teams have been tidying up these plot in order that next plot holder receives a plot in a decent safe state. We could not have done this without your assistance and in turn some of the new plot holders would have struggled to deal with some of the re-let plots. For this reason I would like to thank you for the opportunity and the great work from your teams. I have met some of the supervisors: Graham; Linda and Jim. There may be more but I just haven't met them. The supervisors have been extremely enthusiastic and I think this has rubbed off to your client base working at the allotments as the feedback from the plot holders has been great and they have been saying the workers have been working very hard on the various tasks.

Kind regards

Landscape and Environment Office

Hi Linda

Please pass on my thanks to Jim and his payback team. Excellent job clearing and weeding the Townhouse stairs down to glen. Wildflower colour appearing and I have made feature/seats with large logs and some bark.

Kind regards

Andrew

Hi Linda

Neil and his team have been a massive help, we genuinely feel that his support to us makes the biggest difference in us moving forward as community woodland.

Neil has ensured that the outside of our building was presentable to welcome guests from The Forestry Commission, Central Scotland Green Network and visitors from all over Scotland who are members of the Community Woodlands Association. Today was a really

big deal to us and we could not have done it all without their help. We are forever grateful for the support that you all offer to us and appreciate that we are able to think on a bigger scale with the backing we have.

Thank you again for your help and support.

K-woodlands

East Kilbride Community Trust

Hi Linda

Hope Your well? Could you please say a big thank you to the squad that came and cleared our car park this morning? Appreciated from all Tenants & Staff.

Thanks

Sheltered Housing Officer

Hi Linda

I took a walk up today with my manager to meet contractors and saw all the amazing work that Ross and his team have done - the contractors couldn't believe that your guys had cleared it all using hand tools. Please pass on my thanks again to Ross and all involved for a fantastic effort.

Kind regards.

Countryside Ranger Team Leader

Countryside & Greenspace Service

Community & Enterprise Resources

South Lanarkshire Council

Calderglen Country Park

East Kilbride

Hi Linda

Really nice job by your team clearing the stairs and paths along glen.

Thanks

Andrew

Afternoon

Hope your both well – firstly can I say what a great job the squads have been doing since commencing with us at South Lanarkshire Leisure. Noticeable difference to facility presentation already.

Graham,

The path looked good and is what we wanted. Our volunteers were helping plant bulbs along it and were impressed with the work that had been done by your team.

John is a gem of a man our experience so far is that he cannot accommodate enough and always comes across as a positive and has a can do attitude. He has been a genuine find to us and we really cherish having him as a source of support to the work we are currently seeking to improve on.

So please thank him from us as he brings a positive change to our community.

All the best

Grow 73

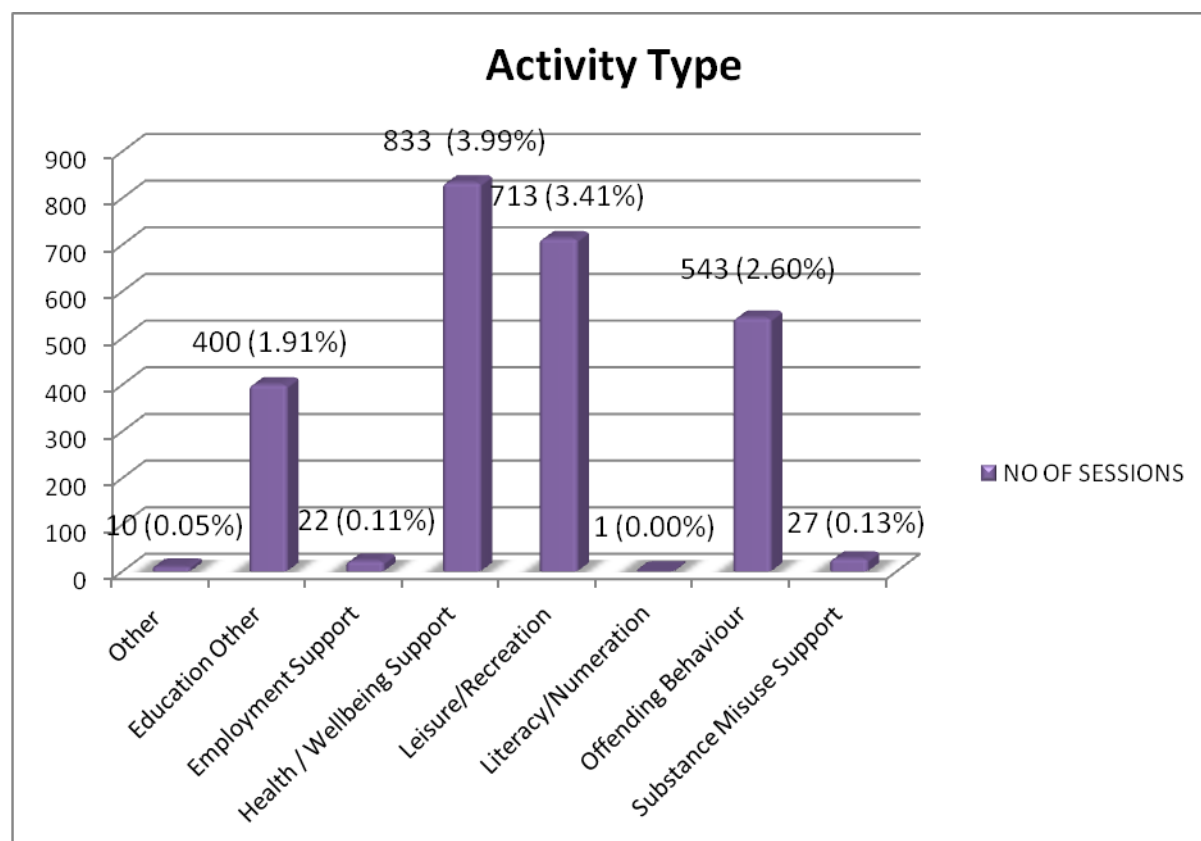
Types of "other activity" carried out as part of the unpaid work or other activity requirement.

Performance Management Information

In South Lanarkshire in the reporting period 10% of all Unpaid Work hours were delivered through the effective utilising of Other Activity. This represents 7266.9 hours in total.

As detailed in the service user 'Snap Survey' feedback 87% of service users survey advised that they were given the opportunity to undertake Other Activity as part of their Order.

The breakdown of the areas of other activity are as follows:



Examples of Other Activity

Detailed below are specific examples of the range of Other Activity options available to service users in South Lanarkshire. There is an extensive 'menu' of options as well as service users being encouraged to seek out appropriate and relevant options within their communities.

Kitchen Learning Hub (KLH)

This is facilitated by the Lanarkshire Community Food and Health Partnership. The KLH is a service delivered four days per week by a nutritionist within our kitchen facility at Auchentibber. The KLH has provided our service users with the opportunity to develop their skills and knowledge in relation to food, nutrition, health, hygiene and well-being. The KLH staff member is qualified to deliver REHIS accredited programmes to our services users including; one day - REHIS Food and Health Certificate, two days - REHIS Food and Hygiene Certificate. This qualification has been achieved by 41 service users as well as seven members of staff members within the service. The delivery of these certificates is ongoing on the first two days of every month as a means to provide our service users with an opportunity to increase their employability, skills, knowledge and confidence. Training our

own staff has enabled the service to build contingencies for other options for service users across the seven days the service is delivered.

Police Scotland Groupwork Sessions

We have an on-going partnership with Police Scotland which involves two Police Constables delivering a groupwork session aimed at breaking down barriers between those on Unpaid Work and the Police. It increases service user knowledge and understanding of the role of Police Scotland at the arrest stage. These groupwork sessions are delivered every four weeks.

IT Drop- In Sessions

Consultation was held with Community Learning and Home School Partnership Team and plans were made for them to delivery and IT Drop-In Session every Monday morning within our IT suite, this commenced in October 2017. This partnership was sought out with particular considerations of the introduction of Universal Credit which went live in South Lanarkshire in October 2017. During this period the IT Drop in session has delivered service users with assistance in relation to a variety of matters including; benefits, access jobmatching website,CVs, completion of an applications online and setting up an email address.

Steps to Excellence Programme

As a further result of consultation with Community Learning and Home School Partnership Team, arrangements were made for a member of their team to deliver Steps to Excellence which is a self-development course aimed at helping people understand the workings of their minds and allow the person to use it to be more effective in their life. The feedback from both the facilitators and the service users attended was wholly positive.

CSCS Card

Consultation and plans were developed in January 2018 by one of our case managers to assist service users in gaining their CSCS card. This is a requirement for any person seeking to gain employment within the construction industry. Additional support classes, access to computers and consultation with a provider of the CSCS Certificate were available to our service users to support them in gaining this certificate to increase their employability opportunities.

Well Clinic Nurses

Health and Wellbeing support continues to be provided by the Community Practice Nurses, who visit Auchentibber twice monthly and Lanark Local Office once per month. The aim of Well Clinic is to offer a cardiovascular risk assessment health check with supportive information and interventions structured to reduce the risk of heart disease, diabetes and stroke by identifying people at risk of developing these conditions. The opportunity to discuss any other health concerns is given including mental health as well as any other physical health concerns. Other issues discussed include the transmission of blood borne viruses with the opportunity to have confidential testing the results of which are provided in Partnership with NHS Lanarkshire Harm Reduction team.

South Lanarkshire Leisure

We have ongoing partnerships with South Lanarkshire Leisure and Culture who provide service users who attend with evidence of their attendance at centres to contribute toward their Other Activity hours. This is encouraged for service users who report mental health issues, anxiety, and lack of structure to their day or other health issues. The Well Clinic Nurses also assess service users for leisure and recreational opportunities if they attend

their health check service.

Addiction Support

There continues to be positive links with locality addictions services as well as third sector providers of support in this area. The aim is to ensure service users receive the support and help they need to not only undertake their Unpaid Work and make reparation to their communities but to get help when it is needed to address their addiction issues longer term.

Women's Hubs

Women who are subject to Unpaid Work only can be referred to the South Lanarkshire women's hubs which take place in each locality on a weekly basis. This gives women the opportunity to experience and access a range of services to contribute to improved wellbeing, skills development and reduce risk of further involvement in offending behaviour. More details on the Hubs are detailed further on in this report.

Chance to Change

This is an organisation that works with 16–29 year olds to help them change their lives for the better. It is a mentoring project for those with health issues, addiction issues or involvement in offending behaviour. The programme aims to work intensively with these young people to help them overcome the barriers and develop stronger life skills to assist them to turn their lives around.

Unlocking your Potential

This is a six week group work programme, which was delivered in Lanark Local Office as Other Activity. The aim of the programme is to enable group members to identify their skills and strengths to make positive changes to their behaviour, decision-making, lifestyle, relationships and communication. This is delivered through individual and group work exercises as well as homework tasks. Exercises are mainly CBT based and incorporate different learning styles including visual and written tasks as well as group discussions. Material used during this programme was gained from the Essential Life Skills Programmes including exercises associated with; what is important in life, Increasing Positive Energy and Taking Stock of your skills, Thoughts, Feelings and Behaviour (Emotional Development), Positive Thinking, Self-Talk and Reframing Thoughts, Emotional Management and Effective Communication.

Sacro

Until March 2018, Sacro delivered a modular group work programme within Auchentibber Resource Centre and Lanark Local office. The modules include Offending Attitudes and Behaviour, Values and Morals, Conflict Resolution/Self Control, Personal Choices/Consequential Thinking, Community Inclusion/Hate Crime, Drug and Alcohol Awareness. Over their time in the service 1417 service users accessed the support with a total of 8000 hours delivered through Unpaid Work and other activity.

Moving the Goalposts (MTGP)

This was a partnership which utilises a portable football pitch and specialised coaches to deliver the 'Moving on Project' for individuals subject to a CPO. The Project introduced attendees to a wide variety of football skills and tactics to allow successful attendees to coach others voluntarily or to seek employment.

Road Traffic Group

As detailed further in this report this is a group work programme run by Justice Services for those who have a conviction for a road traffic offence. For those service users who do not

have attendance at the programme as a requirement of their Order they can access attend this intervention group.

Celtic Foundation Gateway Project

Supports those furthest away from the labour market in income deprived areas to address health issues and provide better access to employment, education and training opportunities. It runs one day per week for ten weeks to promote healthier lifestyles which includes cooking healthy meals and other workshops in relation to overall wellbeing.

Some Individual examples

There are examples of innovative use of the Other Activity agenda within South Lanarkshire. Case managers have supported service users to access Mindfulness sessions and another utilised an interest in Boxing and this was facilitated. This ensures that service users themselves have the opportunity to contribute to their involvement in decision making about how to best meet their needs.

Activities carried out to consult prescribed persons and organisations, pursuant to section 227ZL of the 1995 Act, and wider communities on the nature of unpaid work and other activities and how the consultation results helped determine which projects were undertaken.

The Placement Co-ordinators within the service ensure they have regular liaison with ongoing and new projects on a regular basis. This ensures that we can prioritise projects with knowledge of the wider programmes being delivered across the authority. They continually look at ways we can improve service delivery and offer innovative and creative solutions to deliver high standards community projects.

The South Lanarkshire Community Planning Partnership meet on a quarterly basis and a standing item on the agenda is the Quarterly report that the UWS complete. This ensures that our partners are made aware of key initiatives and specific outcomes from the service. It also promotes the knowledge and understanding of the service and the work it does and enables links to be established with wider community partners across the Partnership.

On 06 September 2017 the Operations Manager and a Team Leader from the service attended a training event for the Justice of the Peace for Lanarkshire. This event was to raise awareness of CPOs and also to discuss what specifically UWSs deliver across both North and South Lanarkshire. This was an opportunity to highlight the opportunities for service users to get additional assistance and support while subject to Unpaid Work. This was a productive networking event which generated a lot of discussion and information sharing. The feedback we received from the Sheriffdom Legal Advisor was positive and agreement that we will deliver inputs when required in that format.

On 13 September 2017 the UWS held an Open Day. This was an opportunity to bring together all the partner organisations, community beneficiaries and all organisations with an interest in the service and what we do. This was a well attended event with positive feedback. It allowed colleagues, elected members and the range of organisations that work with us to see all the range and type of work that the service delivers and contribute to continued improving relationships and engagement with those who work and are invested in the South Lanarkshire community.

The UWS has worked with colleagues in South Lanarkshire's Community and Enterprise team. Following their Neighbourhood Planning Area Survey Results (dated 26.01.2018) we met to look at how our UWS could contribute to their plans to make a difference in the most deprived areas of the local authority. From this we have provided resources and Unpaid

Work teams to assist with tasks those specific communities have requested assistance with while being clear the communities themselves are responsible for change and improvement.

Within the reporting year a team leader from the service has attended various community group meetings to promote the UWS. These have been opportunities to advise groups of the work the service undertakes currently and to look at developing service delivery in line with the ongoing needs identified by the community.

Use by the courts of CPO requirements other than unpaid work, for example what, and in what way, different requirements are being used for those whose offending is driven by drug, alcohol and mental health issues; or how requirements such as programme or conduct are being used to address offending behaviour.

Performance Management Information

In the period of 01 April 2017- 31 March 2018 South Lanarkshire Council received 1177 new CPOs. The breakdown of the requirements that were imposed are as follows:

Requirement	Total
Supervision Requirement	662
Unpaid Work or Other Activity Requirement	827
Alcohol Treatment Requirement	6
Compensation Requirement	29
Conduct Requirement	245
Drug Treatment Requirement	0
Mental Health Treatment Requirement	1
Programme Requirement	30
Residence Requirement	11

The service is delivered across the four locality areas (East Kilbride, Hamilton, Lanark and Rutherglen/Cambuslang). While Supervision is the second most common requirement imposed by the Courts and following that Conduct requirements are most used requirement. Analysis of this has informed that the Courts often impose conduct requirements directing service users to complete focused work rather than the use of programme requirements.

Throughout the reporting period South Lanarkshire have continued to develop, deliver and promote specific interventions for service users to address their offending behaviour.

Group work

Change

The CHANGE programme is delivered to males convicted of domestic abuse offences. During the reporting period one group was delivered in the Lanark locality and was completed by six men. Woman's Aid in South Lanarkshire have again offered a service with regards partner work. They also facilitate a session on the impact domestic abuse has on children. There were staffing issues in running another group work programme that resulted in work undertaken to secure an alternative programme which will be reported on next year.

Road Traffic

The Road Traffic Group is a well established programme which raises awareness of the costs and impact of road traffic offending. There is a range of additional inputs delivered from partner agencies in the delivery of this programme including Police Scotland, Scottish Fire and Rescue, Ambulance Service and Occupations Therapy. It allows participants to reflect on and change their attitudes in relation to offending of this nature. The group runs twice per year and in the reporting periods seventeen service users completed the group.

Moving Forward: Making Changes (MFMC)

MFMC is the nationally accredited behavioural programme designed to provide treatment for men who commit sexual offences or offences with a sexual element. MFMC is designed to help participants lead a satisfying life which does not involve harm to others. The programme is delivered in modules and tailored to meet participants' treatment needs. The programme benefits are to reduce offending; to increase self-confidence and self-esteem, to improve relationships and to identify positive goals and the steps to achieve them. Within the reporting period we have appointed a new Treatment Manager for the programme. We have developed the screening processes to ensure that all service users convicted of a sexual offence are screened by a panel of the Operations Manager and Treatment Manager. This ensures there is a consistency of service delivery for all service users and clear treatment pathways and supports offered to all service users, even if they are not assessed as suitable for MFMC group work intervention.

Women's Hubs

The Women's Hubs have been operational in South Lanarkshire since 2014. The Hubs continue to expand and develop across the four locality areas of South Lanarkshire. In the reporting period they have participated in an eight week programme delivered by Scottish Recovery Network and hope to train other attendees to deliver the 'write2recovery' in their local communities. They have also set up a recovery cafe which is now being delivered by Addaction). They have also linked with services for the hearing impaired as one of the members communicated using sign language. A number of women have undertaken the six week training to learn British Sign Language. Carlisle and Lanark hub women participated in the Race for life running event last year and have opted to participate again this year. Yoga sessions are also offered in some Hubs. The Hubs also provide opportunities to undertake various Arts and Crafts opportunities. Women have become involved in a knitting project to help support local charities and hospital children's units by providing knitted blankets and hats for premature babies.

Drug Testing and Treatment Orders (DTTO)

During the reporting period the Lanarkshire DTTO Team provided a service to individuals residing in both North and South Lanarkshire; covering Airdrie, Hamilton, Lanark and Glasgow Courts. Clinics were held at the DTTO base in High Patrick Street, with outreach clinics at Lanark and Coatbridge. Clinics in Coatbridge were facilitated in the Health Centre which provided opportunity for collaborative working with health services, and service users were supported to access other services.

Period 1.04.17 – 31.3.18	North Lanarkshire	South Lanarkshire
No. of assessments (1 st and 2 nd stage)	104	104
Total number of Orders commenced	19	33
Number of service users	15	25
Successful completions	12	12
No. of Orders revoked after review	8	26
No. of Orders breached	2	3
Total no. of Orders completed/terminated (no. of service users)	22 (16)	41 (28)

Peer support and structured group work were facilitated by DTTO staff and these were

positive for service users and partner agencies. DTTO team arranged events/activities, on both group and individual basis to support social inclusion, and involvement with local groups and leisure services was encouraged and supported. DTTO staff worked with the Women's Service to access additional support for women subject to a DTTO and this was available to service users in both SLC and NLC. A number of service users completed courses with Venture Trust, other partner agencies include Chance to Change, Addaction, LAMH and Routes to Work. The DTTO team work closely with other Social Work disciplines in respect of public protection issues to support individuals and their families, also collaborative approach in relation to supervision of concurrent CPO Unpaid Work requirements which helps to reduce potential breach of other Court Orders, and strong links with local Housing Services have been key in assisting service users to access and maintain their own accommodation.

High Risk Offenders Team (HRO)

South Lanarkshire Council continue to have a small dedicated High Risk Offenders Team. This team has expanded in the reporting period to include a further part time Social Worker post. This team manage complex service users subject to statutory supervision; deliver offence focused interventions in the form of MFMC as well as individual work in the area of sexual offending. In addition they provide a consultative support role for locality staff to improve knowledge and understanding of sexual offending. The small team offer co-working and shadowing opportunities to qualified and unqualified staff to develop the skill base across the service. In the reporting period a member of staff undertook the training in The Stalking Risk Profile (SRP) tool. SRP is a structured professional judgement tool used to guide risk assessment in relation to stalking situations and looks range of static (fixed) and dynamic (changeable) risk factors related to stalking. Typologies of different stalking behaviours are used to tailor the risk assessment to the particular circumstances of the case. This assessment has been used to inform assessment at the CJSWR stage to assist practitioners to develop management and intervention plans in line with the specific risks related to their offending behaviour.

Court Services

The Court service has undergone a review of the service and it continues to be run as a Pan-Lanarkshire team. This review has provided an opportunity to explore in depth the processes, practices and services we provide with a view to developing their efficiency and effectiveness. It is envisaged this work will be concluded in 2018/19.

As part of the court Social Work Services we provide in conjunction with National Standards this includes custody interviews for all 16-21 year old's and those identified as vulnerable adults. Welfare needs assessments are undertaken and contact with appropriate service providers made where appropriate. We provide Bail Supervision assessments and Supervision at the request of the court. This service aims to prevent further offending and signpost service users to a range of universal services. Assessment of needs are a key part of the work undertaken by Bail Supervision Services. Examples of this would be where there are concerns relating to adult protection and financial exploitation of a service user. Early identification of needs provides the opportunity of the appropriate referrals and measures being taken to prevent further risk of harm.

Court Social Work Staff provide advice and information in the form of both verbal and written stand down reports to the Sheriff's which support the efficiency of court business.

Women at risk of custody is also a key area of development for our Justice Services. Through our custody interviews and post sentence interviews we promote our Women's Hubs Services. Through a dedicated Court Social Work Assistant, we ensure timely referrals are made and immediate support provided to women experiencing the justice

system.

Regular court liaison meetings are held within each court with Sheriff's, Court personnel and the Procurator Fiscal Service. This provides an opportunity to share experiences and awareness of issues relating to the provision of court services.

We recognise a key priority for Court Social Work Services is to, where appropriate, offer other alternatives to custody. This is particularly relevant to those under the age of 18 years old. Where additional support and need is identified for a young person presenting at court staff we are able to access the Link Project which is managed under our Children and Families Service. This service provides intensive support to young people in the community and released from custody to address offending behaviour and look at employability opportunities.

South Lanarkshire Court Services Team manage the Diversion from Prosecution Service. The service provides assessment and intervention, and undertaking work with clients as appropriate. Referrals are received from the Procurator Fiscal Service usually for offences where it is not in the public interest to prosecute. Each person's offence(s) and circumstances are assessed individually with an agreed action plan put in place to address any needs identified.

Diversion services are able to provide a range of options from not for profit organisations as well as our own local authority providers.

An example of this would be working with Action For Children Employability Service for a young person who is presenting with difficulties in respect of isolation and daily structure. Similarly our Women's Hub's offer support and practical assistance to females on diversion to promote desistance from further offending.

Any issues affecting access to services which are provided by other partners (for example, drug and alcohol services) and, where such issues have been identified, what work is underway to resolve them.

It has been identified that there is an increasing role for Social Work in general in relation to Adult Support and Protection issues as well as the ongoing role of child protection. With particular consideration to the role of Justice Services to ensure that we continue to improve ways of managing this area of work in a manner that keeps people safe and contributes to wider agendas in these areas.

From the MAPPA development day that is held annually Justice Services take actions to look at the needs that are presenting across the multi-agency partner group and look for solutions to improve performance in this area.

Any other relevant information. This might include details of work which is carried out with people on CPOs to address their offending behaviour but which does not fall into the category of a specific requirement.

Detailed below are examples of some of the work undertaken with individuals subject to CPOs which highlight good practice and positive outcomes.

Good Practice examples

Please find below a range of examples of the innovative work that is undertaken by South Lanarkshire council in relation to those subject to CPOs and positive outcomes achieved for individuals as a result.

The Lanark Women's Hub had a number of women who participated in the 5k 'Race for

Life'. In light of the particular vulnerabilities of the group in relation to substance misuse and health issues this was a magnificent achievement. The women were able to participate and become a bigger part of their wider community with a direct contribution to the fund raising efforts. The women have been so enthusiastic about their participation they have agreed to get fitter to attend this event on an annual basis.

There was a case of a young female who had been known to social services in England and had been noted to be vulnerable. She had moved to the area and had given birth to her first child. She was subject to a CPO for a first offence and was living with her new partner in homeless accommodation. This case required joint work with children and families team to co-ordinate services and support for her and her child. Despite initial resistance hard work to build a positive working relationship assisted in change and the outcome was successful completion of the CPO, stable accommodation and no further involvement from Social Work Services.

A male service user with a history of offending behaviour linked to alcohol use and volatility, aggression and previous non compliance. When first made subject to the CPO he was in poor health, physically and mentally. Hard work was undertaken to build a positive relationship to advocate on his behalf to access a range of community support services. Referral to a CPN, Substance Misuse Team and Money Matters all helped establish greater stability and independence in the community. This foundation provided greater focus to work on his thinking styles/constructs. Supervision and multi-agency supports helped him develop positive strategies to manage his emotions more effectively (mindfulness, self-calming, obtain correct medication). Supervision sessions helped him to identify his triggers and impact of his peers/family during periods of relapse. This has resulted improved health, reduced alcohol use and going on his first foreign holiday. This has been his longest period of time outwith the Justice System which at the point of writing was over a year ago.

A female service user who had been convicted of drink driving twice in an 18 month period. Initial presentation was with alcohol misuse issues and was prescribed anti-depressant medication. She was referred to and engaged with appointments with Substance Misuse Team and Mental Health Services during the course of her Order. She completed the Road Traffic Offenders Programme and ceased the use of alcohol which improved both her understanding of her behaviour as well as improving relationships and health. She managed to maintain her employment and continue with her university course. Given these significant positive changes an application to discharge her Order early was made to court and accepted.

A male service user at the commencement of the Order had been unemployed for eight years due to mental health issues. He had significant mental health issues in respect of self harming and suicidal ideation and diagnosed with PTSD. Alcohol use was the precipitating factor in his offending which resulted in his coming to the attention of the court frequently and struggling to comply with statutory Orders. Following a detailed assessment he engaged with supports to manage his alcohol use and mental health issues. He then went on to successfully complete the Venture Trust Course, engaged with Adult Literacy and engaged with the Celtic Foundation Gateway Course. He attended a rugby course involving playing in a team which then led to him gaining full-time employment as a sport coach.

One service user had previously commenced a DTTO in 2014 but the Order had been revoked due to poor compliance. This individual was referred back to our service in 2017 and following positive assessment the court imposed a further DTTO. Over the course of a 12 month Order this individual evidenced a considerable period of being drug free, engaged with Housing Services, and accessed employment.

One of the women involved with our Women's Hubs has also been successful in being chosen to complete her own short film with members of Community Justice Scotland. This will be shown nationally and will form part of the new Community Justice Scotland internet and social media campaign, helping to encourage members of the public to consider the impact of a community based approach to tackle offending behaviour.

A service user subject to life licence conditions was supported to access new opportunities in relation to developing his own business. The individual involved was initially supported to develop his communications skills, through adapted practices techniques to help meet his individual learning needs. The individual is now successfully self-employed and now has a thriving business as well as ongoing involvement with a number of community projects and youth groups throughout South Lanarkshire, where he provides support, guidance and encouragement to young people to help them to express themselves through the use of art.

A service user who in the past had developed a lengthy pattern of offending behaviour spanning from their early teenage years; leading to statutory Social Work involvement as a child followed by periods on remand and time spent in prison serving custodial sentences. This year, however, the individual in question while subject to a CPO has moved in to his own tenancy, become involved in a new stable relationship and has successfully undertaken a full-time gas and plumbing engineering course. He is currently continuing his training and has become a father to a new born baby girl and has not been involved in any further offending behaviour.

Completed By: Allison Grubb, Operations Manager, Justice Services

Date: 30.10.2018

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Report

12

Report to: **Social Work Resources Committee**
Date of Meeting: **7 August 2019**
Report by: **Director, Health and Social Care**

Subject: **Thematic Review of Self-Directed Support**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of the outcome of the Thematic Review of Self-Directed Support in South Lanarkshire Council

2. Recommendation(s)

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

- (1) that the outcome of the Thematic Review of Self-Directed Support in South Lanarkshire Council be noted; and
- (2) to note that the Committee will be updated in relation to the development of the Action Plan in one year's time.

3. Background

3.1. The Thematic Review of Self-Directed Support in South Lanarkshire Council led by the Care Inspectorate, was undertaken jointly with Healthcare Improvement Scotland. The inspection teams included associate assessors with lead roles in Self-Directed Support (SDS) in partnerships and other organisations across Scotland. The Review was conducted during the period 22 October 2018 to 5 November 2018.

3.2. The main purpose of the Review was to improve the Care Inspectorate's understanding of the implementation of SDS in Scotland and to support improvement in the delivery of this agenda. The Review sought to find out if the principles and values of SDS are being met and delivering positive personal outcomes.

3.3. The Care Inspectorate gathered the views of staff across social work, health and provider organisations in South Lanarkshire Council. This included:

- ◆ an online survey between 27 June and 13 July 2018 to gather the views of staff in relation to SDS, 136 staff participated in the survey
- ◆ the issue of questionnaires to supported people to capture their perspectives on how SDS had shaped their experiences of services, completed by 10 people
- ◆ file reading of 60 supported people who received a social work assessment and subsequent care and support services
- ◆ file reading of 20 people who had been signposted to other services at the point of enquiry
- ◆ meetings with a further three supported people and 10 unpaid carers to listen to their views about their experiences of services

- ◆ conversations with various staff from a range of agencies who worked directly with supported people and unpaid carers

4. Evaluation

- 4.1. The Care Inspectorate award evaluations on the basis of a balance of strengths and areas for improvement identified under each quality indicator. The evaluation is not a simple count of strengths and areas for improvement. While each theme within an indicator is important, some may be of more importance to achieving good outcomes for supported people and unpaid carers that they are given more weight than others. Similarly, weaknesses may be found which impact only on a small number of individuals, but are seen to be so significant, or present such risks, that they are given greater weight. All evaluations are based on a thorough consideration of the evidence.

5. Quality Indicators

- 5.1. There are nine quality indicators identified within the report. The following sections provide the evaluation score, a summary of the findings and actions required for improvement.

6. Quality Indicator 1 – Key Performance Outcomes

- 6.1. Supported people experience positive personal outcomes through the implementation of SDS. Evaluation score: adequate.
- 6.2. Summary of achievements
The following provides a summary of achievements recognised within the report:
 - ◆ creative use of personal assistants, going beyond traditional role
 - ◆ improving positive outcomes for people, in particular those with a learning and physical disability
 - ◆ supported people and staff agreed that there was evidence of positive outcomes for people
 - ◆ Partnership agreement on an SDS team to work directly with IT, giving them the autonomy to make changes happen
- 6.3. Care Inspectorate recommendation for improvement
The Partnership should take action to ensure that it is able to robustly record, measure and report on the personal outcomes being achieved as a result of SDS on an individual and aggregated basis.

7. Quality Indicator 2 – Getting support at the right time

- 7.1. Supported people are empowered and have choice and control over their social care and support. Evaluation score: adequate.
- 7.2. Summary of achievements
The following provides a summary of achievements recognised within the report:
 - ◆ independent organisations supporting people with help and advice, good positive relationships which take control, the Partnership has strong commitment in their support
 - ◆ strong commitment to advocacy
 - ◆ eligibility criteria will help us to look at community support and involvement
 - ◆ staff felt there were good conversations when discussing outcomes
 - ◆ staff shared information timeously
 - ◆ board game and passports are helpful and user friendly
 - ◆ positive steps taken around 'Building and Celebrating Communities Programme'

7.3. Care Inspectorate recommendation for improvement

- 7.3.1. The Partnership should gather evidence to understand the impact of 'signposting', preventative and early intervention services.
- 7.3.2. The Partnership should evaluate the impact of changes to its eligibility criteria policy and how these might impact preventative and early intervention services.

8. **Quality Indicator 3 – Impact on staff**

- 8.1. Staff feel confident, competent and motivated to practice in an outcome-focused and person-led way. Evaluation score: adequate.

8.2. Summary of achievements

The following provides a summary of achievements recognised within the report:

- ◆ majority of social work staff felt confident about their understanding and practice of SDS
- ◆ formal structure now in place to support staff via the SDS team
- ◆ staff felt confident in having good conversations about risk
- ◆ Team Leaders and Social Workers involved in decision making around assessments and budgets, staff able to contribute to making it person centred
- ◆ consistent message from staff that the SDS team were supportive
- ◆ staff felt SDS team helped them to understand systems and process and gave them the opportunity to reflect in practice. This is a critical element and constant link to practice, values and principles of SDS
- ◆ support for staff was a key feature of the SDS work plan. The document carried a large number of actions to help support staff in its implementation and effectiveness. This meant that support for staff was embedded in the Partnership planning. This reflected in the staff survey where 70 per cent felt leadership team encouraged creativity and innovation

8.3. Care Inspectorate recommendations for improvement

The Partnership should take action to develop health staff to be knowledgeable about SDS and build their confidence to enable them to support the delivery of SDS.

9. **Quality Indicator 4 – Delivery of Key Processes**

- 9.1. Key processes and systems create conditions that enable supported people to have choice and control. Evaluation score: adequate.

9.2. Summary of achievements

The following provides a summary of achievements recognised within the report:

- ◆ in the last 12 months steps have been taken to review the system and processes to implement SDS effectively
- ◆ gathering feedback from staff has shown effectiveness and is a work in progress
- ◆ changes in assessment has improved consistency
- ◆ assessment gives scope for supported persons' views
- ◆ support plan in place to compliment assessment
- ◆ asset based support taking place in some areas
- ◆ some evidence of work with the supported person to develop their own informal networks particularly in LD
- ◆ staff have positive attitude to managing risk
- ◆ managers and staff enable positive risk taking
- ◆ evidence of technology being used in positive risk taking
- ◆ positive discussions around options

9.3. Care Inspectorate Recommendation for improvement

- 9.3.1. The Partnership should engage with supported people and unpaid carers to find ways of ensuring they are involved and informed in the process for finalising budgets.
- 9.3.2. The Partnership should ensure it records that people agree with their assessment and support plan, in line with the principles and values of SDS. The Partnership should ensure that people have copies of their assessment and support plan, should they so wish.

10. **Quality Indicator 5 – Policy development and plans to support improvement in services**

- 10.1. The Partnership commission's services that ensure supported people have a range of choice and control over their social care and support. Evaluation score: adequate.

10.2. Summary of achievements

The following provides a summary of achievements recognised within the report:

- ◆ Partnership is taking positive steps to increase range of providers available for the supported person
- ◆ engagement events held for the public have helped to shape the Strategic Commissioning Plan and has a focus on SDS
- ◆ commissioning leads had analysed and assessed the levels of supply and demand for care and were confident there was enough work to ensure an increase in the numbers if providers was sustainable
- ◆ robust approach to independent advocacy

10.3. Care Inspectorate recommendation for improvement

- 10.3.1. The Partnership should ensure that the increase in the number of providers is monitored to ensure it is sustainable and delivers positive outcomes for people.

- 10.3.2. The Partnership should establish clear systems for capturing SDS performance information and this is evaluated and used to drive improvement and change.

11. **Quality Indicator 6 – Management and support for staff**

- 11.1. The Partnership empowers and supports staff to develop and exercise appropriate skills and knowledge. Evaluation score: adequate.

11.2. Summary of achievements

The following provides a summary of achievements recognised within the report:

- ◆ senior leadership carried out an evaluation which included an internal case audit and staff survey to establish support staff required
- ◆ changes were made and a new SDS work plan was created
- ◆ end of February 2018 established a SDS team to support staff
- ◆ SDS team valued by staff and managers
- ◆ August 2018 a working group was set up to look at specific training material
- ◆ SDS clear priority for senior management
- ◆ internal audit identified ongoing work
- ◆ focus on reviewing and implementing tool and forms to increase confidence
- ◆ SDS team work closely with staff on one to one basis to support and develop staff

- ◆ SDS team well respected by staff and senior managers have confidence on developing SDS and deliver improvement to practice and processes
- ◆ SDS Implementation Board was reconfigured positively now has focus on ensuring health managers actively are involved in promoting the message of SDS
- ◆ multi-function teams within the Partnership

11.3. Care Inspectorate recommendation for improvement

11.3.1. The Partnership should give particular attention to the role of managers, at first-line level and above, and identify specific training requirements for them in relation to SDS.

11.3.2. The Partnership should ensure that health staff at all levels understand their role in relation to SDS and have had adequate training to allow them to fulfil these roles.

12. **Quality Indicator 7 – Leadership and direction that promote partnership**

12.1. Senior leaders create conditions that enable supported people to experience choice and control over their social care and support. Evaluation score: adequate .

12.2. Summary of achievements

The following provides a summary of achievements recognised within the report:

- ◆ significant positive change in how leaders promote SDS
- ◆ evidence of commitment to promote and embed SDS
- ◆ senior leadership identify what issues were and ensuring a coherent and structured work plan was developed in response
- ◆ leadership identified ongoing evaluation
- ◆ SDS Implementation Board ensures remedial actions are taken
- ◆ if planning, direction and leadership is maintained this should ensure the Partnership continues to make progress on SDS
- ◆ key changes in leadership personal has taken place to address limited progress since 2014
- ◆ senior managers implemented an approach that considers systems, process, culture and practice within social work
- ◆ from the internal audit and staff survey findings the SDS team developed a robust work plan which addresses issues identified in every aspect of implementing SDS which are ranked as priority
- ◆ senior leadership team had a clear sense of what was needed to be addressed and in what order
- ◆ current leadership is committed to embedding principles and values of SDS
- ◆ one team clearly stated that leadership team supported creativity and innovation
- ◆ senior leadership team aware of Carer involvement

12.3. Care Inspectorate recommendation for improvement

12.3.1. The senior leadership team needed to ensure its vision for progressing SDS was maintained and seen to completion.

12.3.2. The Partnership should develop a strategy for ensuring supported people and Carers are meaningfully involved in helping shape the full implementation of SDS.

13. Employee Implications

13.1. There are no employee implications associated with this report.

14. Financial Implications

14.1. There are no financial implications associated with this report.

15. Other Implications

15.1. The council would be deemed at risk if the Action Plan was not fully progressed by the final compliance date of December 2020.

15.2. There are no sustainable development issues associated with this report.

15.3. There are no other issues associated with this report.

16. Equality Impact Assessment and Consultation Arrangements

16.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.

16.2. An Action Plan will be developed and submitted to the Social Work Governance Group and SDS Implementation Board.

Val de Souza

Director, Health and Social Care

28 June 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve Health Care and Wellbeing
- ◆ Deliver better health and social care outcomes for all
- ◆ Protect vulnerable Children, Young People and Adults

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

13

Report to:	Social Work Resources Committee
Date of Meeting:	7 August 2019
Report by:	Director, Health and Social Care

Subject:	The South Lanarkshire Local Autism Action Plan - Annual Update/Progress Report
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of current progress of the Autism Resources Coordination Hub
- ◆ advise the Committee on the development of the South Lanarkshire Local Autism Action Plan

2. Recommendation(s)

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

- (1) that the progress made in raising the profile of autism within South Lanarkshire Council, as detailed in the report be noted; and
- (2) that the progress achieved in the implementation of the revised and updated Local Autism Action Plan be noted.

3. Background

- 3.1. On 20 June 2018, the Social Work Resources Committee approved funding for the continued development of the Autism Resources Coordination Hub (ARCH) and implementation of the Local Autism Action Plan, 2018 to 2023. An undertaking was made to report back to the Committee regarding the progress made in the first year of the Action Plan's implementation.
- 3.2. For the sake of clarity and comparison, the present briefing will adopt a structure which will track the strategic themes and operational priorities outlined in the Local Autism Action Plan report, and contrast this information with developments and progress made in relation to these objectives.
- 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. This model focuses, in particular, upon 'what's strong' instead of 'what's wrong' within our autism community.
- 3.4. The current establishment of staff within ARCH incorporates a full-time Coordinator, two full-time Family Support Workers, and a part-time Administration Officer.

- 3.5. ARCH remains active in facilitating the development of services within the community, many of which are funded and delivered by the community itself alongside stakeholders/partners in the statutory, private and third sectors. Parent Carer Support Groups are arranged and delivered collaboratively between parent carer volunteers. The ARCH Autism Carers constituted user group and ARCH staff deliver guidance, signposting and support to parent carers and autistic people themselves. The Lanarkshire Carers Centre has also been commissioned to provide a staff member to co-work/facilitate one of the Parent Carer Support Groups held in the Centre every Monday morning.
- 3.6. A range of autism stakeholders remain actively involved in collaborating on designing and delivering supports based within ARCH. This has resulted in the centre receiving approximately 6,000 visitors/users in 2018 and 900 phone calls being received in the same period. This has reduced demand on other services from the autism community.

4. Further Developments of the ARCH Service: 2018-2019

- 4.1. Local Autism Action Plan Theme One – *‘Better and more consistent diagnostic processes and pathways with the provision of post-diagnostic supports for autistic people and their families throughout their lifespan in South Lanarkshire’*
- 4.2. In 2018 NHS Lanarkshire established a pan-Lanarkshire Neurodevelopmental Pathways’ work stream which has resulted in approval for the establishment of two bespoke children and young people’s autism diagnostic teams located in two North Lanarkshire and South Lanarkshire facilities. This will, for the first time, bring all autism diagnostic clinicians into a single facility located within the two local authority areas serviced by NHS Lanarkshire. It is envisaged that these two diagnostic services will be in situ by the end of 2019 in both authorities, as progress is already underway at the North Lanarkshire facility located in the Newmains area, and a similar facility is currently being identified within South Lanarkshire. This will ensure that South Lanarkshire residents will have a resource within their own community and not have to travel to North Lanarkshire as was previously the expectation.
- 4.3. It is clear that the waiting times for diagnosis will be improved with the creation of a bespoke autism diagnostic facility within South Lanarkshire. NHS Lanarkshire currently reports to the Scottish Government on these measures which currently comply within nationally set service standard timescales. However, the new facility will improve on these measures.
- 4.4. ARCH continues to be actively involved in advocating for the establishment of an adult autism diagnostic pathway. At present, diagnostic pathways do exist within NHS Lanarkshire for autistic adults who have a co-morbid learning disability, or are already involved with adult mental health services. A limited, discretionary budget presently exists for those who may be thought to be autistic and do not have such co-morbid conditions. This budget is limited to individual cases, and only considered with the written support of the individuals’ GP. If a case is made and the budget successfully awarded, the present system relies on diagnostic services commissioned from a Third Sector organisation located in Alloa on a case by case basis.

- 4.5. The Scottish Minister for Mental Health has stated the Government's wish to see the establishment of adult autism diagnostic pathways for all adults, whether they have a learning disability/mental health condition or not. Such services have already been successfully established in other Health Board areas in Scotland including Lothian and Highland.
- 4.6. An outstanding objective is the development, design and delivery of a greater number and variety of effective post diagnostic support services delivered by the statutory, third sector, private and peer-led sectors in South Lanarkshire. This is a local and national issue which remains the focus of discussions between ARCH and development officers in Autism Network Scotland (AN(S)). The AN(S) 'Menu of interventions' is currently under review at a national level to address this matter.
5. **Local Autism Action Plan Theme Two** – *'Improved life opportunities through supported employment, training and education placements in South Lanarkshire'*
 - 5.1. ARCH hosts an innovative employability work stream which has for the first time brought together a range of autism partners from the following services to consider autism-specific employability issues facing our autism community: UNITE Trade Union, UNISON Trade Union, Skills Development Scotland, the South Lanarkshire Employment Support Service, Fair Start (Remploy) Scotland, Jobcentre Plus, South Lanarkshire College and New College Lanarkshire. The intention is to collaborate in developing autism-informed services and supports to enable South Lanarkshire's autistic people gain access to the workplace, training opportunities or further/continuing educational placements, then being supported to sustain positive destinations once they've been obtained.
 - 5.2. South Lanarkshire's Employment Support Service has initiated an innovative mentoring project connecting autistic adults, who have had positive experiences navigating their own transition to the workplace, and are then willing to act in a 'champion' role to support and assist younger autistic people locate and sustain suitable employment, training or education placements. This is an autism-informed venture which has been initiated by a South Lanarkshire autistic employee, and is an excellent example of the self-initiated 'cultural shift' ARCH is attempting to nurture in progressing the Local Autism Action Plan strategic priorities.
6. **Local Autism Action Plan Theme Three** – *'Clear, relevant and accessible information and autism awareness for the wider community and generic workforces throughout South Lanarkshire'*
 - 6.1. ARCH has remained at the forefront of producing and distributing autism-related public information at a local, national and international level. This has been achieved, amongst other developments, by regular, usually fortnightly or more often, email distributions to the ARCH mailing list, as well as the autonomous ARCH Autism Carers Facebook social media page which has 1000(+) members. The social media page has allowed support to be accessed at any time by autistic people and their parent carers from the autism community itself, whilst lowering demand and dependency upon statutory services.
 - 6.2. ARCH has initiated regular monthly basic autism awareness sessions facilitated by an autistic adult, an independent autism consultant and the ARCH Coordinator. These sessions started in September 2018 and have since then been consistently over-subscribed. The sessions embody the asset-based approach, ensuring that all sectors and stakeholders within the South Lanarkshire autism community come

together to benefit from a mutual learning experience and share their lived experiences with one another, as well as raise their autism awareness. The session has also resulted in professionals and parent carers gaining autism-informed approaches for the first time.

6.3. ARCH has successfully nominated over 150 parent carers and professionals on to the SVQ Level 2 and Level 3 'Understanding Autism' programme offered by The West of Scotland College in Paisley. The ripple effect of this fully-funded training programme is the creation of an ever-growing cohort of autism-informed stakeholders who are and will continue to be in a position to cascade greater autism informed practice and expertise throughout all sectors. This process has also created greater capacity for the autism community to represent its own needs in an increasingly self-directed way, moving away from historical dependency-inducing models of service delivery. Learning Curve, the programme's Ofsted approved education and skills agency, has confirmed that this is the only autism education programme to have been taken up in such numbers within one Scottish local authority area.

6.4. ARCH continues to work with all Resources within the Authority to ensure that the strategic overview contained within the Local Autism Action Plan is incorporated into policies and procedures when they are being updated. An example of this was the incorporation of the Action Plan principles into the revised Council Homeless Policy updated in 2018. ARCH has also continued to advocate for all public policies and strategies be translated into printable versions, for example the Framework for the Education of Pupils who have Autism Spectrum Disorder.

7. Local Autism Action Plan Theme Four – *'Better support during key life transitions including; moving from pre-school to primary, primary to secondary, secondary on to adult services, employment, education or training, independent living and rehabilitation into the community from residential settings'*

7.1. A separate work stream has been established by the Autism Strategy Steering Group, and chaired by a Social Work Service Manager and co-chaired by the Education Inclusion Services Manager within the Council.

7.2. The ARCH Autism Carers group is currently applying to be given charity status by Volunteer Scotland, with a view to establishing a network of autism-informed and appropriately trained peer advocates who will be in a position to accompany autistic people and parent carers to formal meetings, principally future planning meetings, enhanced transition meetings, or transitions from residential settings into the community.

7.3. The Govan Law Centre has been commissioned to undertake specific advocacy training with seven parent carers, all of whom have gained SVQ Levels 2 and 3 in 'Understanding Autism', and who have volunteered to be in the first cohort of peer advocates. Feedback from several meetings where these peer advocates have been in attendance has been positive from both professionals and users and carers alike.

7.4. The 'Principles of Good Transition Three – Autism Supplement 2017' has now been embedded within the joint Education Resources/Social Work Resources transition strategy.

- 7.5. ARCH has been actively engaged with the Community Justice Partnership in ensuring that autistic young people and adults in the Youth and Criminal Justice Systems are having their neurodiversity issues recognised and supported within these systems.
- 7.6. ARCH continues to deliver talks to Locality Based Justice Services teams in heightening autism informed practice. Several Justice Services workers have already participated in the Basic Autism Awareness sessions held monthly in ARCH.
- 7.7. ARCH has facilitated a joint meeting between AN(S), NHS Lanarkshire's Adult Learning Disability Team, and Adult Social Work staff to scope the needs of older autistic people and the development of autism-informed supports within existing services including Community Lifestyles, Older People's Residential Units and Community Day Services.
8. **Local Autism Action Plan Theme Five** – *'Improved professional awareness and training throughout South Lanarkshire as well as joined up working approaches'*
 - 8.1. ARCH continues to host monthly basic autism awareness sessions for all autism stakeholders, including parent carers and professionals in the Statutory, Third and Private sectors. Since being started in September 2018, these sessions have been consistently over-subscribed, and feedback forms have indicated the benefits of bringing together stakeholders throughout the community, alongside those with a lived experience of autism.
 - 8.2. ARCH has been instrumental in having a growing cohort of autism-informed individuals nominated for, and successfully completing, the SVQ Levels 2 and 3 in 'Understanding Autism' course run by the West of Scotland College in Paisley. This has resulted in autism informed practitioners being located throughout the South Lanarkshire community and within key services where they can advise and support users, carers and staff in promoting autism-informed practices.
 - 8.3. ARCH continues to collaborate with Education Inclusion colleagues, the Youth and Family Community Learning Service, Locality Social Work colleagues and our parent carers in continuing to offer the National Autistic Society's 'Early Bird' Programme. This has necessitated a significant re-investment of funds from Education Inclusion services, as well as a comprehensive training schedule being established within South Lanarkshire. This has, for the first time, meant that the National Autistic Society training team have successfully delivered training from South Lanarkshire resources as opposed to Barnsley, England where the training was previously delivered. This has represented a significant saving for the authority as practitioners no longer need to travel to Yorkshire for three to five days.
 - 8.4. ARCH has been instrumental in ensuring that a cohort of parent carers have been licensed Early Bird programme deliverers alongside professionals.
 - 8.5. The Early Bird programmes have been incorporated into the South Lanarkshire Parenting Support Pathway.
 - 8.6. ARCH was represented at the AN(S) event in 2018 when the Scottish Government Minister for Mental Health announced that all undergraduate teachers will now receive mandatory autism awareness training within every training programme throughout the country.

9. Other Relevant Developments

- 9.1. The Independent Review of the Mental Health Act 2015 – ARCH convened a focus group in 2018 to consider the national proposals to reform the current legislation and subsequently lodged written submissions to the Independent Review Team. This was then used within focus groups convened by the Independent Review Team which was attended by ARCH parent carers. The Review has now reached Stage Two, and legislative reform is a likely outcome once the Final Stage Three process has been completed.
- 9.2. ARCH has also made written submissions and attended Scottish Government keynote seminars in relation to the Children and Young Peoples Mental Health Task Force. This Task Force, which was established in October 2018, has, as a result of submissions from both ARCH and the broader autism community, established a neurodiversity work stream to consider the specific needs of autistic children and young people who are experiencing co-existing mental health issues.
- 9.3. The ABCD model of service delivery has generated considerable interest within the broader autism community, a result of which has seen ARCH invited to make presentations at AN(S), and the Scottish Social Services Council expo in Edinburgh in 2018 and 2019.
- 9.4. ARCH received a Royal visit in March 2019 from HRH the Princess Royal – a former patron of The National Autistic Society, who expressed real interest in the innovative service delivery model represented by ARCH.
- 9.5. ARCH has received approximately 6,000 centre visits per annum since being formed in 2016. Over 900 phone calls were received annually within the same period, and the mailing list currently stands at 1220 autistic people, parent carers and professionals (approximately 80% autistic people/parent carers and 20% professionals).
- 9.6. ARCH Autism Carers have been nominated for a National Diversity award in 2019.
- 9.7. One of the ARCH centre users, who is an autistic adult and parent carer herself, has established an additional social media support page on the Facebook site. This is supporting an increasing number of autistic adults some of whom have never accessed services or supports before.

10. Future Developments

- 10.1. Peer Advocacy services are currently considered a priority for future autism supports within ARCH and the South Lanarkshire autism community. Funding applications have been made to Scottish Electric and the National Lottery, however, these have not, as yet, been successful although the ARCH parent carer group has continued to apply for additional funding from other potential funding streams.
- 10.2. Autism sibling support groups have already been established by COVEY, however further supports are being planned with the ARCH parent carers groups, and COVEY focussing on teenage siblings as this is presently a group who have no provision.
- 10.3. ARCH will continue to explore additional input within other South Lanarkshire localities. This will initially consider the Clydesdale locality due to rurality issues precluding many services users and carers from accessing ARCH provision.

- 10.4. ARCH will also continue to explore the use of assistive technology in addressing such issues particularly the aforementioned rurality challenges.
- 10.5. ARCH has made an approach to the LGBTQI community's 'PRIDE' event with a view to having autistic representation at this widely recognised celebration of gender and sexual diversity in Glasgow.
- 11. Employee Implications**
- 11.1. There are no employee implications associated with this report.
- 12. Financial Implications**
- 12.1. There are no financial implications associated with this report.
- 13. Other Implications**
- 13.1. There are no additional risk implications associated with this report.
- 13.2. There are no sustainable development issues associated with this report.
- 14. Equality Impact Assessment and Consultation Arrangements**
- 14.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 14.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Val de Souza
Director, Health and Social Care

11 May 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ improve health care and well-being
- ◆ get it right for every child
- ◆ protect vulnerable children
- ◆ strengthen partnership working community leadership and engagement

Previous References

- ◆ Social Work Resources Committee – 20 June 2018
- ◆ Executive Committee - 8 March 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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