

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.	<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.</p> <p>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.</p>
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>	<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>

	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.

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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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