



Social Work Resources

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.

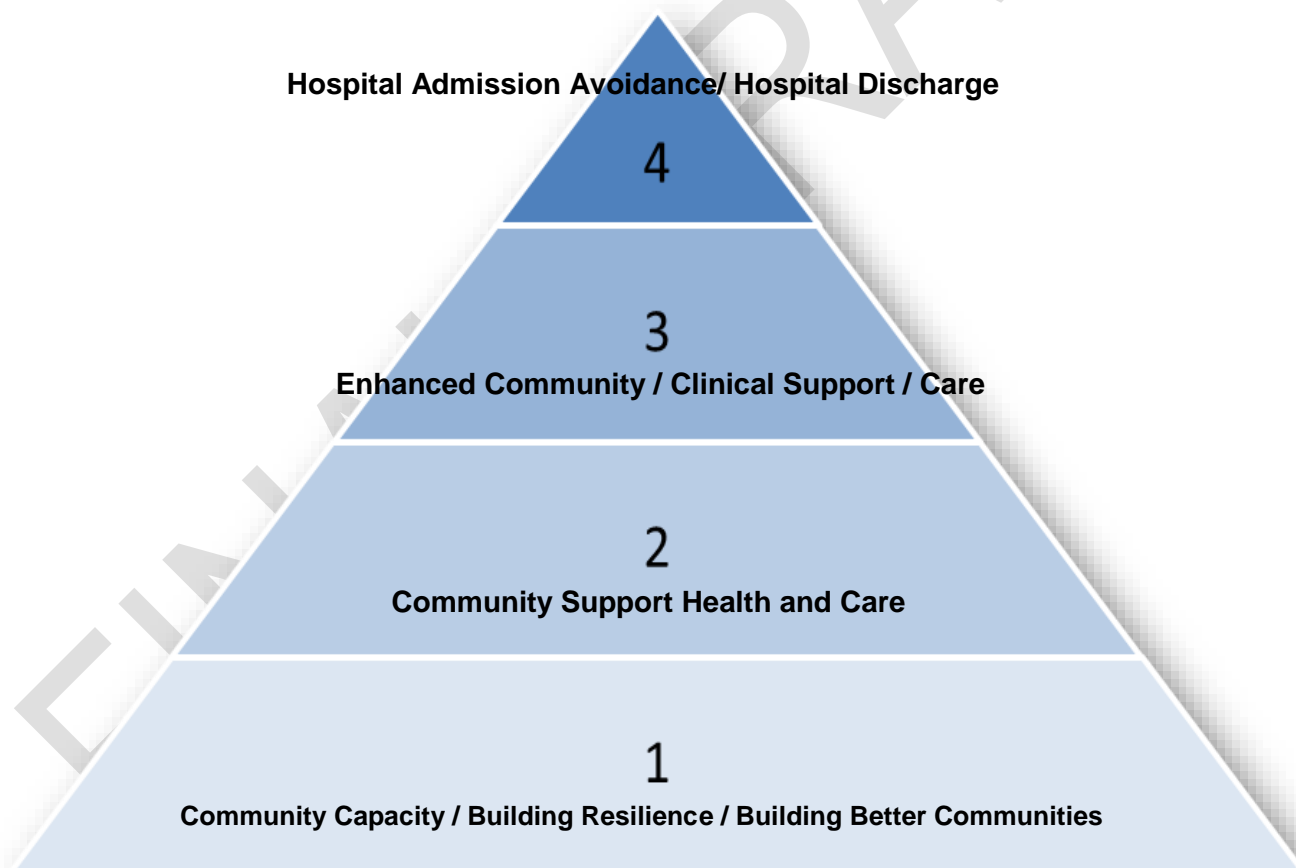
A series of events were held across the four localities in September 2018 to consider whether the themes remained relevant from the first plan and whether any amendments or additions were required. These events identified a number of new areas as well as reflecting relevance to current priorities. Thereafter, 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.

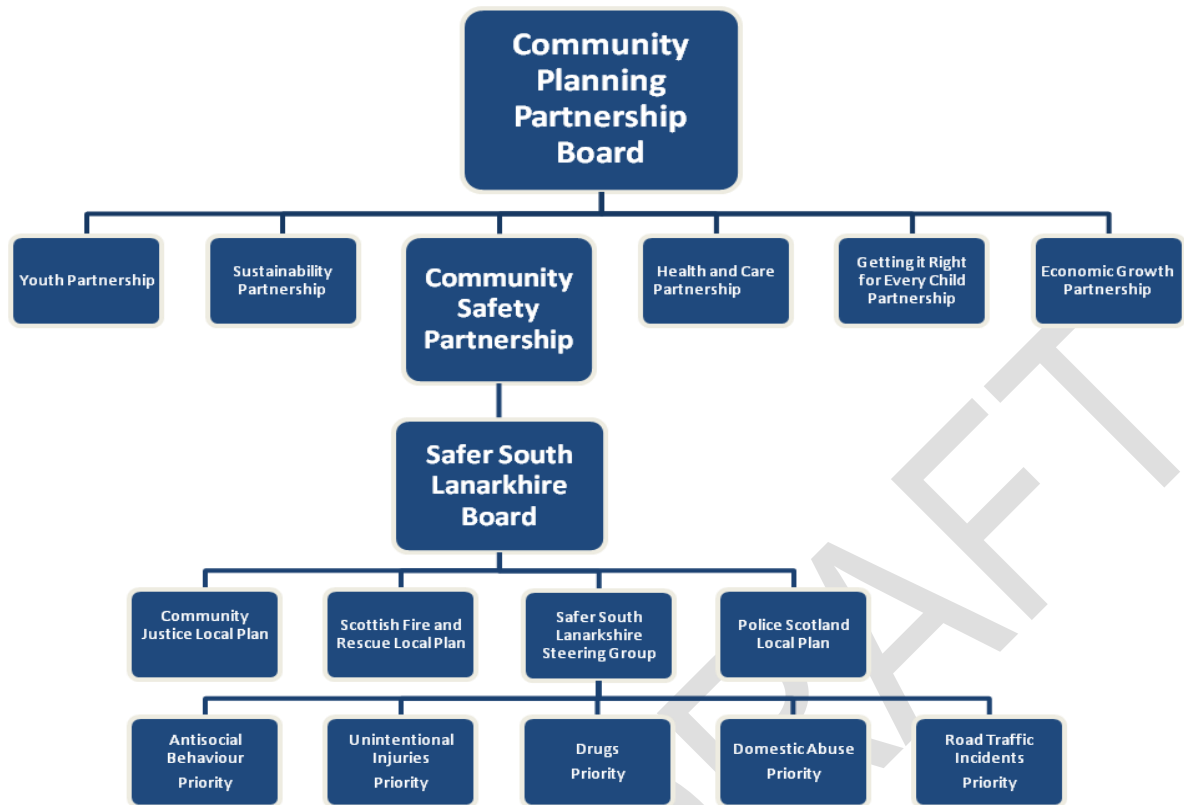
2.2.11. Community Justice (Scotland) Act 2016

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.

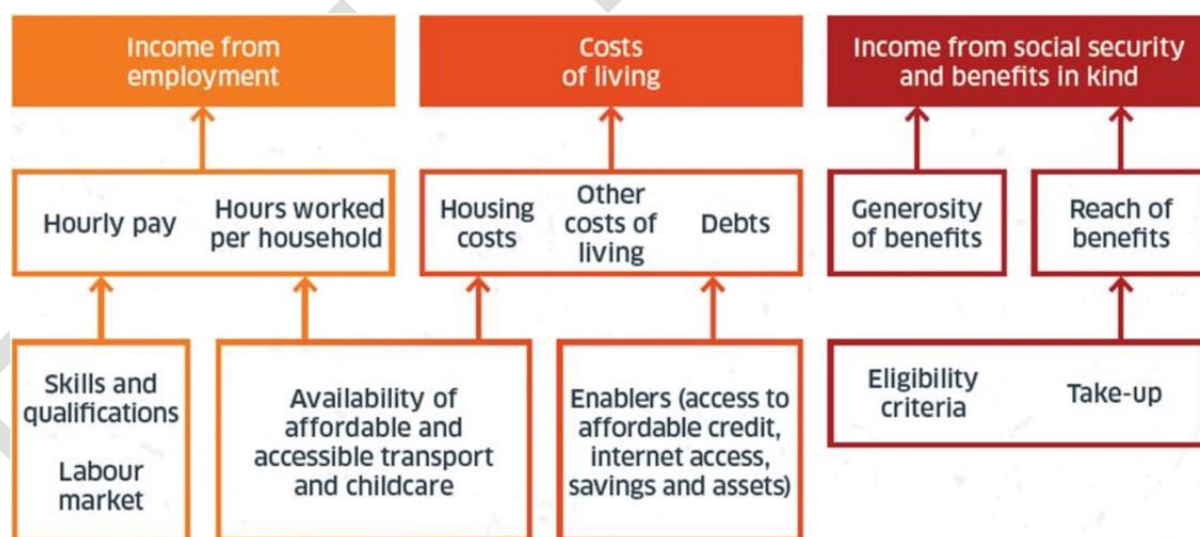
2.2.14. Child Poverty Act 2017

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.

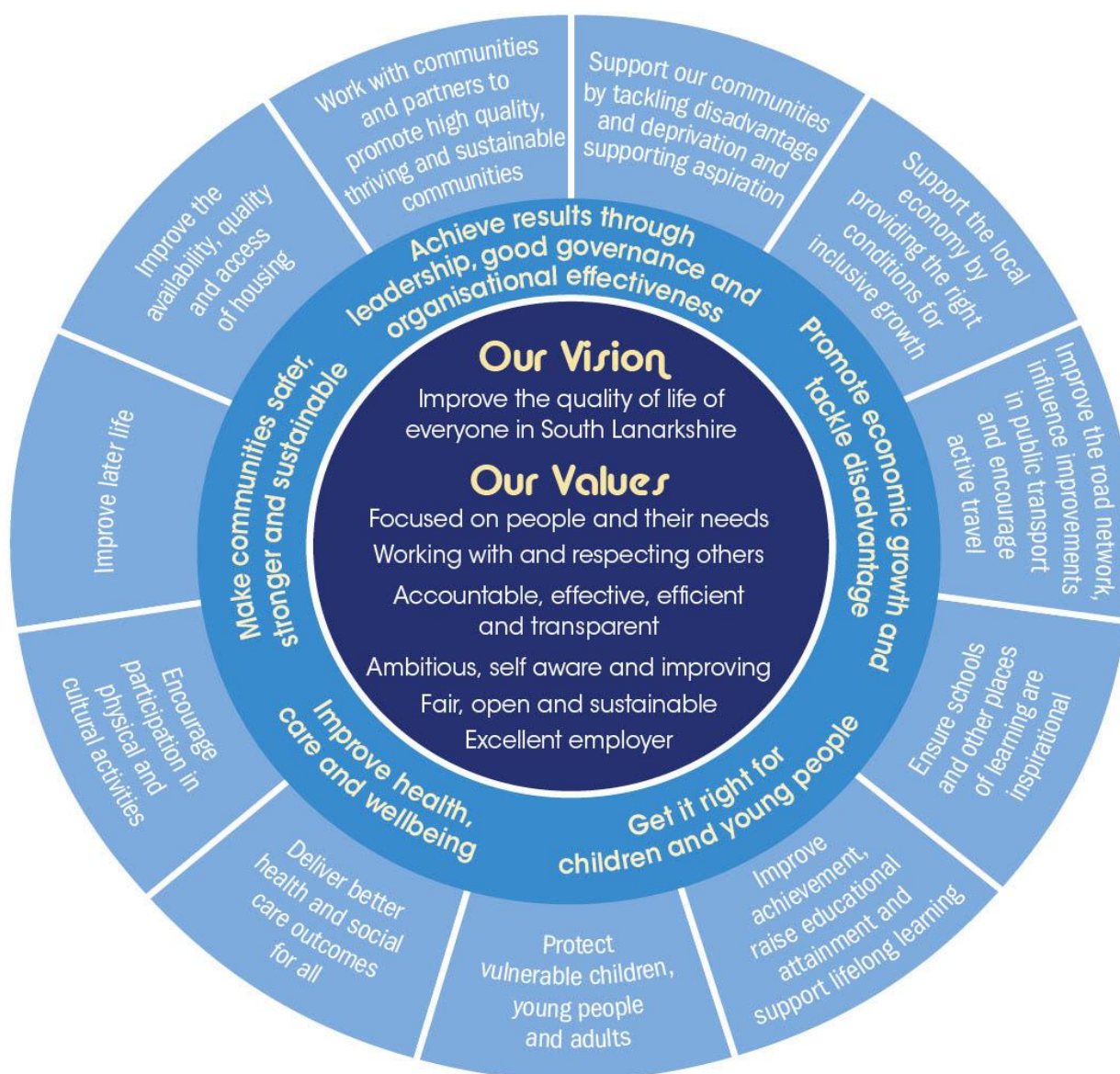
Section 3: The Council Plan - Connect

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**

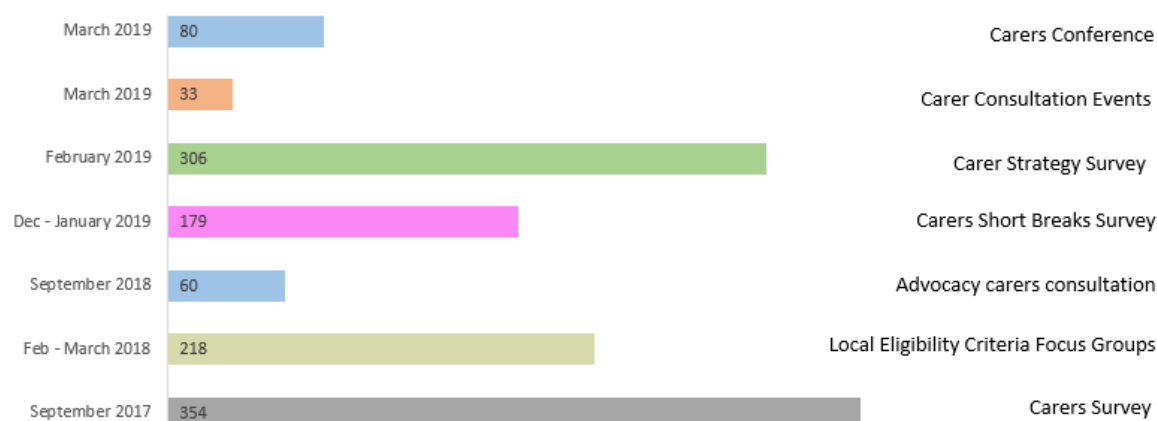
A series of consultations have engaged a wide and diverse group of carers over the last year. The results from each has helped us evidence the strategic requirements for supports and services for carers going forward into 2019-2022.

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



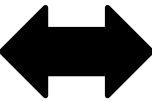

Annex 2

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.

