



Social Work

Resource Plan 2018-19

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Section One - Introduction

Welcome to the Social Work Resource Plan for 2018-19. 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. 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 over 40,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults **and their carers**
- service provision including homecare and care at home
- 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

Additional performance information is also available in section 2.1, 4.2 and Annex 2 of this Resource Plan.

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
- 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 contracted 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 2018-19, 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 local authorities, 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 2018-19 will be no different as health and social care services will be subject to further and significant organisational change as outlined in section 2.

I took up the post as Director of Health and Social Care in September 2017 and have been thoroughly impressed by the hard work, talent and exemplary dedication of staff and partners. 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 2017-18 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 which is projected to rise by 1.5% over the 2016 to 2026 period and a further 0.1% over the 2026 to 2037 period. The projections show a continuation of the ageing population with significantly faster increases in those aged 65 or over
- By 2037, 28% of the population will be aged 65 or over, compared to 18.9% 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, nursing and residential 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 just under 3,000 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 2017-18.

Adult and Older Peoples Services

- Worked with 2,087 people to promote independence as part of the Supporting Your Independence approach
- Provided 13,369 items of equipment to people to enable them to stay at home
- At any time, Social Work Resources can support up to 252 older people with a home like environment in the council's own residential homes and up to 1,569 older people in private or voluntary care homes
- 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
- For local authority welfare guardianship orders, visits have been maintained at a good level over the course of the year at 94% within timescale
- For private welfare guardianship orders, demand remained high with 91% of visits being completed within timescale
- Continue to support 998 people with a learning disability to live in their own communities (to be reported by 31 July 2018)
- Worked with 5,407 adults with a physical disability who were referred to the physical disability teams
- Worked with 686 individuals with a mental health problem who were referred to Community Mental Health Teams

Children and Justice Services

- Protected 781 children through child protection investigations. At 31 March 2018, there were 152 children on the Child Protection Register
- Prepared 561 reports for children who were supported through the Children's Hearing system
- Supported 214 children and young people in foster placements on a full time basis
- 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
- Supported 580 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities
- 650 individuals were supported by substance misuse services, following a referral for alcohol or drug misuse
- Prepared 1,528 reports for the Courts

Across all Service areas

- During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £23.6million in benefits and over £4.4million in backdated payments. As well as this, Money Advisors have helped people to deal with over £8.4million debt.
- We supported 3,286 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2017-18.

Additional performance information is also available in section 2.1, 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
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Care (Self-directed Support) (Scotland) Act 2013
- Children and Young People (Scotland) Act 2014
- Child Protection National Guidance for Children 2014
- Looked after Children (Scotland) Regulations 2009
- Adult Support and Protection (Scotland) Act 2007
- Adults with Incapacity (Scotland) Act 2000
- Mental Health (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Children's Hearing (Scotland) Act 2011
- Age of Legal Capacity (Scotland) Act 1991
- The Welfare Reform Act 2012
- The Equality Act 2010
- Immigration Act 2016
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016

2.2.1. Integration of Health and Social Care Services

The Health and Social Care Partnership continue to work hard to deliver health and social care services which are focused on the needs of the people who use them.

Central to the direction of travel for Health and Social Care Partnerships was having a Strategic Commissioning Plan (SCP). The plan itself is statutory, with a three year planning cycle mandated by the Public Bodies (Joint Working) (Scotland) Act 2014. In a South Lanarkshire context, the SCP was approved in March 2016, covering the planning period 2016-19 and was very much seen as a plan to further the journey towards better integrated services to support the achievement of the nine National Health and Wellbeing Outcomes:

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

Social Work Resources continues to play a key role in operationally delivering a number of the ambitions set out within the SCP including reablement, the ongoing development of integrated locality teams and supporting the most vulnerable people who may be at risk of harm.

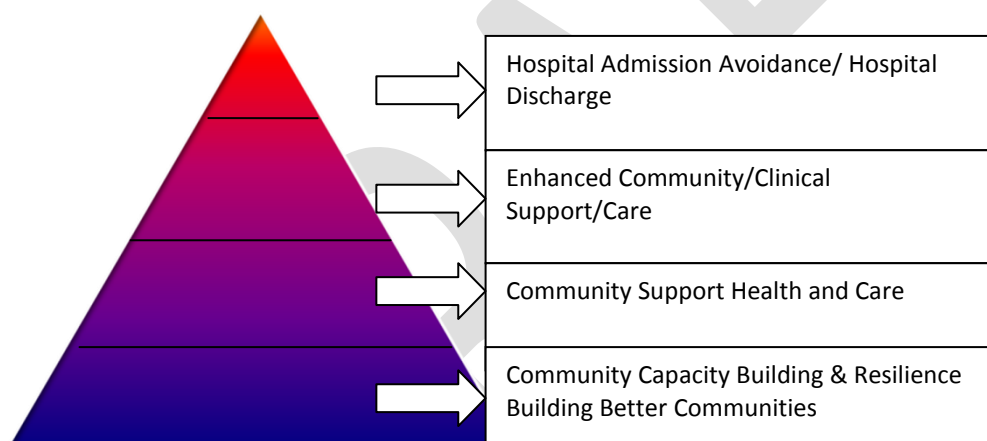
A review of progress was conducted last year to sense check the existing priorities within the current plan in light of the emerging/new priorities impacting on the Partnership.

This provided a refreshed focus for the Partnership to achieve its priorities over the remaining term of the plan and to build upon the successes achieved to date. It will also act as a staging post towards the next full review of the Strategic Commissioning Plan, due in 2019.

A key focus for the Partnership going forward will be further development of the Building and Celebrating Communities (BCC) programme. 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.

The four localities are working towards developing their services around the following tiered model.

South Lanarkshire Health and Social Care Locality Community First Tiered Model



Community Capacity / Building Better Communities

All of the localities are working on a locality community first model through the Building and Celebrating Communities (BCC) approach. The model acknowledges that 80-85% of people within our communities are independent from public services. The asset based approach embedded within the model's philosophy engenders a different relationship with the public, recognising their inherent worth to create local solutions, with or without support as required. Public services contribution to this tier should be one of empowerment or facilitation as required. The objective is to grow community resilience and gain independence therefore from public services by growing sustainable community service options.

Community Capacity Building initiatives being developed across all localities include:

- Health and Wellbeing Literacy Ventures
- Physical Activity Programme Clinics established within locality to inform and support the public and colleagues by promoting life choices which will enhance their health and wellbeing
- Adult weight management "Weigh to Go"

- Long term conditions management “Active Health”
- Child Healthy Weight management programme “Healthy Families”
- Mental Health and Wellbeing programme “Well Connected”

The Community Support Health and Care Tier

The integration of the Integrated Care and Support Teams (community nursing, physio and OT) and Home Care service across the localities has re-energised the Supporting your Independence and rehabilitative dimension of health and social care intervention. The current focus has been on supporting people within the community to engage in reablement in order to promote independence. This initiative, combined with integrated service triaging has resulted in reductions (62%) in the need for Home Care services across all localities.

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. While the current model of delivery has remained relatively unchanged for many years, the needs of citizens in South Lanarkshire have changed and continue to change. This is evidenced by people living longer, but not necessarily healthier, whilst at the same time the number of people with complex care needs has been increasing. Feedback from consultation and engagement activity has concluded that people's expressed wish is to remain at home and in their community. Taking these factors into account, there is now both an opportunity and a need to do something different and create a more flexible model of care which is better tailored to meet future needs and help older people remain at home.

Consequently the future model of care will focus on creating care facilities which will deliver transitional care to support people to return home after a period of crisis or acute illness. Providing reablement and rehabilitation support will be central to this model and the new Care Facilities will be resources to provide the necessary multi-disciplinary expertise. Linkage with the community and wider health and social care teams will be central to the delivery model, with in-reach and out-reach services provided from a multi-disciplinary HUB. The commitment would be to implement the new model across all four localities of South Lanarkshire. A full project plan which includes a de-commissioning strategy for those ageing facilities which are to be replaced will be developed concurrently with the anticipation that this will be implemented approximately over a three year period.

An OT integration group has been formed across all areas of health and social care. The overarching aim of this group is to improve good effective patient centred care through joint working and better communication. The immediate priorities are around for development for example preventing admissions to hospital, reducing assessments, streamlining services and developing personal outcomes.

All localities are working towards creating and supporting the use of intermediate care beds. Social Work and Integrated Community Support Team will work in partnership to develop pathways between the intermediate care beds and hospital and home.

The South Lanarkshire Health and Social Care Partnership has developed a tech action plan which outlines how we are going to support health and care through the use of digital solutions.

Implementing the General Medical Services (GMS) Contract 2018 is another key area that the Partnership will focus on; the effect of implementation will be a radical change and expansion within primary and community care across Scotland.

The GMS 2018 Contract offer was accepted in January 2018. Whilst the focus of the offer is the GMS Contract, the effect of implementation would be a radical change and expansion within primary and community care across Scotland.

The Contract describes the place of GMS within a wider context, but is explicit about a much broader group of clinicians and services. This acknowledges the need to shift the balance of work from GPs to relevant multi-disciplinary teams, in the wider primary care managed services. There is also an understanding of the requirement for service redesign with ring fenced resources to enable the change to happen.

Within Lanarkshire, we already have a comprehensive transformation programme of work within Primary Care and Mental Health, a further body of work under GMS Sustainability and if the contract is agreed there will be a new body of work in terms of implementation of GMS 2018.

There is significant interdependency and some overlap between some of the pieces of work. A programme approach will enable smoother transitions and overall co-ordination of workload. It is acknowledged that successful service redesign and transformation of primary care is critical to the success of NHS Lanarkshire Healthcare strategy and also to the implementation of the Partnership's Strategic Commissioning Plan.

All aspects of the programme will be monitored and adjusted where necessary to ensure clear interdependencies are understood. Agreement and prioritisation of the workload is critical to create the right conditions for predictable success.

The Partnership also produced their [first annual report](#) for 2016-17 which was a statutory requirement of the Public Bodies (Joint Working) (Scotland) Act 2014, this provided an overview of performance in relation to the integration functions outlined in the South Lanarkshire Integration Scheme and Strategic Commissioning Plan 2016-19.

2.2.2. Carers (Scotland) Act 2016

The Carers (Scotland) Bill, which was passed as an Act on 4 February, 2016 and received royal assent on 9 March, 2016 with implementation in April 2018, is perhaps the most important piece of legislation in supporting and continuing the commitment to carers. Implementation of the Carers (Scotland) Act 2016 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.

This Act brings new legal rights for carers and young carers. There is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. It changes the definition of a carer in Scotland.

The Carers Act introduces, amongst other things:

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

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 that:

- Children's rights influence design and delivery of policy and services
- Improves the way services work to support children and young people
- Strengthens the role of early years support to children, young people and their families
- Ensures 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. The Scottish Government will work with Parliament to agree a timetable to enable commencement in 2018.

2.2.6. Realigning Children's Services (RCS)

The Realigning Children's Services Programme has worked in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children.

The Programme is now coming to an end and two areas of improvement have been identified by the Children's Service Partnership based on the data. Sub groups have been established and will report to the Children's Services Strategy Group.

This supports a joint strategic commissioning approach, providing tools and support with which Community Planning Partnerships can gather evidence, develop staff skills and facilitate discussion within the local partnership.

2.2.7. Year of Young People (YOYP)

A major programme of events and activities to celebrate Scotland's young people will take place in 2018. A global first, the Year of Young People 2018 will provide a platform to showcase the personalities, talents and achievements of Scotland's young people. It will give young people aged 8–26 new opportunities to influence decision making on issues affecting their lives.

2.2.8. National Health and Social Care Standards

Following extensive consultation, the new Health and Social Care Standards were published by the Scottish Government in June 2017. They will be in use from April 2018 and are intended to be used both as a tool for inspection and as a tool for improvement by organisations across health and social care.

The move to develop new [National Health and Social Care Standards](#) takes account of the changing landscape of health and social care and the need to reflect changes in policy and practice.

Key changes are that people are living longer and supported and cared for in their own homes and that the quality of care is as important to them as other aspects such as safety.

The establishment of Health and Social Care Partnerships means that when people use health or care services they should get the right care and support when they need it. The new standards set out what individuals can expect from a wide range of services including day care for children in early years, care at home for adults, hospitals, clinics and care homes.

The new standards are aligned to human rights principles and focus on dignity and respect; wellbeing; compassion; being included; and services being responsive and supportive.

The Care inspectorate will phase in use of the Standards from April 2018 beginning with care homes for older people.

The Standards are based on five headline outcomes:

- I experience high quality care and support that is right for me
- I am fully involved in all decisions about my care and support
- I have confidence in the people who support and care for me
- I have confidence in the organisation providing my care and support
- I experience a high quality environment if the organisation provides the premises

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 on-line learning to be completed in the first 12 months following appointment.

Mental Health Officer training is now carried out at university and is delivered at SCQF level 11 which equates to masters level. The Post Graduate Certificate in Mental Health Social Work is taught over an academic year usually from late August to June. Four Social Workers undertook the course in the academic year 2017 to 2018. It is anticipated that there will be candidates undertaking the course in the academic year 2018 to 2019. In order to be nominated for a place on the course, an internal selection and interview process is carried out. Successful candidates can apply for a place on the course. Applicants were previously only accepted from Social Workers in Community Mental Health Teams. Social Workers with two years post qualifying experiencing from all care groups are now eligible to apply for the course. Social Workers from care groups out with Mental Health Services can remain in their existing care group and carry out a percentage of Mental Health Officer work along with case work from their own care group

Following the implementation of legislative changes in the Mental Health (Care and Treatment) (Scotland) in 2006, two Mental Health Officers were appointed specifically to carry out the duties required for mentally disordered offenders under the legislation across South Lanarkshire Council. Regarding workforce planning, Mental Health Services made the decision to distribute forensic work across the service.

It was recognised that it would be more beneficial to the service and practitioners for an increased number of Mental Health Officers to have knowledge and experience of working with mentally disordered offenders.

In order to prepare Mental Health Officers to carry out forensic work, a legislation briefing regarding mentally disordered offenders was delivered.

Training was also provided in relation to Multi Agency Public Protection Arrangements (MAPPA) by the MAPPA Co-ordinator for Lanarkshire. A restricted patients briefing will be held on 18 May 2018 and delivered by the Team Leader for Restricted Patients casework and a Legal Services member from the Scottish Government.

Distress Brief Intervention (DBI) is an innovative way of supporting people in distress. The initiative which emerged from the Scottish Government's work on suicide prevention and mental health strategies showed that people in distress require improved co-ordination across agencies, quicker access to support and more consistency in the compassion they receive. The need to improve the response to people presenting in distress has been strongly advocated by people who have experienced of distress and front line service providers. DBI is being piloted in the East Kilbride locality where the service is delivered by Lanarkshire Association for Mental Health. In the Hamilton Locality, the service is delivered by the Richmond Fellowship.

Legislative changes to the Mental Health (Care and Treatment) (Scotland) Act were implemented in 2015 and became operational during 2017. Mental Health Managers, Mental Health Officers and Social Workers based within Community Mental Health Teams and at the State Hospital received training in relation to the legislative changes which was delivered by South Lanarkshire Council Legal Services.

The Scottish Government is carrying out a consultation regarding proposed changes to the Adults with Incapacity (Scotland) Act 2000. Working groups were set up to consult Mental Health Managers, Mental Health Officers and Solicitors regarding the proposed changes. The views of participants in the working groups will be included in South Lanarkshire Council's response to the consultation.

The Scottish Government is also carrying out a consultation in relation to establishing a statutory Appropriate Adult service in Scotland with a view to replacing existing, non-statutory services. The existing role of an Appropriate Adult is primarily to facilitate communication during Police procedures between the Police and vulnerable suspects, accused, victims and witnesses aged 16 or over. A working group will be set up to discuss the proposals for change and the views of participants in the working groups will be included in the South Lanarkshire Council's response to the consultation.

2.2.10. Community Empowerment (Scotland) Act 2015

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 – including in those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes. It also introduced the requirement for Community Planning Partnerships (CPPs) to develop a Community Plan and any appropriate Locality/Neighbourhood Plans. Social Work Resources along with its Community Planning Partners is required to prepare and publish a “local outcomes improvement plan” which sets out priorities for improvement with a view to reducing inequalities of outcomes which result from socio-economic disadvantage.

2.2.11. Community Justice (Scotland) Act 2016

On 7th 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.

The main elements of the National Strategy for Community Justice are to provide:

- Improved community understanding and participation
- Effective strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

As part of this, a new national agency, Community Justice Scotland (CJS) has been established to provide assurance to Scottish Ministers on the collective achievement of community justice outcomes across Scotland. A National Hub for Innovation, Learning and Development has also been created, as a function of CJS.

At a local level, strategic planning and service delivery is now the responsibility of local community justice partners. The statutory partners are required to produce a local plan for community justice (known as a 'Community Justice Outcomes and Improvement Plan).

The statutory partners are required to engage and involve the Third Sector in the planning, delivery and reporting of services and improved outcomes.

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

The Limitation (Childhood Abuse) (Scotland) Act removes the three year limitation period for actions of damages where:

- The damages claimed consist of damages in respect of personal injuries
- The person raising the action was a child (under the age of 18) at the time the act or omission that caused the injury occurred

- The act or omission to which the injuries were attributable constituted abuse, and
 - The action is brought by the person who sustained the injuries
- A Child Abuse Enquiry Working Group was set up by the Chief Social Work Officer (CSWO).

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: Employment and Support Allowance, 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 the 1 April 2023.

The interim targets are that, of children living in households in Scotland:

- less than 18% fall within section 3 (relative poverty)
- less than 14% fall within section 4 (absolute poverty)
- less than 8% fall within section 5 (combined low income and material deprivation)
- less than 8% fall within section 6 (persistent poverty)

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.

2.2.15. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2018-19. These include:

Statutory Requirements – Social Work Resources New and revised legislation will impact on the work of the Resource during 2018-19. These include:	
Legislative Area	Impact
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.
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.
General Data Protection Regulation (GDPR)	Work will be required in implementing the General Data Protection Regulation.
Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016	<p>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.</p> <ul style="list-style-type: none">• 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

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan 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.

2.3.2. In the new Community Plan, the Community Planning Partnership has agreed to 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 are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	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

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
- The Mental Health Strategy for Scotland
- Autism Strategy
- Early Years Collaborative
- Carers Strategy
- Dementia Strategy
- Keys to Life (Learning Disability Strategy)
- Corporate Parenting Strategy
- Youth Justice Strategy

2.4.2. Youth Justice – Whole Systems Approach

South Lanarkshire Justice Services has been working in partnership with the Court Service to reduce reoffending and the use of custody for young people aged 16-21 years. We are committed to the Whole System Approach (WSA) for addressing the needs and managing the risks of young people involved in offending.

Practitioners working together to support young people at the first signs of difficulty rather than when a situation has reached crisis point.

A Youth Sentencing Court is being piloted from 1 February 2018 for a period of 18 months at Hamilton Sherriff Court.

The target group are young people aged between 16-21 years who are involved with the justice system, have been convicted and are awaiting sentencing. Potential candidates will be frequent or serious offenders.

The court aims to promote public protection and reduce victimisation through breaking the cycle of offending for this group. Young people who are looked after or formerly looked after will be prioritised for available supports. A key difference with the Youth Sentencing Court is the specific link to employability which is strongly associated with a reduction in offending behaviour.

The young person is allocated a Social Worker and a court report and action plan is devised to address underlying issues associated with offending. Progress is reviewed by the Sheriff Court on a four weekly basis. The young person is supported by a Social Worker who attends court and accounts for the progress the young person has made.

The young person if compliant can be admonished at the end of the Structured Deferred Sentence. In order to consider the effectiveness of Structured Deferred sentences and the Youth Sentencing Court, the University of the West of Scotland, will evaluate this initiative.

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. Domestic Abuse (Scotland) Bill

This Bill was passed in February 2018 and will now become an Act of Law. It will create an offence in relation to abusive behaviour by a partner or ex-partner and will criminalise psychological abuse such as controlling and coercive behaviour as well as violence. The new legislation defines abusive behaviour as:

- Behaviour that is violent, threatening or intimidating
- Behaviour whose purpose is one of the following:
 - 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

The offence is aggravated if any of the behaviour is directed at a child or witnessed by them.

2.4.5. Supporting People Living with and Beyond Cancer

The work taken forward through NHS Lanarkshire's Cancer Strategy (2013-2016) 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 (a joined up approach) with a focus on prevention, anticipation and supported self-management (NHS Lanarkshire, 2017). It is the self-management aspect that has underpinned the two year Transforming Care after Treatment (TCAT) Project in Lanarkshire.

This project was local authority led with South Lanarkshire Health and Social Care Partnership working with North Lanarkshire Health and Social Care Partnership. The project supported adults affected by cancer through the use of a small individual budget to achieve 'good outcomes' after the main part of their cancer treatment had ended. The two year project ceased in October 2017.

An evaluation report has been written and the project has evaluated very well. Discussions are currently taking place in terms of how to embed the learning and sharing across the health and social care workforce as well as with Third Sector colleagues.

2.4.6. External Regulation and Inspection

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 inspection of older people's services and the thematic substance misuse validation self-evaluation. 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.

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.

2.4.7. Partnership Working

Social Work Resources takes a lead role in a number of partnership plans and partnership planning processes, agreeing joint outcomes with our internal and external partners. Partnership activities are extensive and are continually developing. This is evidenced across the effective joint working on shared values and issues throughout the Partnership Improvement Plan.

We work closely with third sector organisations to support identified areas and locality need. We promote good practice by developing more effective and better quality outcomes for service users and carers.

2.4.8. Service Reviews

During 2017-18, efficiency reviews of the following services were undertaken:

- Externally Commissioned Services
- Financial Contribution to Non-Residential Care Services
- Equipment and Stair lift provision
- Older People's Day Care Services and Day Opportunities
- Reception Services
- Home Care
- Information and Advice Services (including Money Matters)
- Business Support
- Strategy and Policy
- Integration of Substance Misuse Services
- Pan-Lanarkshire Justice Services
- Unpaid Work Services

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 2018-19. Service efficiency reviews will continue to be examined in the coming year.

2.4.9. Equality and Diversity

Equality is an integral part of achieving best value and is an underpinning value of 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 arising and will work with others to do so in the South Lanarkshire areas.

Social Work Resources has a key role to play in delivering the council's equality outcomes as outlined in the [South Lanarkshire working for you – mainstreaming equalities report](#), and will take forward the following actions:

- 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.

2.4.10. 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; and 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.

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

2.4.11. 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 which is being refreshed, and a new version will be available in 2018.

This strategy outlines a number of 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 submitted to 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.

Improvement actions from the National Records of Scotland assessment of the Records Management Plan will form part of the revised Information Strategy available in 2018.

2.4.12. 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
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management 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 Community Plan
- The Council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19
- Increasing levels of adverse weather

In addition to these risks Social Work Resources have also identified and added a number of risks to the Social Work risk register:

- Implementation of self-directed support
- Lack of capacity and skills to provide current core services and meet increased service demands
- A lack of intervention fails to prevent the death, neglect or injury to service users
- Procurement practice and management of contracts

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

2.4.13. 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 will undergo a Best Value Audit (leading to the publication by Audit Scotland of a Best Value Assurance Report in 2019-20) and preparatory work will be undertaken over the course of 2018-19. Finance and Corporate Resources will lead on these preparations, focussing on the council's arrangements to secure and demonstrate Best Value.

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](#).

The results for all Scottish Councils and the family groups can be found on the online tool [mylocalcouncil](#).

2.4.14. 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.

2.4.15. 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 and improve the effectiveness of risk management, control and governance processes.

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.

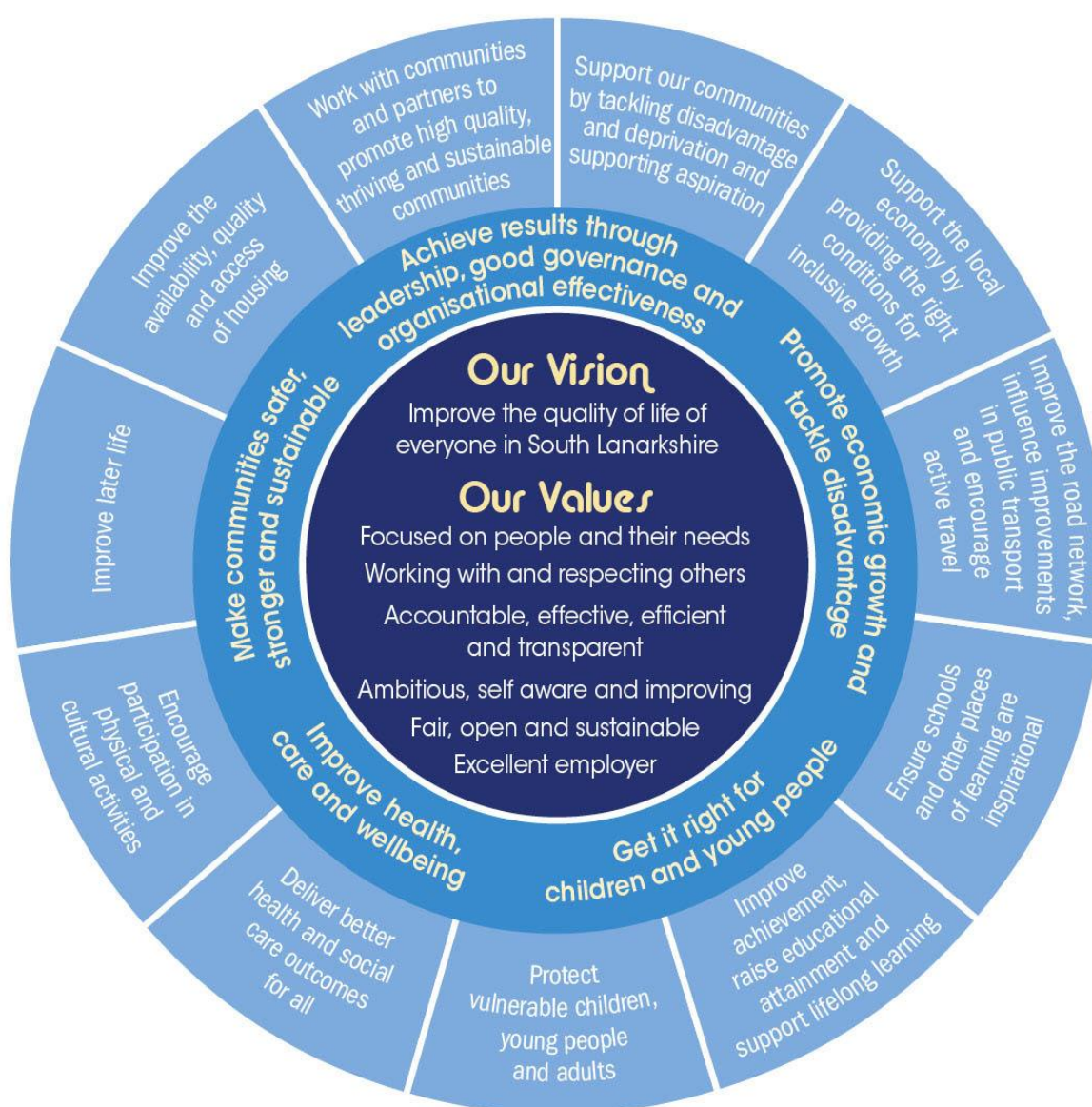
Section 3: The Council Plan - Connect

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 2018-19.

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:

- Support the development and implementation of integration arrangements for adult health and social care services for older people
- Improve services to support older people to live in their homes and communities
- Improve services and support to enable adults and older people to maximise their independence
- Promote good health and wellbeing in later life

The main actions in this area will be to work in partnership to reshape the balance of care for older people enabling them to live in their homes and communities for as long as possible.

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:

- Protect vulnerable children, young people and adults living in our communities
- Protect vulnerable children and young people
- Protect vulnerable adults
- Getting it right for children in need
- Get it right for every looked after child
- Getting it right for every child
- Improve services to support adults to live in their homes and communities
- Strengthen partnership working, community leadership and engagement

The main actions in this area will be to work with our partners to further improve processes to ensure that the most vulnerable children, young people and adults are safe and protected and that their needs are met.

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 and control and flexibility in social care
- Support carers in their caring role

The main actions in this area will be to work with our partners to further improve processes to ensure that the most vulnerable children, young people and adults are safe and protected and that their needs are met.

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
- Provide access to timely support and interventions for people/groups who are disadvantaged
- Implement the Community Justice Outcomes Improvement Plan
- Safely and effectively manage and support those who have committed offences to help them integrate into the community and realise their potential for the benefits of all
- Strengthen partnership working, community leadership and engagement

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 2012-2017 for the financial year just ended, 2017-18.

4.1. Performance against Resource Plan Objectives

The Social Work Resource Plan for 2017-18 had 112 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	10				10
Protect vulnerable children, young people and adults	26			1	27
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			24
Support our communities by tackling disadvantage and deprivation and supporting aspiration	1				1
Delivering the plan and achieving best value	21	1	1	12	35
Total	95	3	1	13	112
Percentage	85	2.7	0.3	12	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 2017-18:

Council Objective: Improve Later Life	
Resource Objective	Achievement
Support the development and implementation of integration arrangements for adult health and social care services for older people	The development of locality profiles is being progressed and locality level health and social care data will assist in the planning and delivery of services
Support the development and implementation of the locality planning model	Locality operational structures agreed, locality managers appointed, locality core groups meeting fortnightly to map resources and identify gaps

Council Objective: Protect vulnerable children, young people and adults	
Resource Objective	Achievement
Protect vulnerable children and young people	We continue to monitor the level of Child protection activity and this remains fairly consistent across localities. There were 196 Child Protection investigations undertaken across the service during Q3 an increase on both Q1 and Q2. Emotional abuse was the most recorded reason at 36% (71), followed by neglect 27% (53) physical abuse 22% (43) and sexual 8% (15) and 1% (2) other categories. There were 12 child pre birth risk assessments (6%)
Protect vulnerable adults	There was a total of 239 local authority welfare guardianship visits due with 94% (224) being completed on time. For private welfare guardianship visits to date 1,967 visits were due with 1,785 being completed on time (91%)
Getting it right for every looked after child	The Resource continues to provide timely and robust assessments to the Scottish Children's Reporters Administration and have met the 75% target this year 100% of all children seen by a supervising officer within the 15 day target

Council Objective: Deliver better health and social care outcomes for all	
Resource Objective	Achievement
Support the implementation of the six additional Integrated Joint Board (IJB) Directions for 2017/18	There has been significant progress against the Six additional IJB directions as follows: 1) There is a full project plan with associated milestones to implement all aspects of Primary Care transformation, including a new General Medical Practitioner (GMS) contract 2) The modernisation of care at home services is progressing well, with a number of areas successfully implemented including mobile working and a new contract with the external sector 3) Trajectories with associated improvement actions have now been developed and approved by the IJB for unscheduled care 4) The locality planning model continues to be developed, with all four localities now established and

Council Objective: Deliver better health and social care outcomes for all	
Resource Objective	Achievement
	Integrated Health and Social Care Locality Managers appointed 5) Work continues to develop new models of care for bed based resources as part of the ambition to shift the balance of care from acute/residential settings to community based alternatives 6) The Health and Social Care Partnership has been central to the development of the Community Plan
Promote mental health services across the lifespan	The Resource continues to grow the number of Mental Health Officers (MHO). There are four candidates undertaking MHO training with a further five being considered for the 2018 training programme. The mental health service has maintained Customer Service Excellence

Council Objective: Work with communities and partners to promote high quality, thriving communities and sustainable communities	
Resource Objective	Achievement
Reduce waste and increase recycling to contribute to the Council's sustainability work	2,220 pieces of equipment have been recycled in total so far this financial year with a saving of £91,683 over new. In addition 145 recycled stair lifts have been installed with a saving of £115,425 over new

Council Objective: Delivering the Plan and Achieving Best Value	
Resource Objective	Achievement
Deliver and communicate the Council Plan and ensure high standards of governance	The Resource has exceeded the 90% target for FOISA requests in the last three quarters. Q4 information to be reported later

Additional achievements and performance information are listed in Annex 2 of this Plan.

4.3. Key measures not achieved

One measure has been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2017-18 Resource Plan. Details are as follows:

Council Objective: Delivering the Plan and Achieving Best Value		
Resource Objective: Improve the skills, flexibility and capacity of the workforce		
Measure	Comments/Progress	Management action, responsibility, deadline
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	89.8% of PDRs have been completed in 2016-17 within timescale	The Resource continues to monitor the completion of PDRs. A new policy on supervision was introduced on 1 April 2017 and the new Behaviours Framework and Performance Appraisal PDR has been presented to Resource Managers

4.4. Benchmarking

A full progress report on the Resource Plan 2017-18 is available from the performance management system IMPROVe – all 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 Report](#) and [Public Performance Reporting information](#).

Social Work Resources benchmarks its performance over 9 Local Government Benchmarking Framework (LGBF) Indicators. The Improvement Services recently published the 2016-17 results (with the draft 2017-18 results due late 2018).

Older Persons (over 65) Home care costs per hour (SW1)			
Year	2014-15	2015 -16	2016 -17
SLC	£19.66	£20.38	£21.25
Scotland	£20.01	£21.58	£22.64
The cost of providing home care to people aged 65+ increased by £0.87 in 2016-17 compared with the previous year, resulting in an increase in performance. This indicator relates to the home care provided both internally and externally and to staff hours rather than service user hours. South Lanarkshire Council provides this service at a lower cost per hour than the Scottish average of £22.64.			

Percentage of people aged 65+ with intensive needs receiving care at home (SW3)			
Year	2014-15	2015-16	2016-17
SLC	35.8%	35.6%	38.1%
Scotland	35.6%	35.0%	35.3%
South Lanarkshire continues to improve its performance year on year on the number of people 65+ with intensive needs being supported at home. It also performs better than the Scottish average.			

Percentage of adults satisfied with social care/social work services (SW4)			
Year	2014-15	2015-16	2016-17
SLC	44.0%	76.7%	N/A
Scotland	51.0%	41.0%	N/A
The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population and some of the responses recorded very low ratings due to the fact that some of the people responding do not access any multi agency services.			

The gross cost of “Children Looked After” in residential based services per child per week (CHN8a)

Year	2014-15	2015-16	2016-2017
SLC	£2,610.00	£2,510.71	£2,852.76
Scotland	£3,264.00	£3,408.85	£3,404.36

The cost of children looked after in residential based services has increased. One of the factors attributable to this is that the Council have moved those more challenging young people from external placements to residential based placements within the local authority area. SLC's performance is better than the Scottish average.

The gross cost of “Children Looked After” in a community setting per child per week (CHN8b)

Year	2014-15	2015-16	2016-17
SLC	£201.52	£214.39	£242.03
Scotland	£278.40	£280.00	£312.73

The gross costs have risen in 2016-17 by approx £27.00 in the last year. However, the cost is well below the national average by £70.00.

4.5. Customer Views

4.5.1 South Lanarkshire Residents' Household Survey 2014

The council conducted its latest [Household Survey](#) in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the 'general service' provided by the council, key 'council services' and recommend areas for improvement. As a result of this feedback Social Work Resources will take forward all reasonable actions where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6.

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 consultation event in partnership with PAMIS (Promoting a More Inclusive Society) who support children with profound disabilities and South Lanarkshire Health and Social Care Partnership, took place in council headquarters on 29 November 2017. The topics for the event included celebrating PAMIS 25th anniversary, the Carers (Scotland) Act 2016 which comes into action in April 2018 and Self-Directed Support (SDS).

PAMIS gave a presentation on their progress over the 25 years and the ongoing promotion of their 'Changing Places Toilets' campaign. PAMIS is a member of the Changing Places Consortium which campaigns for fully accessible toilets to be provided in all public places, including city centres, shopping centres, railway stations, airports and leisure complexes. On the day of the conference they brought their portable 'Pamiloo' van to show what a totally accessible toilet should look like.

There were SDS workshops on what the assessment process for social care means for Carers and information about the four funding choices of SDS.

The event also included awareness raising of Carers Rights under the Carers (Scotland) Act. Over 100 people attended and feedback from the event was very positive.

- **Advocacy**

The Mental Health (Care and Treatment) (Scotland) Act 2003 imposed a duty on local authorities and health boards to collaborate to 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 Mental Welfare Commission has recently undertaken a detailed survey regarding advocacy supports to adults/older people and children and young people.

A full report has been provided to Health and Social Care Partnerships. We will review our services in light of the findings from this report.

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 Plan (2016-2020) shaped from stakeholder engagement events involving people who use advocacy services and the service providers, such as The Advocacy Project (TAP), Speak Out Advocacy, People First Scotland, Who Cares? (Scotland) all assisted with the development of the plan which is now in place. The administration and support to the Lanarkshire Advocacy Plan and Planning Group has changed.

With the lead for mental health and learning disability falling with North Lanarkshire Health and Care Partnership, Advocacy Planning is now co-ordinated in partnership with the NHSL Mental Health and Learning Disability Service, NLC and SLC staff. Advocacy provision within Lanarkshire continues to be overseen by the Lanarkshire Advocacy Planning Group (LAPG) and with individual liaison meetings with providers.

- **Annual Learning Disability Conference 2017**

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:

- Human Rights (DVD produced and presented by People First)
- Personal/Internet Safety (each service user received a small booklet detailing the Ten Commandments of Internet Safety)
- Bogus callers/Scams (Trading Standard info and goody bag with key coin)
- Let's Talk About Health (Health bag with Easy Read Communication Tool)
- Digital Passports

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

Lifestyles Eastfield, Rutherglen – Wednesday 10 May 2017
Lifestyles Lanark (Harry Smith Complex) – Wednesday 17 May 2017
Lifestyles Fairhill, Hamilton – Monday 22 May 2017
Lifestyles East Kilbride – Thursday 25 May 2017

The conferences were well attended with a total 271 adults from Day Care and 17 people from Care and Support.

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 such as;

“Everyone involved appeared enthusiastic and seemed to enjoy either listening or participating but all appeared to take something positive from the day which was hugely enjoyable.”

“Very good day, overall beneficial”

- **Home Care Survey**

In 2017-18 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 692 home care service users and focused on the following areas: the communication and support planning, the 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
- 95% fully understood how their support plan helped them and how they benefitted from having this in place
- 85% were aware of how to contact the service, with 92% stating that their call was handled promptly and dealt with satisfactorily
- 98% were aware of their care diary, with 94% knowing what the care diary was for

- **Day Care Survey**

In 2016-17 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 194 day care service users and focused on the following areas: communication and support planning, day care staff and the overall day care service.

- 97% of service users rated their support plans as excellent, very good or good
- 95% of service users said they were confident staff are aware of their health and wellbeing needs
- 95% of service users said their personal care needs were met in a respectful and dignified manner
- 92% of service users said the transport was excellent, very good or good
- 100% 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:

“This service is completely customer focused, with an outstanding attitude by leaders, managers and staff”.

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

- The passion for customer service was displayed by all.
- The pride displayed in performance achievements is clearly justified.
- The provision of appropriate services, met the needs and preferences of all service users.
- The participation at all levels in service delivery is clearly evident.
- The promotion of the Day Care Service is worthy of acclaim and recognition.

Overall an outstanding effort, which is reflected in a further four compliance plus rating being awarded, bringing the total to 19. A remarkable achievement for all.

• **Viewpoint**

The Viewpoint System provides software and questionnaires to help children and young people between the ages of 5 years to 17 years communicate their feelings and wishes in relation to a number of topics.

Viewpoint is one of the ways children and family staff are able to seek the views of young people who are on the Child Protection Register or who are looked after and accommodated.

Use of Viewpoint

Child Protection

	5 to 7 Years	Young People – 8 to 17 years
Jan – Jun 2017	23	43
Jan – Dec 2016	49	80
Jan – Dec 2015	27	79

Looked After and Accommodated

	5 to 7 Years	Young People – 8 to 17 years
Jan – Jun 2017	0	27
Jan – Dec 2016	9	69
Jan – Dec 2015	10	33

In 2017, 74% of respondents who were looked after and accommodated stated they felt safe where they live now and 85% said nobody hurts them or upsets them at school.

91% of respondents in the Child Protection group stated they felt safe in their home and 74% said that nobody hurts or upsets them at school.

The Viewpoint System works on the principle that should a child provide a concerning response to a topic it is dealt with directly by the social worker and this issue is addressed immediately to ensure the wellbeing of the child.

- **Autism**

The Autism Resources Co-ordination Hub (ARCH) actively engaged in consulting users and carers via a three-month long consultation process which took place between September–December 2017 and incorporated the use of a snap survey, as well as locality based follow up focus groups, to seek the views and opinions of all within the Autism community.

A particular success was the involvement of young people and adults directly affected by autism and their active participation in responding to questions about present provision of autism support services within South Lanarkshire.

Overall, the formation of ARCH has been welcomed by all stakeholders within the South Lanarkshire Autism community including those affected by autism themselves, their parent carers and autism partners in the voluntary, private and statutory sectors.

Work is ongoing to develop a suite of public information leaflets as well as web-based information.

- **Digital Inclusion**

The Scottish Government's Digital Strategy, [Realising Scotland's full potential in a digital world](#), sets out how we will make sure that digital is at the heart of everything we do – how we deliver economic growth, reform our public services, and prepare our children for the workplace of the future.

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.

Help us #Find Fraser, a simple text message is being used to help people in South Lanarkshire take care of their hearts, minds and general health. The system is easy and intuitive to use and is supporting people with a range of conditions and challenges including mental health, smoking cessation, diabetes, heart failure and respiratory conditions.

As well as aiding staff training and inter-home communications, one of the wider aims of using this new technology is to establish links between homes 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 dietetics, pharmacy, out-of-hours and community mental health teams.

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.

Daily schedules were traditionally drawn up and distributed to over 1,000 home care staff in paper format. 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, the knock-on is reported via the app. That means the local office can inform the next service user if their carer is running a little late or make alternative arrangements to send out another member of staff if the delay is going to be significant. This reduces anxiety for service users and allows staff to fully focus on the task in hand.

The app uses the latest encryption technology to guarantee security. Overall this development translates to better care for the people in South Lanarkshire receiving this service.

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

The Carers (Scotland) Act will be implemented in April 2018. Since the Act was passed in 2016, the Resource has continued to work with partners in progressing key areas of work such as developing the new Adult Carer Support Plan and the Young Carer Statement, the draft local eligibility criteria for carers, developing a 'pathway' for carers accessing support and working on a Short Break Services Statement. Consultation activity has been thorough with an extensive carers survey distributed (in paper format and electronically) in September 2017, a carers consultation event held at the council's banqueting hall in November 2017 and focus groups held for carers and young carers in March 2018 in relation to the draft local eligibility criteria for carers.

- **Service –user Engagement – Self-Directed Support (SDS)**

In 2017 colleagues within the Lifestyles centres supporting adults with a learning disability were trained in understanding how the self-directed support game works in playing this with service-users. The game was developed with people with learning disabilities to aid their understating of the new assessment process in Scotland (Self-directed Support).

Staff within the centres played the game with service users and those taking part were asked to complete a short evaluation to determine whether the game had increased their knowledge and understanding of SDS. It was positively received by service users who stated that they had learned about the changes to the assessment process as well as their right to advocacy, which should ultimately offer more choice and control.

- **Service –user Engagement – Service-user and Carer Network**

The University of Strathclyde and Glasgow Caledonian University jointly manage the Service User and Carer Network. This is a group that meets four times a year to encourage and support the involvement of service users and carers in the teaching and training of Social Work Students and Mental Health Officers (MHO).

Social Work Resources has been involved in supporting service users and carers to take part in seminars over the years through the Network. In 2017, four carers were supported in speaking at a MHO seminar in giving their perspective of being assessed to be suitable Guardians (to aid the practice of the MHOs) and service users are also supported each year to give talks to the Under-Graduate and Masters students who are training to be social workers. Feedback from the students has always been very good.

- **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 has been lengthy, with a small, multi-agency project team now established, a thorough proposal drafted and a Privacy Impact Assessment completed. Changes in terms of data protection and data sharing will also impact on taking this work forward. The passport proposal is now at the stage of 'implementation'. The passport will be developed by Social Work Resources and is held on an electronic device.

It is envisaged that the passport, if evaluated well, will be of use to other client groups as well as people with profound and multiple learning disabilities. Its primary aim is to empower people to communicate whose main form of communication is non-verbal; in this sense it is a self-advocacy tool.

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 2018-19, we will take forward the following key areas for improvement and these are included in our action plan for 2018-19.

- Improvement Plan actions arising from multi-agency Inspections
- Any requirements or recommendations resulting from Care Inspectorate inspections
- Take forward areas of improvement arising from results of benchmarking activity
- Carry forward improvements not achieved in 2017-18 (red measures)

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 2018-19

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years up to 2018-19. The medium-term strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, the final budget position for the year 2017-18 was reported to members on 16 February 2017. An updated strategy for 2018-19 was approved by the Executive Committee on 28 June 2017 and provided updated assumptions for that year. Subsequent updates have been provided in December 2017, and January 2018, following receipt of the grant allocation for 2018-19. The 2018-19 budget was formally approved by the council on 28 February 2018.

The council will present a budget strategy covering 2019-20 to 2021-22 and the longer term, including issues likely to impact on the budget moving into this period, in the early part of 2018.

An update to the Capital Programme for 2018-19 to 2019-20 was approved by the council on 28 February 2018. This confirms the capital spending plans and funding for the two year period. An annual refresh of each programme will be considered by the council.

Based on the approved programme, a long term capital strategy will be prepared by September 2018, which will detail how the capital investment will assist in achieving the priority outcomes of the council. It will detail the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable.

5.2. Revenue Budget 2018-19

The Resource has a Net Revenue Budget of £151.379 million for 2018-19. The table below allocates this budget across the operational services within the Resource:

2018-19 NET Budget by Service		2018-2019	
Detail		£ million	%
Adult and Older People		111.524	74
Children and Families		29.488	19
Justice and Substance Misuse		1.102	1
Performance and Support		9.265	6

Total	151.379	100.0%
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5.4. Resource Employees

Social Work Resources invest in the delivery of social care services across South Lanarkshire. We have a workforce of just under 3000 employees and support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework.

The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing. 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.

Social Work Resources is committed to supporting employees to undertake their duties and we provide a range of preventative and early intervention strategies to maximise attendance.

We recognise the importance of work life balance in today's society and offer a number of family friendly and flexible working initiatives.

Workforce Plan

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 as at the end of March 2018 is as follows:

Service	Number of employees
Adult and Older Peoples Services	2100
Children and Justice Services	514
Performance and Support	280
Total	2894

Section Six – Action Plan

6.0 Introduction

This Action Plan identifies the Resource objectives and associated actions for 2018-19. The Lead Officer responsible for each action and the related measures are identified. Connect objectives are listed in the order in which they appear in the Council Plan progress reports. The reference numbers link directly to the connect measures of success 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	SOA – Single Outcome Agreement
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure
SDCCS – Sustainable Development and Climate Change Strategy	EQA – Equality Act 2010
CSS – Community Safety Strategy	CMP – Carbon Management Plan
SOLACE – Society of Local Authority Chief Executives	Gov – Good Governance

Connect Objective: Improve Later Life			
Resource Objective: Support the development and implementation of integration arrangements for adult health and social care services for Older People			
Action	Measure and timescales	Connect Reference / Links	Responsibility
1. In Partnership with NHS Lanarkshire, support the development and implementation of Integration arrangements for adult health and social care services	Six monthly Partnership Performance reports are prepared and submitted to the Performance and Audit Sub Committee / Integrated Joint Board	Connect 1.4	Head of Commissioning and Performance
	Report on the SMT Workstream Plan to the Senior Management Team on a monthly basis		Head of Commissioning and Performance
	Support the development and implementation of the locality planning model	Connect 3.4	Head of Commissioning and Performance

Connect Objective: Improve Later Life			
Resource Objective: Improve services to support older people to live in their homes and communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
2. 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

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
3. Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme		Head of Health and Social Care

Connect Objective: Improve Later Life			
Resource Objective: Promote good health and wellbeing in later life			
Action	Measure and timescales	Connect Reference / Links	Responsibility
4. Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by Locality		Head of Health and Social Care
	Develop the Intermediate Care Model within Older People's Day Care Services	Connect 3.2	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable children, young people and adults living in our communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
5. Monitor vulnerable children, young people and	Monitor trends on referral activity to Emergency Social Work Service (ESWS) on a quarterly basis for Home Care		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable children, young people and adults living in our communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers		Head of Children and Justice
6. Implement Care and Risk Management (CARM) Procedures for the few young people presenting with highest risk to others	Monitor the progress of CARM implementation		Head of Children and Justice
7. Continue to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities	Report on a quarterly basis to the SL Community Justice Partnership Board their work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities		Head of Children and Justice

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
8. 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
9. Strengthen the support offered to children on the Child Protection Register by improved data collection	Report to the SL Child Protection Committee on the work of the Quality Assurance and Management Information Sub-Group on tests of change in implementing, reporting and auditing outcomes from the new National Shared Minimum Data Set		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
10. 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
11. Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	Connect 2.1	Head of Health and Social Care
	Percentage 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: Getting it right for children in need			
Action	Measure and timescales	Connect Reference / Links	Responsibility
12. The GIRFEC approach is utilised to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a Community Payback Order (CPO)		Head of Children and Justice
13. Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments identified in the Action Plan	Connect 2.2	Head of Children and Justice
14. Implement self-directed support for children in need	Report to SDS Implementation Board on progress of implementing Self-directed Support (SDS) within Child and Family Services		Head of Children and Justice
15. 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
16. Continue to review and monitor the whole system	The Whole Systems Approach Group will monitor the use of youth justice risk assessment tool in place for every child charged with		Head of Children and Justice

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
approach to youth justice	an offence		
17.To deliver an intensive family support service for children who are at risk of being placed on the Child Protection register or have been discharged from the register	Provide a quarterly report to the Children and Justice Management meeting on the development of the Intensive Family Support Service for under 12s		Head of Children and Justice
18. Implement the Whole System Approach Youth Justice Strategy and Action Plan 2017-2020	Monitor the progress made on each of the four core commitments		Head of Children and Justice
19. Deliver proportionate and timely early interventions (EEI) Early Effective Interventions to address offending	Monitor the EEI activity throughout localities		Head of Children and Justice
20. Develop and implement a Transitions Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Provide quarterly reports on the progress of the Transition Planning Protocol		Head of Children and Justice
21. Continue to embed the Children's Services Plan within partners existing planning processes	Report regularly on the Children's Services Plan to the GIRSLC Strategy Group		Head of Children and Justice

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
22. Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health (CEL16 Assessment) within five working days		Head of Children and Justice
23. Improve support for Looked After Children (LAC)	Percentage of children seen by a supervising officer within 15 days		Head of Children and Justice
24. Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days		Head of Children and Justice
25. In light of the Children and Young People (Scotland) Act 2014 to develop appropriate services for young people in respect of continuing and after care	Report six monthly to the Children and Justice services management team meeting on the status of developments		Head of Children and Justice
26. To develop a Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to children and justice management team six monthly regarding the Single Integrated Tailored Assessment	Connect 3.3	Head of Children and Justice
27. Work in partnership to compile an integrated chronology at the first core group	Monitor the implementation through the Lanarkshire Practicum and Safeguarding Group		Head of Children and Justice
28. Progress the work required to align the Corporate Parenting Action	Report six monthly to Getting It Right for South Lanarkshire's Children Strategy Group on the status of developments		Head of Children and Justice

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
Plan with the Care Leavers Covenant			
29. Review and monitor Transition Planning for young people supported by Education Resources and/or Child and Family Social Work through to Adult Services	Report and review of transition cases by December 2018		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Improve services to support adults to live in their homes and communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
30. Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	Connect 3.7	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measure and timescales	Connect Reference / Links	Responsibility
31. Provide governance and leadership to ensure professional standards and key performance indicators are met, in accordance with local and	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	Connect 2.1	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measure and timescales	Connect Reference / Links	Responsibility
national policies and procedures			
32. Evidence the use of the Realigning Children's Services data to improve services	Report six monthly to the Children and Justice services management team on developments	Connect 2.4	Head of Children and Justice
33. To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions		Head of Children and Justice

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
34. 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
35. 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 3.1	Head of Commissioning and Performance

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
36. Take forward, with partners, the Action Plan for See Hear (the Sensory Impairment Strategy for Scotland) throughout the course of the National Strategy 2014-2024	Evidence multi-agency developments in relation to developing See Hear within South Lanarkshire		Head of Health and Social Care

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
37. Implement Government Strategies e.g. Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at Quarter 2 and Quarter 4		Head of Health and Social Care
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia		Head of Health and Social Care
38. Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy		Head of Health and Social Care
39. Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	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
40. Implement the requirements of the Self-directed Support Act	Adult Carer Support Plan is developed and tested in accordance with the requirements of Self-directed Support and the Carers (Scotland) Act 2016		Head of Health and Social Care
	Support Planning Module is further refined and tested in 2018		Head of Health and Social Care
	Develop a reporting system to capture a range of Self-directed Support activity		Head of Commissioning and Performance
	Report on the number of people who are self directing their support	Connect 3.5	Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Support carers in their caring role			
Action	Measure and timescales	Connect Reference / Links	Responsibility
41. Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire	Connect 6.6	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
42. Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act	Connect 1.3	Head of Health and Social Care
	Carers Act Programme Board continue to implement the Carers (Scotland) Act		Head of Health and Social Care

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
43. Reduce waste and increase recycling to	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	SDCCS/ Connect 6.1	Head of Health and Social Care

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
contribute to the council's sustainability work			
44. Contribute to the council's sustainability work	Develop and report on local initiatives involving service users which contribute to the council's sustainability agenda	SDCCS/ Connect 6.1	Head of Performance and Support
45. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15	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
46. 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: Provide access to timely support and interventions for people/groups who are disadvantaged			
Action	Measure and timescales	Connect Reference / Links	Responsibility
47. Support people affected by substance misuse	Percentage of drug/alcohol/clients start treatment/psychological intervention within three weeks of referral		Head of Children and Justice
48. Continue to raise awareness of the impact of	Continue to analyse and monitor trends in referral activity through Domestic Abuse		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
domestic abuse			
49. Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within the localities		Head of Children and Justice
50. Health and social care services contribute to reducing health inequalities	Contribute to the Community Planning Partnership agenda by delivering preventative and anticipatory care interventions, in order to optimise wellbeing and help reduce unnecessary demand on our health and social care system	Connect 11.4	Head of Commissioning and Performance

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
51. Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	Connect 6.11	Head of Children and Justice
52. Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individual's drug	Percentage of clients are first seen within two working days of a DTTO commencing		Head of Children and Justice

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
misuse and associated offending			

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
53. Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual Report is completed within the timescale		Head of Children and Justice
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to Community Justice Partnership meetings		Head of Children and Justice
	Percentage of offenders are seen within one working day of CPO	Connect 6.11	Head of Children and Justice
	Percentage of offenders on CPO supervision requirement are seen within five working days by their case manager		Head of Children and Justice
	Percentage of offenders on CPO unpaid work requirement are seen within five working days by their case manager		Head of Children and Justice
	Percentage of people starting their placement within seven days of a CPO unpaid work		Head of Children and Justice
54. Improve management of offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis		Head of Children and Justice
	Monitor the impact of the new regulations for MAPPA (violent offenders)		Head of Children and Justice
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	Connect 6.11	Head of Children and Justice
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date		Head of Children and Justice

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
55. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Continue to implement the Improvement Plan following the Review of the Unpaid Work Service	Connect 6.11	Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measure and timescales	Connect Reference / Links	Responsibility
56. Work with partners to implement the Community Plan	Annual Report is prepared in line with the Community Plan timescales		Performance and Support

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
57. Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups		Performance and Support
	Participation and involvement activity is linked with existing Health and Care Structure such as the South Lanarkshire Health and Social Care Forum and Third sector Forums	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
58. Contribute to the tackling poverty agenda	Provide annual update reports to the Tackling Poverty Programme Board	Connect 8.4	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
59. Ensure that high standards of governance are being exercised	85% of risk control actions completed by due date	ADM	Performance and Support
	90% of audit actions completed by due date	ADM	Performance and Support
	Complete Resource Good Governance self-assessment by due date and develop actions to address non-compliant areas	ADM	Performance and Support
	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups and social work governance group		Performance and Support
60. Promote high standards of information governance	Information governance self-assessment audit checklist to be completed annually and all relevant actions to be implemented	ADM	Performance and Support
61. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA Note: results should be considered in the context of the number of requests	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 20 calendar days	ADM	Performance and Support
62. Ensure monitoring, compliance and control of externally	Deficiency in care issues reported to management team and action plans in place to resolve		Head of Health and Social Care

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
purchased services			

Delivering the Plan and Achieving Best Value			
Resource Objective: Promote equality and wellbeing of staff			
Action	Measure and timescales	Connect Reference / Links	Responsibility
63. Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming equalities is regularly reviewed, agreed and updated through the performance and continuous improvement groups and social work governance group		Performance and Support
64. Develop and implement council wide equality performance measures and publish results in accordance with Public sector Equalities Duties (PSED)	Number of equality impact assessments undertaken for all new and relevant and reviewed policies and procedures	ADM	Performance and Support
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	ADM	Performance and Support

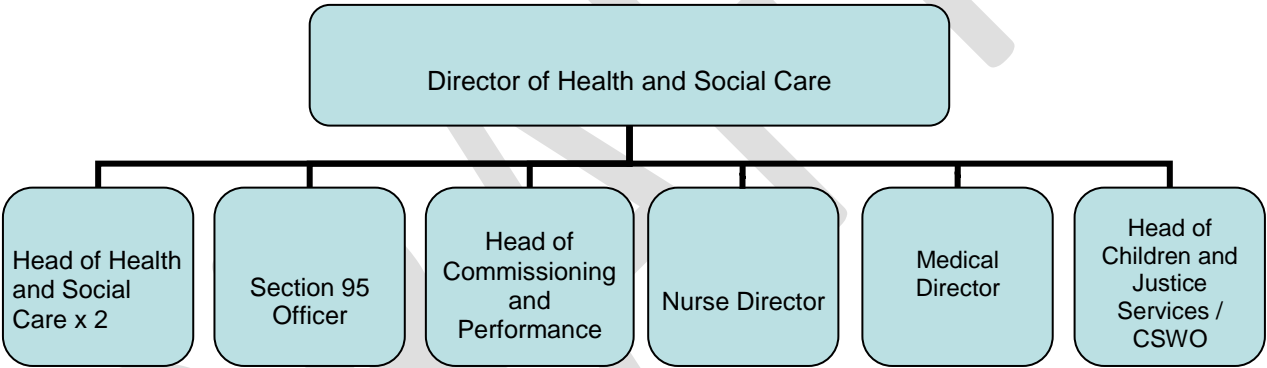
Delivering the Plan and Achieving Best Value			
Resource Objective: Develop improvement activity and promote scrutiny			
Action	Measure and timescales	Connect Reference / Links	Responsibility
65. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	ADM	Performance and Support
	Use the results of benchmarking activity (Including the Local Government Benchmarking Framework) to inform and improve service delivery	ADM	Performance and Support
	Ensure that Scottish Government Performance Reports are submitted within timescale: Looked After and Accommodated Children; Child Protection; Justice Services; Mental Health; Learning Disability (Esay); Homecare and Respite		Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Develop improvement activity and promote scrutiny			
Action	Measure and timescales	Connect Reference / Links	Responsibility
66. Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	Quarterly updates to the IT Programme Board on the progress of IMPROVe		Performance and Support
	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within the timescale	Connect 2.5	Performance and Support
67. Report on the LGBF/Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	LGBF	Performance and Support
	Self-directed Support (SDS) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2)	LGBF	Performance and Support
	Percentage of people aged 65+ with intensive needs receiving care at home (SW3)	LGBF	Performance and Support
	Percentage of adults receiving any care or support who rate it as excellent or good (SW 4a)	LGBF	Performance and Support
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW 4b)	LGBF	Performance and Support
	Older persons (over 65) residential care costs per week per resident (SW5)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	LGBF	Performance and Support
	Balance of care for "Looked After Children" percentage of children being looked after in the community (SW9)	LGBF	Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Improve skills, flexibility and capacity of the workforce			
Action	Measure and timescales	Connect Reference / Links	Responsibility
68. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	ADM	Performance and Support
	100% coverage of Performance Appraisals (PAs) of employees in scope	ADM	Performance and Support
69. Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans and continue the cyclical reporting framework	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs	ADM	Performance and Support
70. Manage land and property assets efficiently	Percentage of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people		Performance and Support
71. Progress the council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	ADM	Performance and Support
72. 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

Annex 1

Social Work Resources / Health and Social Care Organisational Structure



Annex 2

Additional Performance Information

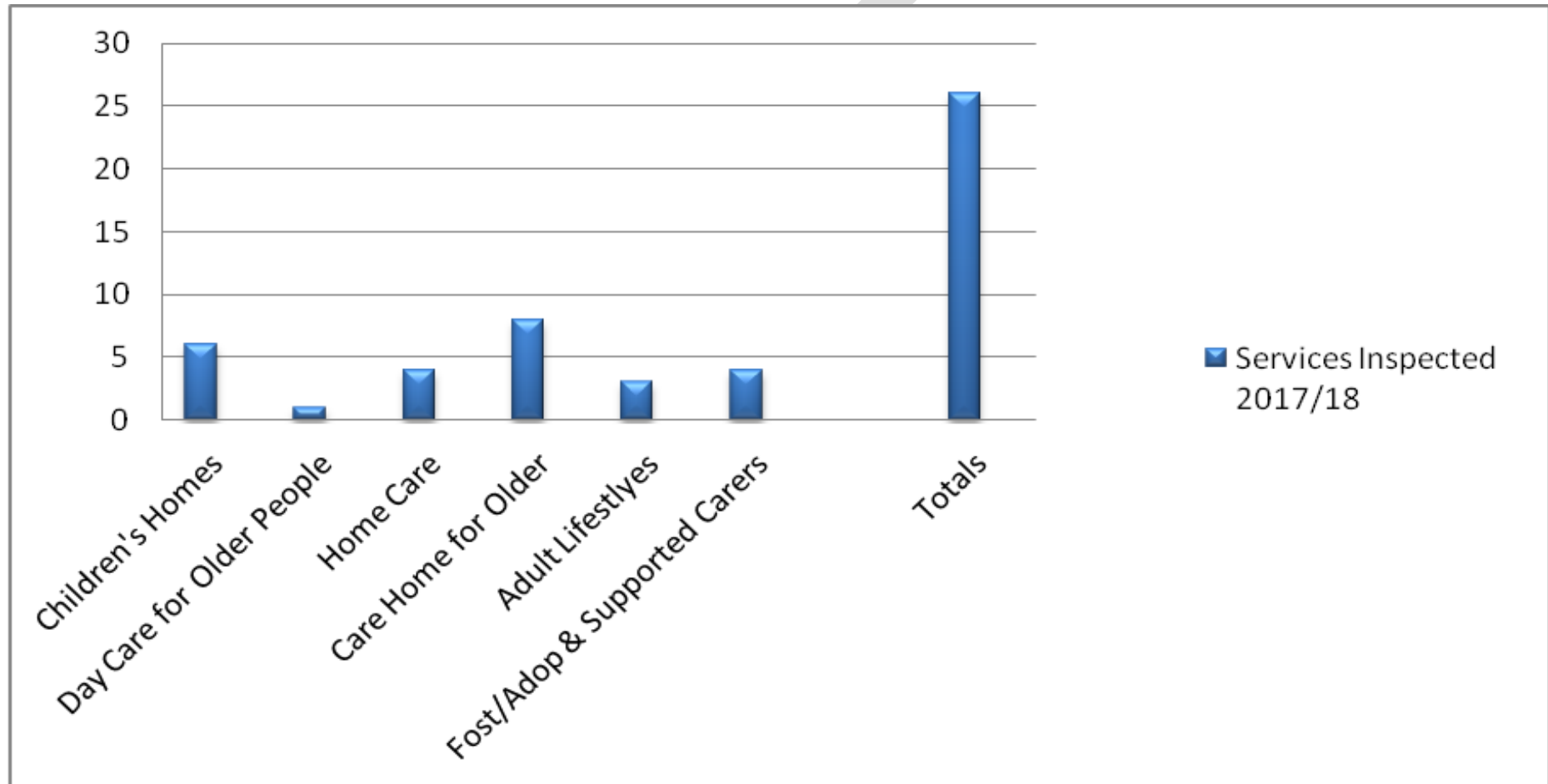
Customer Service Excellence

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.

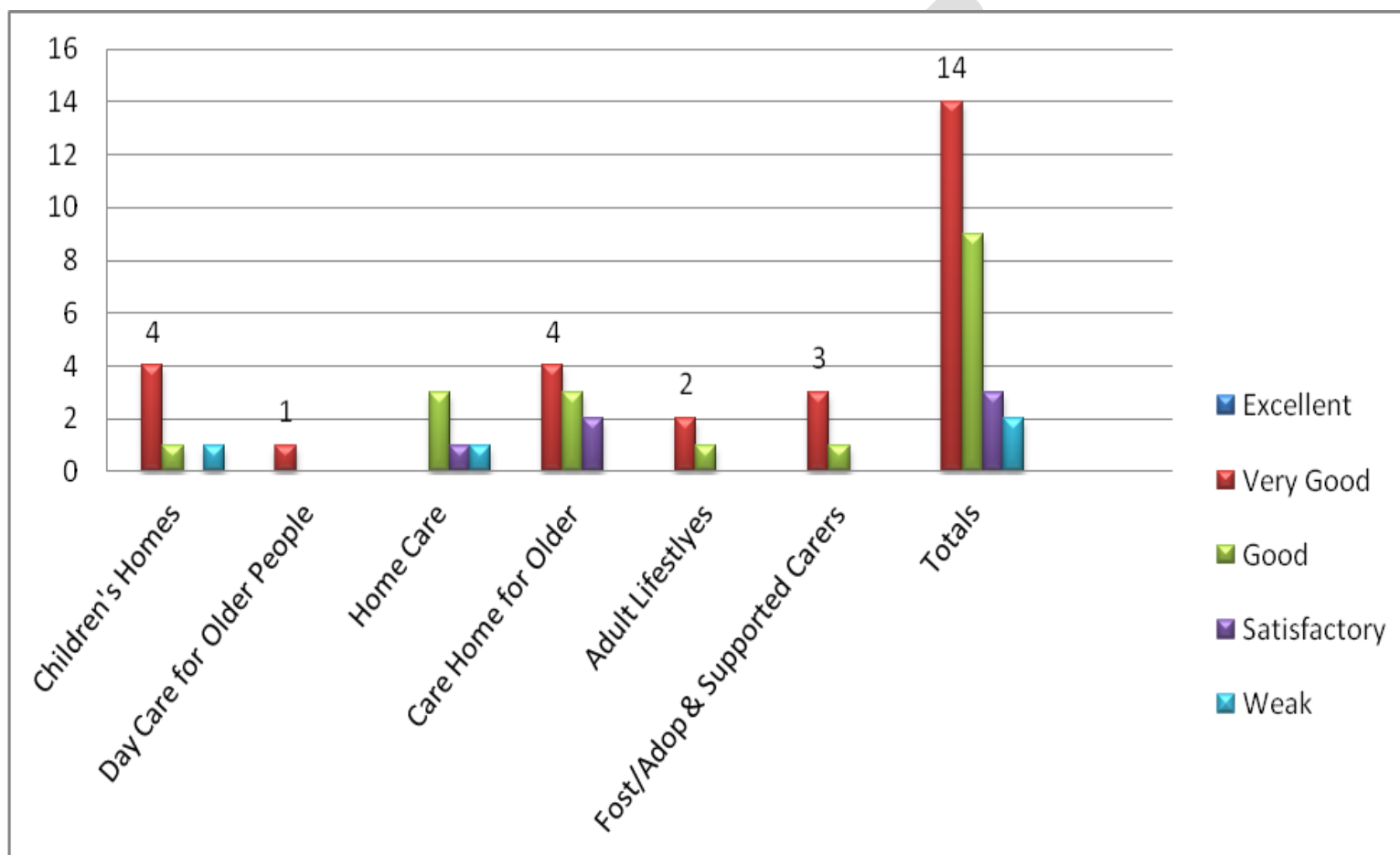
	2016-17	2017-18
Service Area	Compliant Plus	Compliant Plus
Adult Mental Health Services	8	9
Older Peoples Day Care Services	15	19
Older Peoples Residential Care	15	20

Care Inspectorate – Inspection Reports

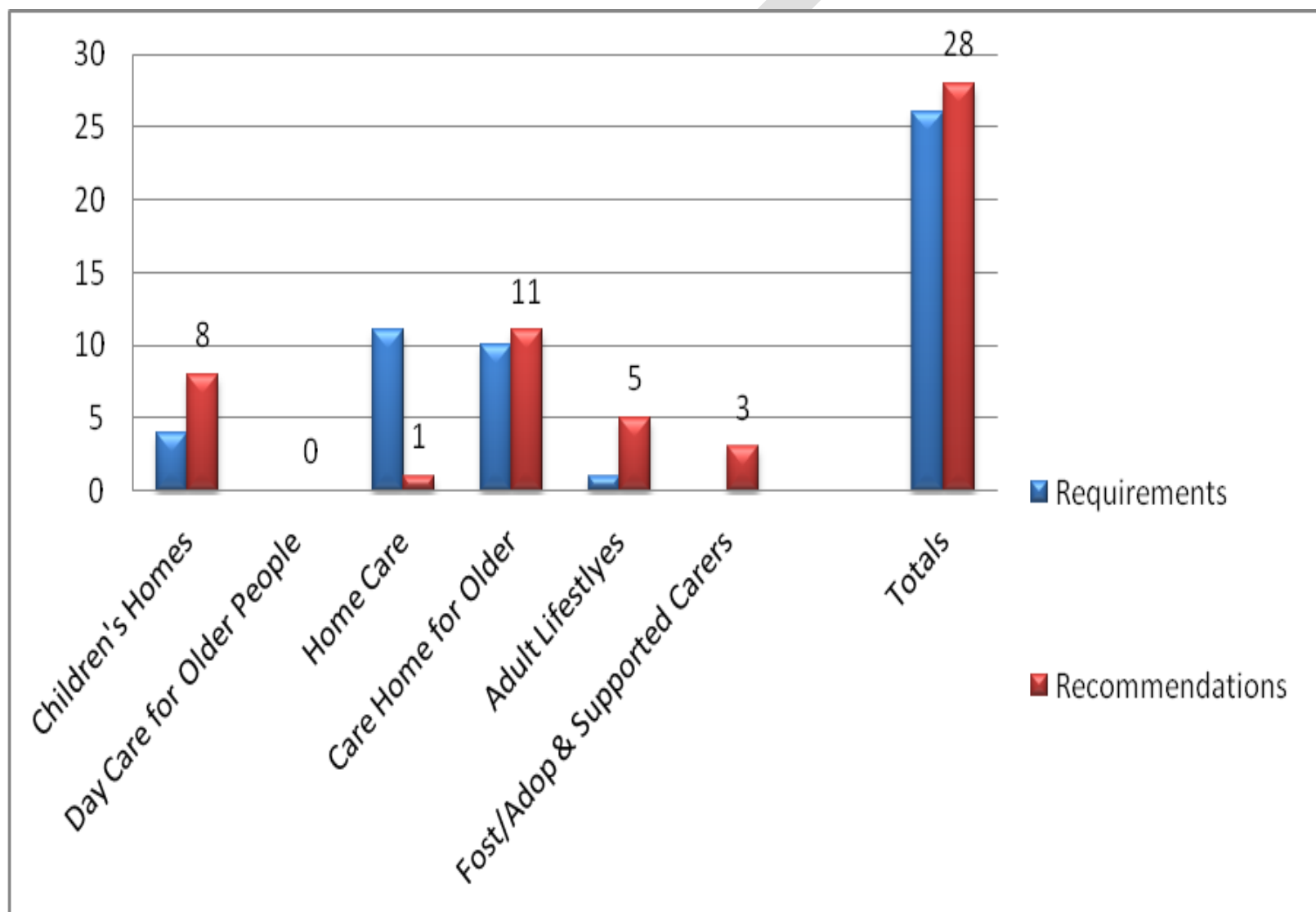
The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. Social Work Resources manage 42 registered services. During 2017-18 there were 28 Inspections completed by the Care Inspectorate across 6 differing service areas as outlined in the chart below. Two registered services were inspected twice in one year.



Of the 28 services inspected 23 are in the grade range excellent/ very good/good, with the remaining 5 in the grade range Satisfactory/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 table outlines the number of requirements and recommendations for specific service areas in 2017-18.



Key achievement highlights during 2017-18 are also detailed in section 4.2 Additional achievements are listed below:

Connect Objective: Improve later life	
Resource Objective	Progress 2017-18
Develop and implement locality profiles for each of the four localities to assist with the planning process	Locality profiles are progressing well

Connect Objective: Protect vulnerable children, young people and adults	
Resource Objective	Progress 2017-18
Strengthen partnership working, community leadership and engagement	The social work service annual report was approved by The State Hospital Senior Management Team in October 2017. Phase one of the migration to electronic record sharing between The State Hospital and SLC has been successful, and work is now underway in relation to phase 2 which will facilitate electronic sharing of information relating to child contact and child protection. Keeping Children Safe Policy and Procedure was approved

Connect Objective: Deliver better health and social care outcomes for all	
Resource Objective	Progress 2017-18
Support carers in their caring role	The Carers Act Programme Board has been established and sub-groups have been established to take forward the duties of the Act

Connect Objective: Work with communities and partners to promote high quality thriving and sustainable communities	
Resource Objective	Progress 2017-18
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	The Improvement Plan following the review of the unpaid work service is complete and the unpaid work service redesign was approved at Social Work Committee 7 February 2018

Additional performance information is also available in section 2.1, 4.2 and Annex 2 of this Resource Plan.