



Social Work Resources

Social Work Resource Plan 2021-22

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year.

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will continue to be developed in parallel with the Resource Plans.

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 provide responsive and accessible services for vulnerable children, young people, adults and older people and their carers supporting them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System. The Resource is one of the key partners within the South Lanarkshire Health and Social Care Partnership.

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

Resource activities include: assessment, specialist assessment and support; provision of targeted services for vulnerable children, young people and adults **and their carers**; service provision including care at home; support services, day, respite and residential services; supervision and monitoring in the protection of vulnerable children and adults; and working with those subject to requirements within justice and mental health legislation. There are 3 service areas within Social Work Resources which ensure that the Council delivers its statutory duties and functions across 4 localities. During the pandemic service provision has had to be adapted to keep service users and staff safe, with safe systems of work being introduced.

Adult and Older People Services

Adult and Older People Services work with other council resources as well as partners in health, and the voluntary and independent sector. Staff fulfil duties under the law and the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults With Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered.

Older people services provide support in different ways. Assessment and care management services assess the care needs of service users and their carers and help plan services to meet those needs. Care at home services and day care services provide a range of support designed to help people remain as independent as possible within the community. Care home care is available for individuals who need support in such a setting on a short or long-term basis. Social Work also fund a wide range of commissioned services provided by the independent, voluntary, and private sector.

Children and Justice Services

Children's services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities. We work to provide family support to promote the welfare and development of children, young people and their families. Social Work Resources has a duty to protect children. Whilst this is a

shared responsibility with other agencies and the community, Social Work has particular responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures.

Justice staff work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime. Services are offered in courts, local offices and specialised teams to people referred by the courts, prisons and other agencies. We work with offenders to reduce their criminal behaviour and promote community safety. This is done by helping prisoners resettle following a period in prison, addressing responsibility for offending, providing programmes that offer realistic alternatives and raising awareness about how offending affects victims.

Performance and Support Services

Performance and Support Services support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance; Personnel; Workforce Planning; Corporate Governance; Information Governance; and Asset Management. Administration Services providing effective administration and communication support to all the service areas across the Resource. Money Matters Advice Service offers benefits and money advice. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, and risk management which involves the provision of a range of information which meets the following resource planning requirements, Scottish Government returns and statutory performance indicators; information to support planning, for example demographic profiles and trends, management information requests as required by services and business needs.

Val de Souza
Director of Health and Social Care
Social Work Resources

Section Two – Key areas of focus for the year ahead

2. Overview

The Resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1 COVID - 19 Response and Recovery

The council continues to respond to the Global Pandemic ensuring that essential services are delivered safely. Social Work Resources priority remains protecting vulnerable children, young people, and adults in our communities by ensuring the effective delivery of critical services compliant with statutory legislation. Services have continued to be delivered to those assessed as most at risk with our focus on public protection. The introduction of agile working and the use of key IT solutions have been invaluable to service delivery and to the recovery process. Adult support and protection and child protection case conferences and key meetings have been arranged virtually as well as face to face contact where necessary. Families have been able to be included in care discussions remotely and Family Centres are being used to provide family contact. The unpaid work service has resumed operation and is building capacity. Many services are actively redesigning previous care pathways to include video consultations as a standard where possible. All working arrangements are reviewed on an ongoing basis as recovery takes place.

Care at home services, residential childcare services and residential older people's care continue to be delivered. A PPE hub was established, and the distribution of equipment has been expanded to include Education and Corporate Resources while continuing to distribute equipment to staff internally within Social Work and to externally commissioned services, as well as to carers.

Other services continue to be delivered with minimal cover arrangements to reduce footfall, or through agile means such as money matters advice, administration services, strategy, planning and performance, children, justice, court services and adult and older people assessment and care management. The model of delivery for day care for older people has been adapted from centre based to an outreach service and the learning from this will be considered as part of the transformation and service improvement.

2.2 Delivering the strategic commissioning plan intentions

Social Work Resources, a key partner of the Health and Social Care Partnership, will deliver the Strategic Commissioning Plan intentions through the directions issued by South Lanarkshire Integrated Joint Board.

2.3 Transformation and service improvement programme

The transformation and service improvement programme includes South Lanarkshire's care facilities modernisation programme, care and support service review, mental health strategy, care at home services improvement programme, and adult and older peoples' day services review. While the response to the COVID-19 pandemic has slowed the progress of the transformation programme there has been opportunity for learning from the experience of delivering services in different innovative ways.

From a social care perspective, the model of delivery in South Lanarkshire mirrors that across other areas of Scotland, in that it is a mixed economy of council, private, independent and voluntary provision. Social Work Resources will progress and strengthen

the links between commissioning, procurement and quality assurance in taking forward its service improvement agenda.

The Resource will continue to take forward the service improvement action plan following the children's services inspection in relation to corporate parenting including further development of the Champion's Board, and support to care leavers. Work continues developing the local implementation of the Promise of Transformational Change from the Independent Care Review for children and young people.

2.4 Independent review of adult social care

One of the actions from the Programme for Government Protecting Scotland, Renewing Scotland is to undertake an independent review of adult social care. The review will examine how adult social care can most effectively be reformed to deliver a national approach to care and support services. This review will include consideration of a national care service. The aim of the review is to recommend improvements to adult social care in Scotland, in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care. The review will take a human-rights based approach with a focus on the views of those with lived experience, about what needs to change to make real and lasting improvements. It began in September and will report its recommendations in January 2021. The recommendations of the review are likely to impact significantly on how adult social care services are delivered.

2.5 Challenges and service demand

There are a number of factors which present specific challenges to the Resource in relation to the demand for service provision. These include:

- Affordability of services as a result of new financial pressures brought about by the Global Pandemic
- An increasing ageing population (this is most pronounced in the 75+ age group). Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services.
- 32% rise in the number of children looked after over the last 3 years
- 14% rise in the last 3 years in the number of people on guardianship orders with the consequential impact of a 15% increase in the number of statutory visits to be undertaken
- Increased adult support and protection activity over last three years with an 80% increase in the number of adult protection plans being agreed to support vulnerable adults.
- Dementia prevalence rates were 8 per 1,000 of the population in 2012/13 and projected to 9.7 per 1,000 of the population for 2020/21
- People supported in their communities with long term conditions places significant pressure on the provision of social care services. For example, people living with depression or anxiety is projected to grow from 224 to 281 per 1,000 of the population in 2020/21
- Many factors combine together to affect the health and wellbeing of individuals and communities. Whether people are healthy or not, is determined by their social and economic circumstances and the wider environment all of which contribute to health inequalities. The pandemic will accentuate these inequalities and service provision will continue to be targeted at the most vulnerable in our communities. Social Work, the Health and Social Care Partnership and other partners will have a role to play in tackling these inequalities.

2.6 Top risks

Social Work Resources have reviewed their risk register and those risks which have been identified as very high or high include:

- The Council does not provide an adequate response to the pandemic; maintaining critical services; delivering emergency response commitments as a Category One Responder; and protecting wellbeing of employees and service users as far as reasonably practicable. Responding to the pandemic will impact on everything else the Council does
- Failure to evidence sufficient progress against Care Inspectorate requirements (Care at Home Service)
- Reduction in Council funding resulting in difficulties in achieving savings and maintaining frontline services.
- The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the IJB Strategic Commissioning Plan

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

2.7 Statutory requirements

Work undertaken by Social Work is statutory and must comply with regulatory requirements with the majority of services being regulated by the Care Inspectorate.

Section Three – Resource Outcomes

3.1. Resource Outcomes

Social Work Resources has established the following Resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Social Work Resources embeds sustainable development across services • Community Justice Outcome Improvement Plan is progressed • Disadvantaged people/groups are provided with access to timely support and interventions • For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • Tackling poverty and deprivation • Strengthen engagement with service users and carers
Get it right for children and young people	<ul style="list-style-type: none"> • Care and protect vulnerable children and young people
Improve health, care and wellbeing	<ul style="list-style-type: none"> • Deliver better health and social care outcomes for all • Promote good mental health and wellbeing • Promote, choice, control and flexibility in social care • Care and protect vulnerable adults

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Social Work Resources has established the following Resource outcomes to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	Resource Outcomes
	<ul style="list-style-type: none"> • Deliver and communicate the Council Plan and ensure high standards of governance • Develop improvement activity and promote scrutiny • Improve the skills, flexibility and capacity of the workforce • Promote equality and the well-being of staff

Section Four – Measures and actions

4.0 Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked “TBC” will be set once 2020-21 outturn figures are available.

Resource Outcome:	Social Work Resources embeds sustainable development across services			
Measure	Baseline	Annual Target	Links	Service
1. Make an annual saving from using recycled items as opposed to new through the joint store (Equipu)	£165k	£175k	C6.1	Performance and Support
Resource Outcome:	Community Justice Outcome Improvement Plan is progressed			
Measure	Baseline	Annual Target	Links	Service
2. 95% of clients are first seen within two working days of a DTTO commencing	95%	95%	C6.6	Children and Justice
Resource Outcome:	Disadvantaged people/groups are provided with access to timely support and interventions			
Measure	Baseline	Annual Target	Links	Service
3. 90% of drug/alcohol/clients start treatment/psychological intervention within three weeks of referral	90%	90%	C6.6	Adult and Older People
Resource Outcome:	For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all			
Measure	Baseline	Annual Target	Links	Service
4. 75% of offenders on CPO unpaid work requirement are seen within five working days by their case manager	75%	75%		Children and Justice
5. 75% of people starting their placement within seven days of a CPO unpaid work	75%	75%		Children and Justice
6. 95% of Criminal Justice Social	95%	95%	C6.6	Children and

Work reports submitted to Court by the due date				Justice
Resource Outcome:	Care and Protect vulnerable children and young people			
Measure	Baseline	Annual Target	Links	Service
7. Monitor the number of Child Protection referrals received and the conversion rate to Child Protection Investigation	90%			Children and Justice
8. Monitor the number of Child Protection Investigations completed that progress to Case Conference and the conversion rate to Registration	60%			Children and Justice
9. 75% of children seen by a supervising officer within 15 days	75%	75%		Children and Justice
10. 75% of reports submitted to the Children's Reporter within agreed timescales	75%	75%	C6.6	Children and Justice
11. Shift the balance of care and aim for no more than 12% of our looked after young people to be accommodated in residential placements	10%	12%	C2.2	Children and Justice
12. Report the number of young carers supported by Action for Children on a quarterly basis.			C2.3	Children and Justice
Resource Outcome:	Care and Protect vulnerable adults			
Measure	Baseline	Annual Target	Links	Service
13. 90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	90%	90%	C2.1	Adult and Older People
14. 90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	90%	90%	C2.1	Adult and Older People
Resource Outcome:	Deliver better health and social care outcomes for all			
Measure	Baseline	Annual Target	Links	Service
15. Monitor the percentage of	80%	80%	C2.1	Adult and

Planned Discharge Dates that are met				Older People
16. Monitor the ratio of planned/unplanned referrals received	70/30	70/30	C2.1	Adult and Older People
17. Discharge 10 patients from hospital per day	10	10	C2.1	Adult and Older People
Resource Outcome:	Promote, choice, control and flexibility in social care			
Measure	Baseline	Annual Target	Links	Service
18. Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	400	400	C8.3	Adult and Older People
19. Increase the number of carers supported by the commissioned carer support from Lanarkshire Carers on a quarterly basis.	780	800		Performance and Support
20. Measure the percentage of outcomes being achieved through reviewed support plans	75%	75%		Adult and Older People
Resource Outcome:	Tackling poverty and deprivation			
Measure	Baseline	Annual Target	Links	Service
21. Report on the number of new clients supported by the Money Matters Advice Service and monitor income generated for them (benefit awards/back dated benefits/debt advice) on a quarterly basis.	2,500	2,500		Performance and Support

4.b. What actions we will take in 2021-22

Resource Outcome:	Community Justice Outcome Improvement Plan is progressed		
Action	Steps we will take to deliver our actions	Links	Service
1. Embed the national model for Community Justice with our CJ partners in South Lanarkshire	Report on the developing priorities of the CJ Local Outcome Improvement Plan and develop the three prioritised Strategic Needs and Strengths Assessment areas Arrest		Children and Justice

	Referral, Diversion, Bail Supervision		
Resource Outcome:	For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all		
Action	Steps we will take to deliver our actions	Links	Service
2.Improve management of all offenders including high risk offenders	Produce and publish MAPPA annual report by 1 November 2021.		Children and Justice
Resource Outcome:	Care and protect vulnerable children and young people		
Action	Steps we will take to deliver our actions	Links	Service
3.Improve transition arrangements for young people	Develop and roll-out systems to record and monitor the number of young people with additional support needs transitioning from children's services to adult services and monitor their needs and outcomes met.		Children and Justice Services and Adult Services
Resource Outcome:	Care and protect vulnerable adults		
Action	Steps we will take to deliver our actions	Links	Service
4.Improve outcomes for people living in their own homes and communities	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4		Performance and Support
5.Monitor vulnerable adults' referrals/activity	Produce quarterly Adult Protection report for Adult Protection Committee and Chief Officers Group to monitor ASP activity	C2.1	Adult and Older People
Resource Outcome:	Deliver better health and social care outcomes for all		
Action	Steps we will take to deliver our actions	Links	Service
6.Implement the actions detailed within the Health and Social Care Delivery Plan	Report 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 to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	-	Performance and Support
7.Support the implementation of the Integrated Joint Board Directions which	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	C3.2	Performance and Support

focus on the shifting the balance of care.			
8.Extend the range and choice of day opportunities for older people.	Consult on the review of day care services for older people	C3.7	Adult and Older People
9.Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability.	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	C2.7	Performance and Support
10.Progress South Lanarkshire's care Facilities Modernisation Programme	Complete the Tech project activity to support the fitting out of the campus and prep for the opening of the community hub		Adult and Older People
	Report quarterly on progress of workforce planning workstream.		Adult and Older People
	Finalise the detailed specification of admission criteria across the entire campus to support the commencement of the process of identifying occupants of the HSCP supported properties		Adult and Older People
11.Prepare for the Analogue to Digital Migration for Assistive Technology	Review all alert alarm service users by the end of 2021/22.		Adult and Older People/ Performance and Support
	Deliver staff training on Assistive and Consumer technology to staff group to promote use of technology enabled care to support people in their own homes.		
Resource Outcome:	Strengthen engagement with service users and carers		
Action	Steps we will take to deliver our actions	Links	Service
12.Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services.	Provide a quarterly update on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	-	Performance and Support
Resource Outcome:	Deliver and communicate the Council Plan and ensure high standards of governance		
Action	Steps we will take to deliver our actions	Links	Service
13.Ensure that high standards	Report to the Senior Management	C12.2	Performance

of governance are being exercised.	Team on the review of the Risk Register every 6 months and report to Social Work Committee annually		and Support
14.Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	C1.2	Performance and Support
15.Chief Social Work Officer will continue to provide professional advice and guidance to the Council in accordance with legislative duties	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions by September 2021	-	Performance and Support
Resource Outcome:	Develop improvement activity and promote scrutiny		
Action	Steps we will take to deliver our actions	Links	Service
16.Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	C12.8	Performance and Support
Resource Outcome:	Social Work Resources embeds sustainable development across services		
Action	Steps we will take to deliver our actions	Links	Service
17.Contribute to a fair, healthy and sustainable food system	Identify potential opportunities for small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	-	Performance and Support

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2021-22.

5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £175.763 million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Performance and Support Services	8.024	5
Adult and Older People	131.773	75
Children and Families	34.381	19
Justice and Substance Misuse	1.585	1
Total	175.763	100

5.2. Capital Budget 2021-22

The following capital budget of £6.839m is allocated to the Resource for 2021-22:

Capital Programme 2021-22	
Project	£ million
Replacement Care Facilities - Blantyre	6.539
Community Alarms	0.300
Total	6.839

5.3. Resource Employees

Social Work Resources has 2,944 employees as at March 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows:

Service	Number of employees
Adult and Older Peoples Services	2,116
Children and Justice Services	538
Performance and Support	290
Total	2,944

5.4. Organisational structure

Director of Health and Social Care

