

South Lanarkshire Council

Chief Social Work Officer Annual Report

DRAFT

2021-2022

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INTRODUCTION

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 are committed to providing responsive and accessible services, with defined standards for service provision and to supporting local people to maximise their potential, maintain their independence and improve outcomes.

The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO), who must be registered with the Scottish Social Services Council (SSSC), is contained within Section 3 of the Social Work (Scotland) Act 1968. The role of the CSWO is to provide professional advice and guidance to the local authority's Elected Members and Officers in the provision of commissioned and directly provided Social Work services. The CSWO also has responsibility for overall performance improvement and the identification and management of corporate risks, as far as these relate to Social Work services.

The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. A summary report is published annually by the Scottish Government to aid learning and the sharing of information nationally.

All local Councils have a duty under the Social Work Scotland Act 1968 to assess a person's community care needs and where appropriate, to arrange any services they may require. South Lanarkshire Social Work Resources, in partnership with community planning partners, voluntary organisations and independent providers, offer a range of services designed to enable, support, improve and protect the health and social care of those using our services.

SDS is Scotland's mainstream approach to adult social care. The Social Care (Self-directed Support) Scotland Act 2014 aims to put the person at the centre of the support planning process enabling them and their carers and families to make informed choices about the social care support they require and how it is delivered. It gives the individual better control of their care through four funding options. Our assessments are modelled on the co-produced assessment directed by our Self-directed Support (SDS) assessment tools, offering individuals choice and control over their personal outcomes. The Children and Young People (Scotland) Act 2014 places Getting It Right for Every Child at the centre of assessing the wellbeing needs of children and young people.

In addition to assessment, Social Work Resources commission a wide range of local private, not for profit and voluntary sector providers together with a range of specialist services from outwith the South Lanarkshire area. There are 40 independent care homes for older people, 13 care homes for adults with a range of support needs and a small number of children's care homes in the Council area. Additionally, we have a range of Care at Home, Day Services and Supported Living providers operating across our localities.

Throughout 2021-22 Social Work Resources activities included:

- Providing assessment, specialised assessment, and support
- Providing targeted services for vulnerable children young people, adults, and their carers
- Providing care at home
- Day, respite, and residential support services
- Supervision and monitoring in the protection of vulnerable children and adults and wider public protection services
- Working with those subject to requirements within justice and mental health legislation

Those who use our services and the wider workforce have all experienced the impact of the global COVID-19 pandemic. As restrictions have eased, we have seen a gradual reintroduction of services, whilst continuing to take appropriate measures to maintain the safety and wellbeing of our workforce and local communities.

As CSWO for South Lanarkshire I will continue, whilst pursuing COVID-19 recovery, to progress our priorities in areas including:

- Public Protection for Children and Adults
- Multi-agency Public Protection Arrangements
- Integrated Joint Board and development meetings for Health and Social Care Integration
- Social Work Governance Group/Clinical Governance Group
- Care Facilities Improvement Plans
- Health and Care Standards
- Data Protection, GDPR
- Procurement of Social Care Services
- Eligibility Criteria/Prioritisation
- Self-Directed Support (SDS)
- Community Justice
- Children and Young People's Legislation
- Carers (Scotland) Legislation
- Care Inspectorate announced and unannounced inspections and follow up Improvement Action Plans
- Developing and supporting our profession and workforce
- Oversight and management of social work risk register

The ongoing development of Social Work services and our achievements rely on the continued commitment of our staff, statutory and third sector partners, the local community and support of the Council's Elected Members across all parties, who continue to advocate for the Service.

I would like to thank everyone for their efforts during the exceptional circumstances that we continued to face during 2021-22 and I look forward to working together on shared agendas during the year ahead.

Liam Purdie
Chief Social Work Officer
30 September 2022

SECTION 1 GOVERNANCE AND ACCOUNTABILITY

1.1 Community Planning Partnership

1.1.1 South Lanarkshire Council is part of the South Lanarkshire Community Planning Partnership (CPP), and the Partnership Board has a key role in progressing Community Planning in this area. Board partners include:

- NHS Lanarkshire
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Government
- Skills Development Scotland
- Strathclyde Partnership for Transport
- University of the West of Scotland
- VASLan (Community and Voluntary Sectors)

1.1.2 In January 2019, the Community Planning Partnership (CPP) Board started a review of Community Planning. Following recommendations from the council's Best Value Assurance Review (BVAR) and feedback from Audit Scotland, the Council acknowledged the need to concentrate more on involving the community in decision-making through community engagement. In July 2020, the board agreed that a full review of the Community Plan should be undertaken to ensure that the priorities for the work of the partnership had been informed by local communities. To further align the work of the Council and the Partnership, a joint review of the Council Plan and Community Plan was undertaken to develop a common vision and common set of outcomes through an extensive and multi-layered engagement and consultation process.

The largest consultation ever carried out by the Council began in March 2021, with more than 3,300 local residents responding to a survey and identifying key themes around education and learning, communities and environment, health inequalities, housing and land, children and young people, and our economy.



1.2 South Lanarkshire Council

1.2.1 There are 64 Council Members representing the 20 multi-member wards across South Lanarkshire. The composition of the Council is:

Scottish Labour Party	Scottish National Party	Conservative /Unionist	Scottish Liberal Democrats Party	Independent	Independent Group
17	25	12	3	1	6

As of 31 March 2022

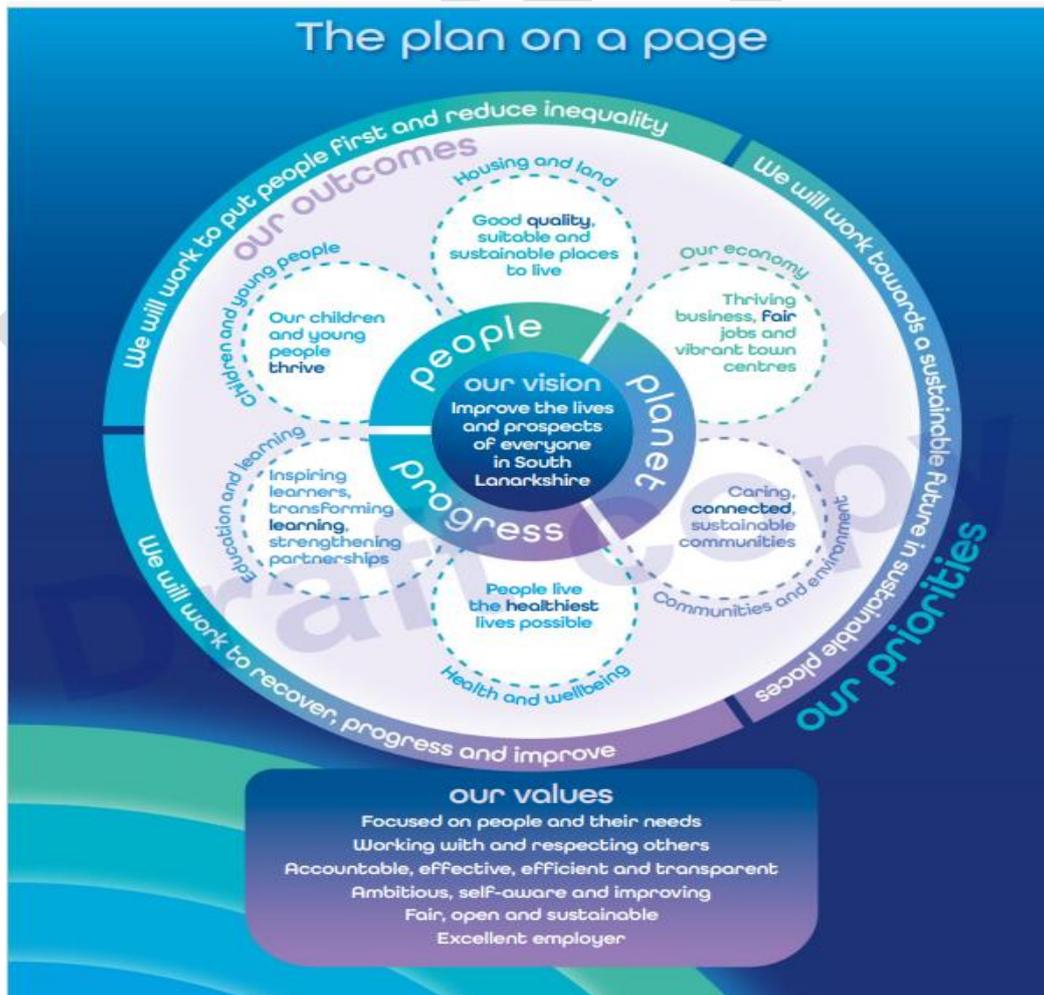
1.2.2 The Council’s Vision to “**improve the lives and prospects of everyone in South Lanarkshire**” remains at the heart of the Council’s Plan 2022-2027, along with our priorities which are focused on:

People – We will work to put people first and reduce inequality

Planet – We will work towards a sustainable future in sustainable places

Progress – We will work to recover, progress and improve

The Council Plan Connect 2022 – 2027: (Image still in draft)



1.2.3 Social Work Resources is one of five Council Resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources and Housing and Technical Resources. All Resources work together in support of the Council Plan - [Connect 2022-27](#)

1.2.4 Each Resource prepares an annual Resource Plan which reflects the aspirations of the Council Plan and the Community Plan and details the work, achievements and ongoing performance activity. In addition, this Resource Plan necessarily also reflects the statutory relationship between the South Lanarkshire Integration Joint Board (IJB) and the Council with respect to adult and older people’s social care, with those elements of the Resource Plan a response to the directions IJB’s Strategic Commissioning Plan 2022-25; and the recognition that the IJB has operational oversight for those areas of delivery. Here is the link to [Social Work Resource Plan 2021-2022](#)

1.3 Social Work Resources

1.3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gives local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across South Lanarkshire. Unfortunately, due to the statutory nature of our work, many of our service users do not engage with us on a voluntary basis.

1.3.2 The CSWO role is understood and valued within the Council and partnership. The CSWO provides professional advice directly to the Chief Executive of South Lanarkshire Council on statutory service delivery and on matters relating to the profession. This professional advice and guidance also extend to local elected members, officers within other Resources of the Council and to senior staff within partner agencies. There is a clear line of accountability including support and challenge that is understood by the Council Leader, the Chief Executive and the five Directors of the Corporate Management Team.

1.3.3 The CSWO holds the position of the Head of Children and Justice Services, is a member of the Senior Management Team (SMT) and a standing member of the Integration Joint Board (IJB). The role is integral in the supervision and monitoring of the protection of vulnerable children and adults and serving as a conduit between the IJB and public protection activity and reporting annually on the discharge of statutory duties.

1.3.4 Social Work Committee consists of 26 elected members and deals with most of the business relevant to the CSWO role, as well as strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups.

1.3.5 The CSWO actively participates in a number of influential decision-making forums providing a significant leadership role in shaping the overall strategic direction of services, including:

Table - CSWO membership of decision-making bodies	
Structure	Role
Council	<ul style="list-style-type: none"> • Social Work committee • Social Work Governance Group • Good Governance Group • Learning and Development Boards

	<ul style="list-style-type: none"> • Corporate Management Team
Integrated Joint Board	<ul style="list-style-type: none"> • IJB Board • IJB Performance and Audit Sub Committee • Health and Care Senior Management Team • Support, Care and Governance Group • Care Homes Assurance Tactical Group
Children's Services	<ul style="list-style-type: none"> • GIRSLC Partnership Board • GIRSLC Strategy Group • The Promise Board • Local Government and The Promise (arranged by COSLA)
Public Protection	<ul style="list-style-type: none"> • Chief Officer's Group • Child Protection Committee • Adult Protection Committee • MAPPA Strategic Oversight Group
Community Planning	<ul style="list-style-type: none"> • Community Planning Partnership Board • Safer South Lanarkshire Steering Group • South Lanarkshire Community Justice Partnership • Lanarkshire Alcohol and Drugs Partnership • Gender based Violence Group

1.3.6 In addition to these regular forums, the CSWO has engaged in a strategic command centre throughout the COVID-19 pandemic, established by the South Lanarkshire Health and Social Care Partnership (SLHSCP) to make daily decisions in response to the fast-paced guidance issued by the UK and Scottish Governments, Public Health and other organisations.

1.4 South Lanarkshire Health and Social Care Partnership

1.4.1 Within the SLHSCP, the Director, Health and Social Care has a lead role for Social Work functions, supported by the CSWO.

1.4.2 Child and Family and Justice Social Work Services are not included in the South Lanarkshire Integration scheme and lie outside the SLHSCP. A Performance and Audit Sub Committee assists with the governance and accountability arrangements in key areas of work which are led by the IJB, including:

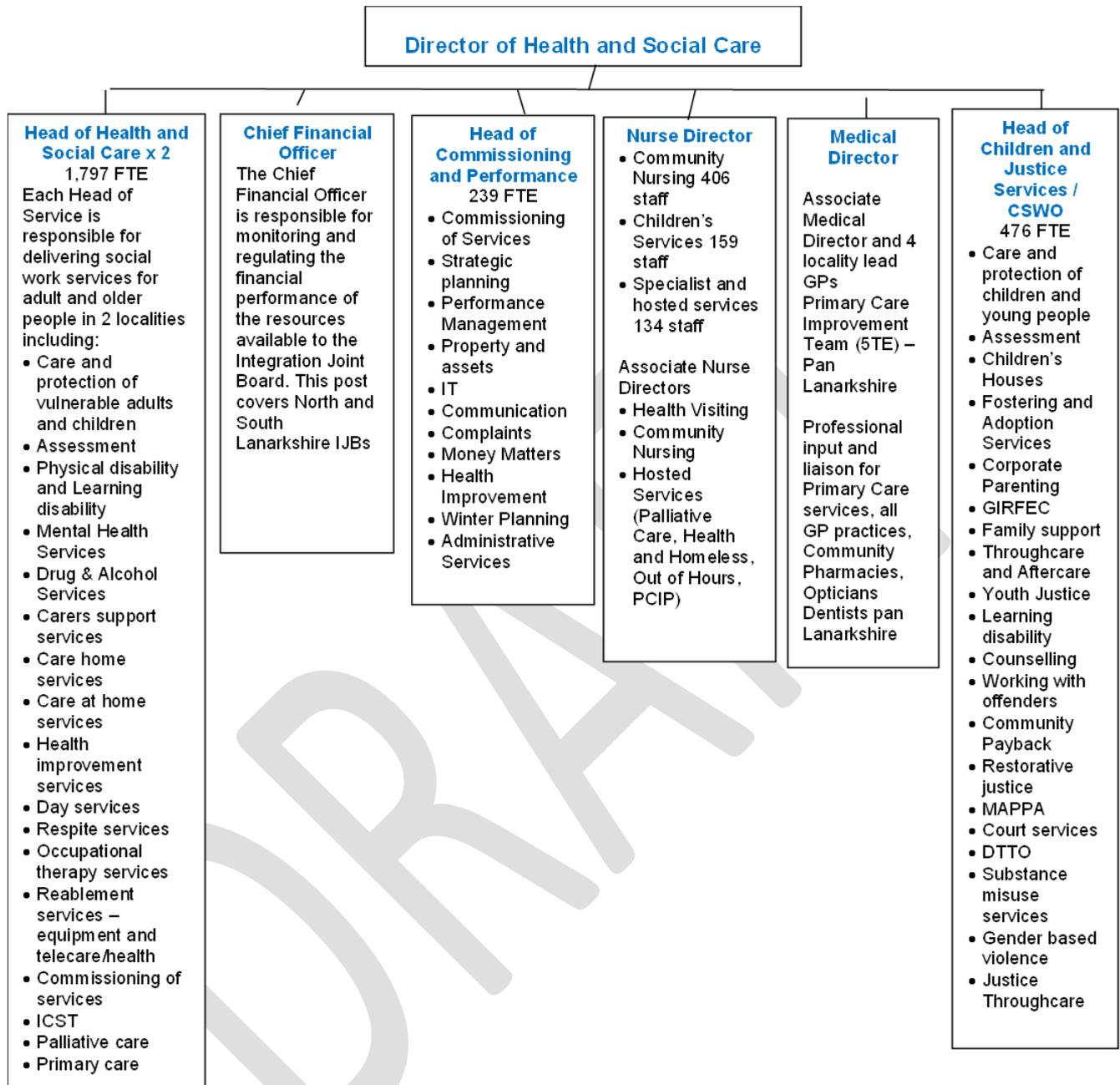
- the approval and implementation of the Strategic Commissioning Plan (SCP)
- the establishment of locality planning
- governance and accountability arrangements
- the production of an annual performance report

1.4.3 The Strategic Commissioning Plan (SCP) 2022-2025 sets out how health and social care services will be delivered in a more integrated way to improve the quality of support for people. Crucially, the plan sets out how services will be delivered in local areas against priorities identified by communities themselves.

https://www.southlanarkshire.gov.uk/slhscp/downloads/file/297/south_lanarkshire_integration_joint_board_strategic_commissioning_plan_2022-2025

- 1.4.4 The CSWO has responsibility for ensuring there are recognised governance and decision-making arrangements in place that support the SCP ambitions. The CSWO provides professional leadership and ensures the SLHSCP delegated statutory functions are being delivered through the chairing of groups such as, the Social Work Governance Group and the Social Work Learning and Development Boards alongside the scrutiny and monitoring of performance and standards within the senior management team.
- 1.4.5 The CSWO is central to the multi-disciplinary group that enhances professional clinical and care oversight of care homes across South Lanarkshire. This includes arrangements for testing and infection prevention control and PPE, through an established Care Home Clinical and Care Professional Oversight (CHCCPO) team comprising of the following professional roles:
- The NHS Director of Public Health
 - Executive Nurse lead
 - Medical Director
 - Chief Social Work Officer
 - HSCP Chief Officer: providing operational leadership
- 1.4.6 Below and at appendix 3 is the structure chart that the Health and Social Care Partnership operate within.

Social Work Resources/Health and Social Care Organisational Structure



SECTION 2 SERVICE QUALITY AND PERFORMANCE

2.1 Service Overview

- 2.1.1 Throughout 2021-22, Social Work Services continue to respond positively to the global coronavirus pandemic, ensuring that the most vulnerable citizens in our communities and our employees remain supported and protected.
- 2.1.2 Service delivery models have been reorganised to adhere to government guidance, and restrictions with social distancing resulted in an immediate reduction in footfall within our workplaces. The introduction of agile working and the use of key IT solutions such as Microsoft Teams and Near Me have been invaluable to service delivery and to the recovery process. Working arrangements put in place to deliver services during this public health crisis continue to be reviewed on an ongoing basis as we recover.
- 2.1.3 The majority of services are working back towards full service provision, whilst recognising the specific arrangements that remain within some of our services such as day care and care homes, such as the enhanced infection prevention and control measures.
- 2.1.4 As social distancing requirements decreased in other areas, work is underway to increase face to face interventions with office accommodation, meeting space and family centres offering more direct support in a planned way. The impact of the pandemic has resulted in a backlog for areas of services, including Unpaid Work and assessment activity across adult, children and justice services. The backlog will be addressed based on prioritised risk and need.
- 2.1.5 New models of service that emerged as a consequence of the pandemic will be a feature in future recovery, such as the combination of the new outreach service working alongside traditional day services for adults and older people; better use of tele-health and tele-care; and a hybrid approach to office and home working for a wide group of staff.
- 2.1.6 The PPE Hub that was established immediately in direct response to the COVID-19 pandemic has, to date, provided 4,319,261 items of PPE to care providers, including care homes, paid carers, unpaid carers and charitable organisations. private providers and unpaid carers in South Lanarkshire. The Hub is due to close on 30 September 2022. However, there are options being considered to continue to support unpaid carers and to provide emergency provision for social care providers.
- 2.1.7 The Council's Community Engagement Team has worked alongside 3rd Sector Interface (VASLan) in response to the coronavirus pandemic to collate the activity happening within communities and establish contact with new groups and networks that have developed in response to the current situation.
- 2.1.8 Engagement with service users and the community remains strong across the partnership and is supported by the South Lanarkshire Health and Social Care Forum. This is an independent group of community volunteers who work to engage health service and social care users, carers, and communities to improve local health and social care services. The Forum also supports wider public involvement in

planning and decision-making about local services, and keeps local people informed about the range and location of services.

- 2.1.9 The IJB's Strategic Commissioning Plan (SCP) 2022-2025 sets out the overall strategy for health and social care services in South Lanarkshire over the next three years. It considers how the longer-term changes in the population's health and social care will continue to evolve, and the inequalities in health that have been exacerbated by the COVID-19 pandemic will be tackled with a whole-systems approach.
- 2.1.10 Social Work Resources continues to play a key role in operationally delivering a number of the 12 strategic priorities identified within the SCP and supporting the most vulnerable people who may be at risk of harm.
- 2.1.11 **Adult and Older People Services** work with other Council Resources as well as partners in health, 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. Assessment and care management services work with service users and their carers to help plan services to meet their needs.
- 2.1.12 In August 2021, the Integration Joint Board (IJB) had been advised of the development of a range of recommendations for Health and Social Care Partnerships (HSCPs) to implement. The recommendations included the Home First Approach and were based on best practice from across Scotland.
- 2.1.13 The purpose of the Home First Approach model was to ensure that people could be cared for at home, or as close to home as possible, to support timely discharge from hospital and prevent avoidable admissions to hospital. Delayed discharges across Lanarkshire hospitals were mainly due to demand exceeding Care at Home capacity. Substantial improvements in the discharge process in Lanarkshire had been achieved between April 2020 and December 2021, resulting in a 50% decrease, however, Care at Home services were experiencing an unprecedented increase in demand due to the Covid-19 pandemic. This increase in demand was being experienced nationally. As the current and projected demand for health and social care services was significant, the Scottish Government had allocated additional recurring funding in 2021-22 and 2022-23 to increase capacity with immediate effect.
- 2.1.14 A small-scale Home First Transition service, supporting discharge from hospital has been established within South Lanarkshire HSCP to address the demand. The Home First Transition teams provides a rapid response, with multi-disciplinary assessment and intervention teams underpinned by a focused and reablement-focused Care at Home Service. A Home First Programme Steering Group has been established to support its development and initial risks related to the availability of the workforce, management capacity and being able to demonstrate improvement in relation to key outcomes.
- 2.1.15 Adult and Older People's services carried out a range of activity throughout 2021-22 examples of which include:
- Supporting 2,849 Adult Support and Protection inquiries, which led to 1,273 Adult Support and Protection investigations being instigated.

- For welfare guardianship orders, visits have been maintained at a good level over the course of the year, with 94% of local authority visits being held within timescale and 95% of private guardianship orders
 - Supporting up to 2,200 older people at any time in long term care placements
 - Supporting 1,093 people with a learning disability to live in their own communities
 - Working with 6,269 requests to support adults with a physical disability who were referred to the physical disability teams
 - Working with 933 requests to support individuals with a mental health problem who were referred to Community Mental Health Teams
- 2.1.16 **Care at home services** continued to offer support to the most vulnerable individuals throughout the pandemic. However, amongst many challenges, the impact of staff absence placed significant pressure on services, with a significant number of staff shielding, self-isolating or absent from work due to sickness.
- 2.1.17 Independent providers faced similar challenges and worked tirelessly to ensure services were maintained. Fortnightly meetings were held with Independent Care at Home providers to offer support, share information, and ensure appropriate responses were in place to meet emerging issues.
- 2.1.18 Communication with staff is paramount and all Home Carers now have the use of Microsoft 365 accounts, providing access to organisational email addresses and MS Teams. This has transformed the way in which we engage with staff who work in the community in a more responsive, efficient and safe way.
- 2.1.19 The service has also continued to focus on a far-reaching modernisation agenda. The implementation of a sector leading IT system called Total Mobile commenced and is now operational in all localities. This is transforming the way the service schedules, allocates work and communicates with staff and service users. The system is already bringing efficiencies to the scheduling process and is facilitating wider organisational change throughout 2022-23.
- 2.1.20 **Care homes for older people** adapted rapidly to the outbreak of COVID-19, and the service has since been consistent in its application of the changing guidance, implementation of enhanced infection prevention and control measures and additional scrutiny and oversight.
- 2.1.21 In response to the Crown Office and Procurator Fiscal Service's dedicated COVID-19 Death Investigation Team (CDIT), the CSWO has established a Governance group to support Operation Koper. Further, the Lanarkshire Care Home Tactical Assurance Group has been established to provide oversight, review and assure the management of COVID-19 outbreaks in Lanarkshire care homes. The group continues to meet on a monthly basis to review outbreak activity and monitor the impact of partnership preventative and mitigating actions. Oversight by Lanarkshire Care Home Tactical Assurance Group ensures themes and lessons learned are collated and used to identify further areas and actions for improvement and training.

- 2.1.22 A network of support has been established for the care home sector during this period. The Care Home Providers forum includes representation from independent, voluntary, and local authority care homes. Chaired by a Social Work manager, the forum provides the opportunity to share and signpost providers to emerging guidance and reporting requirements, whilst sharing an understanding of the pressures and identifying solutions.
- 2.1.23 As part of the Council's commitment to improving later life for adults and older people, and to meet the future needs and wishes of those people within the community, a programme of Transformation and Service Improvement is being undertaken by the SLHSCP.
- 2.1.24 Planning permission was granted in 2019 to develop a range of care facilities on a site in Blantyre, as part of an £18 million investment from the Council's capital fund. The programme, delayed by the COVID-19 pandemic, recommenced in the spring of 2021 with progress continuing on four distinct areas of development, these include:
- Twenty technology enabled properties designed and equipped with technology to support older people to live independently in a family home rather than moving to residential care. The final 12 properties were allocated to service users at the end of July 2022. Feedback from service users who moved into the earlier properties in late January/early February is very favourable.
 - Other services on the site, available from November 2022, are transitional care facilities offering short term support to individuals before returning home following a period of ill health or crisis, or to prevent hospital admission.
 - A Centre of Excellence specialising in training and development of health and social care staff will be created to support all localities across South Lanarkshire.
 - A community-facing facility featuring: a café; guidance and support for unpaid carers; linkage and signposting into a raft of community-based voluntary and third sector support. A TEC zone, designed in collaboration with Glasgow Science Centre, will showcase how technology enabled care can be used to support people to live well, safely, and independently at home.
- 2.1.25 This model of care will enhance our ability to meet changing care needs and respond to what people have told us, particularly in light of significant population changes over the last 20 years. It offers individuals more choice and options to remain at home and in the community.
- 2.1.26 **Care and Support** service offers support to adults with a learning disability to live safely within their own home in the community. The service was established in 2004 and has seen little change since its inception. The need to embed policy directives such as Self-Directed Support (SDS), South Lanarkshire's Eligibility Criteria and the Carers (Scotland) Act 2016 were considered drivers to review the service in 2019, alongside a recognition the staffing model in light of a diminishing number of ageing service users, with increased levels of dependency.
- 2.1.27 The review continued during the pandemic and has resulted in greater choice and control for individuals through the SDS assessment process, enabling individuals to achieve outcomes that matter to them, whilst ensuring there remains sufficient capacity within the service to continue to meet individuals' changing needs and identified outcomes going forward.

- 2.1.28 **Adult and older people's day services** are continuing their programme of remobilisation following the temporary closure of buildings during the pandemic. The Outreach service that was established to ensure those most vulnerable - who had been attending day services - were offered individualised support at home has continued, in parallel with the re-opening of day service buildings.
- 2.1.29 Prior to the pandemic, an evidence-based review of adult and older people's day services was underway. The review emerged in response to changes in national policy direction to provide personalised support and better understand the reasons for decline in the number of individuals attending traditional day services.
- 2.1.30 Consultation has continued with all stakeholders in respect of the Day Service review and proposed modernisation of the service. Review activity has resumed to help inform future proposals.
- 2.1.31 **Technology Enabled Care (TEC)** is the use of technology to provide health and care services to people in their own homes, or near to home, helping people to live independently, safely and well at home for longer. Our key services include assistive technology (usually linked to community alert alarms), Connect Me remote health monitoring service, and Near Me video consultations. Demand for assistive technology continues to increase with 2,287 items installed during 2021-22, a 62% increase from 1,414 during 2020-21. Our telecare installer carried out 2,046 assistive technology visits to community alarm service users' during 2021-22, up 37% from 1,407 in 2020-21. Keysafe installations also increased with 900 installation visits being completed during 2021-22, up 39% from 649 in 2020-21.
- 2.1.32 The team supported the rollout of the national COVID remote health monitoring pathway in Lanarkshire. Inclusion criteria for the pathway was Covid positive patients over 16 years old who were at risk of clinical deterioration and capable/willing to home monitor for 14 days. Eligible patients were supplied with a non-return pulse oximeter, information pack and directed to register with the National Contact Centre. Patients received daily text messages asking a series of questions about their symptoms, including oxygen saturation readings, and were provided with advice responses relevant to their reply. The pathway includes GP practices, The Scottish Ambulance Service, Hospital services, Community Services and NHS Midwifery teams as partners. To date over 200 patients have successfully monitored their condition from home. Since the pathway was introduced, the team have provided educational/training sessions to multiple services and offer ongoing support.
- 2.1.33 The assistive TEC team had to respond quickly to worldwide shortages of chips which are key components of alert alarms. The team worked with procurement colleagues to identify alternative telecare suppliers who could provide the stock required. As a result, managed to continue providing and installing the technology required to support some of our most vulnerable service users and avoided technology shortages causing delays to hospital discharges. The lessons learned have been invaluable in preparing for the upcoming transfer to digital alert alarms.
- 2.1.34 The council's analogue 2 digital programme is well underway and will ensure that community alarm service users continue to receive a reliable and safe service. A key part of the analogue 2 digital programme has been an asset audit of alert alarms and assistive technology within approximately 7,000 community alarm service users' homes. The assistive TEC team were joined by a telecare development assistant and 3 technology assistants to coordinate and carry out the asset audits. The technology

assistants work closely with our social work locality teams, raising any risks identified and updating data as required.

- 2.1.35 **Children Services** work to provide family support to promote the welfare and development of children, young people and their families. 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.
- 2.1.36 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.
- 2.1.37 **An Inspection of Services for Children in Need of Care and Protection**, undertaken in 2019, resulted in the development of an Improvement Action Plan highlighting five key themes, including:
- Corporate Parenting arrangements
 - Care leavers transitions
 - Outcome data
 - Views of children, young people and their families; and
 - Kinship Care.
- 2.1.38 Each theme has several actions and associated measures to track progress. The actions within the plan are linked back to existing strategic plans and incorporated into new ones to ensure there is clear governance and reporting.
- 2.1.39 The Corporate Parenting Group, Children Services Continuous Improvement Group and the Children's Services Strategy Group have ownership of the themes identified in the Action Plan and report on progress.
- 2.1.40 **Residential Children's Services** maintained a settled environment during the period of COVID-19. Staff continue to deliver high quality care whilst observing and applying public health guidance during wellbeing activities and family contact. This has merited meticulous planning and organising involving key stakeholders across the Corporate Parenting landscape within South Lanarkshire placing particular emphasis on contingency situations to ensure our young people remained safe.
- 2.1.41 **Corporate Parenting Board (Promise Board)** and a Champions Board were established in 2020 to sit alongside the Getting It Right for South Lanarkshire's Children Partnership Board. These two new Boards lead on the change agenda and hold all partners to account, providing the foundation for achieving best practice in implementing the Promise and The Plan.
- 2.1.42 The Corporate Parenting Board's vision is to make sure everyone plays their part in supporting care experienced children and young people as they grow and develop and assists the Council and partners in continuing to fulfil its legal obligations and responsibilities towards looked after children and children leaving care. The inaugural meeting took place on the 24 April 2021 and was chaired by the Chief Executive of South Lanarkshire Council. The Board, known as the Promise Board in recognition of the vision of the Independent Care Review findings, includes representation of all key partners and senior

officers. The Promise Board reports directly to the Community Planning Partnership (CPP) and operates to a set of principles on which to lead and challenge the progress of the corporate parenting agenda and meet collective, corporate parenting responsibilities.

2.1.43 Three subgroups report to the Promise Board:

- **Engagement and Participation**

The aim of the Engagement and Participation subgroup is to ensure that care experienced people in South Lanarkshire help to shape the decision-making processes that affect their daily lives by ensuring participation and involvement is embedded into agency practice across the children's partnership of South Lanarkshire. The Engagement and Participation subgroup upholds the values of relationships, growth, inclusion, learning, opportunities and voice for care experienced children and young people.

- **Care experienced living with parents, friends, or relatives**

This group brings together representatives from children's services throughout South Lanarkshire. It is designed to improve the response to the needs of children and young people who are looked after at home or in kinship care, which is with a person who is related to them or a person with whom they have a pre-existing relationship.

The initial focus for the group has been in defining and adopting the term care experienced across South Lanarkshire Children's Services partners to ensure young people and their families are aware of and can access the range of supports to which they are entitled. The establishment of a central data base which will provide robust information for partners is also underway.

The group has spent valuable time connecting partners to get a deeper understanding of the needs and areas for improvement that exist for children and young people, care experienced and living with parents, friends, and relatives. An action plan to guide improvement work over the next two years is in development.

- **Throughcare, continuing care and aftercare**

The Throughcare and Aftercare subgroup act in the best interests and promote the physical and mental health and well-being of care leavers, ensuring that care leavers are engaged and regularly consulted.

The areas of improvement for the group include:

- Assessment, planning and review
- Health and wellbeing
- Housing and accommodation pathways
- Education, employment and training

2.1.44 **Champions Board** is a group of young care experienced people who are supported to come together to engage directly with those who make key decisions about the care system. The vision for Champions Boards is one where Corporate Parents build genuine, trusting relationships with care experienced young people in their area. By combining the expertise of care experienced young people and the power and responsibility of decision makers, Champions Boards aim to improve the quality of care and support for care experienced young people.

- 2.1.45 The South Lanarkshire's Champions Board is supported by Who Cares? Scotland and was launched in December 2019 at an event that brought together corporate parents and care experienced young people from throughout the area. In addition to Who Cares? Scotland two Promise Development Workers were recruited in November 2021 jointly funded by NHS and South Lanarkshire Council, Social Work Resources. These posts, advertised for young people with care experience, are specifically focussed on increasing the participation of care experienced young people. The Promise workers have already been instrumental, in partnership with others, in several successful Care Day events and in recruiting and supporting new members to the Champions Board. Future plans include further promotion of the Champions Board to care experienced people, corporate parents and partners and developing social media platforms for improved communication.
- 2.1.46 The Champions Board links directly with the Promise Board and the three strategy subgroups ensuring the voice of care experienced young people is central to decision making.
- 2.1.47 The Scottish Government had made funding available for the financial year 2020-21 to improve children's mental health and wellbeing. Police Scotland and Children and Family Services had agreed to collaborate on an Integrated Safeguarding and Early Intervention Hub model which would deliver a new model of managing all referrals and early intervention requests to Children and Family Services. The highest proportion of referrals are received from Police Scotland and are related to domestic violence, addictions issues and mental health referrals that range from low level to intense interventions. Currently, all 4 localities managed referrals regarding children, including child protection and early intervention and the Hub was seen as a model of intervention that would support a consistent response across all localities.
- 2.1.48 **Justice Services** 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.
- 2.1.49 Justice offers a wide range of services in courts, local offices, and specialised teams to people referred by the crown office and procurator fiscal service, courts, the Scottish Prison Service, and other agencies. Specialised teams have been developed to work with women, young people, people leaving custody (throughcare), men convicted of domestic abuse and their families (Caledonian system), adults involved in substance related offending (the drug treatment and testing order service). Justice employees work with individuals to address the factors associated with their challenging and harmful behaviours to reduce the likelihood of these behaviours recurring and to promote community safety. Justice services undertake a relationship-based approach which maximises opportunities to reduce criminality. Justice services maximise opportunities for individuals to be diverted from prosecution where possible and to remain in the community rather than custody with required levels of supervision. Work delivered includes maximising opportunities for young people (16–21-year-olds) to undertake a structured deferred sentencing programme which is tailored to their age and stage of development.
- 2.1.50 The Caledonian programme is for persons convicted of domestic abuse offences and the moving forward making changes programme for persons convicted of sexually harmful behaviour. A holistic approach is taken to ensure programmatic work addresses inappropriate behaviour but also ensures the safety of persons harmed. The Caledonian programme is a good example of this as it is delivered in partnership with CIRCLE and women's aid who support the women and children impacted by the behaviour of men.

- 2.1.51 Collaborative working across police (Scotland) SPS, housing, health, and addictions, adult, and childcare services and the local third sector, has assisted in the management of any public protection housing or health issues that may require attention. The Justice Service has seen an increased demand in the number of clients presenting with welfare needs. The service has responded by providing food, meals, and essential items.
- 2.1.52 There has been significant impact on the courts system, whilst the three courts within Lanarkshire are operational their delivery has been impacted by lockdown, social distancing, and infection control measures. The introduction of virtual courts for persons appearing from custody has required court Social Work services to introduce and access digital communication to ensure service provision. Challenges arising from virtual communication are fed into Social Work Scotland and reported to the national justice board. Court reports have continued to be delivered however, have been undertaken virtually where possible. For individuals with complex needs and risks, interviews have continued to be undertaken in person in approved office arrangements.
- 2.1.53 Unpaid Work Service (UWS) was suspended at the outset of the pandemic, in response to renewed public health guidance. Service delivery adapted to changing government guidance and when permitted, resumed with appropriate Infection control measures and social distancing. The required health and safety measures have led to a reduction in the volume of service users who can attend the UPW service at any one time. New ways of working also led to creative and imaginative solutions such as the delivery of unpaid work at home leading to for example, safety blankets being made from crisp packets for homeless people. Reduced service capacity has led to a backlog of unpaid work hours. The backlog in hours is monitored closely and reported nationally via Social Work Scotland who are reporting this to the Justice Board at Scottish Government. A recovery plan has been developed and both Sacro and Action for Children who have existing contractual arrangements with South Lanarkshire are working in partnership to reduce the backlog in hours.
- 2.1.54 Children and Justice Services carried out a range of activity in 2021-22, examples of which include:
- Protecting children by undertaking 716 child protection investigations. On 31 March 2022, there were 125 children on the Child Protection Register
 - Prepared 385 reports for children who were supported through the Children's Hearing system.
 - As of 31 July 2021, 752 children were looked after by the Council. Of these children 19% were looked after at home with parents, 43% by friends/relatives (kinship), 28% in foster placements and 10% were looked after in a residential setting.
 - 636 referrals were supported by substance misuse services, following a referral for alcohol or drug misuse
 - 368 Community Payback Orders with Unpaid Work requirements commenced
- 2.1.55 **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 and Personnel; Carers; Equalities; 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. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, 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. The PPE (Personal Protective Equipment) Hub developed since first lockdown, is now a service area currently within Performance and Support.

- 2.1.56 The Carers (Scotland) Act 2016 (the Act) aims to support carers' health and wellbeing and help make caring more sustainable.
- 2.1.57 The South Lanarkshire Carers Strategy 2019- 2022 identified a range of supports that would help carers to continue caring in good health and wellbeing. The Strategy identified four main priorities:
- Carers are identified, involved, and valued
 - Carers have choice and control, allowing them to balance their own life with their caring role
 - Carers can access the right support and service at the right time
 - Carers have a positive experience of being a carer
- 2.1.58 Lanarkshire Carers are currently undertaking carer support plans for those with low to moderate needs and thereby allowing the Social Work team to focus on more complex situations. There is a Lanarkshire Carers worker successfully linked with each of the four localities. Positive relationships between the SLHSCP and Lanarkshire Carers provide a strong base to build further improvement activity .
- 2.1.59 In January 2022, the Scottish Government announced additional funding for local carers centres to expand support services for unpaid carers during the winter period. Key findings from Winter Funding Impact Report highlighted 949 carers benefitted from Carers Winter Funding Package in Lanarkshire; 781 individual grants were awarded to carers; and 123 new carers engaged with Lanarkshire Carers as a result of the funding.
- 2.1.60 The Carers Partnership Group is tasked to drive forward the work of the Carers Strategy and ensure funding is directed to support the Carers agenda, staff have been recruited to at both strategic and operational level to maintain oversight of the whole system of support for Adult Carers and Young Carers.

2.2 Performance monitoring

- 2.2.1 Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. Social Work Resources utilise a quarterly performance and monitoring system which allows services within the Resource to assess performance against key Council and Social Work Resource objectives. Performance information is then used to inform the annual [Social Work Resource Plan 2021-2022](#) highlighting areas of progress and approaches to continuous improvement. The Resource Plan also identifies those areas of action where performance requires to be measured for example, Adult Support and Protection, AWI, Child Protection.
- 2.2.2 A quarterly performance management meeting takes place in-line with the reporting timescales of the quarterly report. Examples of performance activity, which are discussed include findings from case file audit activity, self-evaluation, Social Work risks and financial performance.
- 2.2.3 The performance scorecard within the Resource Plan has a number of measures which relate to the Council Plan. These are formally reported to the Council's Executive Committee twice a year. Any measures which have amber or red progress status are discussed within the Council's Scrutiny Forum and a Head of Service from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity.
- 2.2.4 The performance management system (IMPROVe) supports frontline Managers with real time management information. This system allows managers to look at detailed caseload or timescale information for aspects of service such as guardianship visits and reviews and the supervision of children under statutory requirements. In addition, the system allows the higher level performance measures within the Resource Plan to be tracked and measured daily. This enhances performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.
- 2.2.5 Some key performance trend data is recorded at Appendix 1 that supports some examples of the areas of work identified above.
- 2.2.6 In common with other Council Resources an Internal Statement of Assurance is produced annually covering general good governance, internal controls, information governance and systems of governance and control.
- 2.2.7 Accounts Commission, as part of their statutory responsibilities, audit public performance reporting arrangements each year to provide continuity and support progress of the Local Government Benchmarking Framework (LGBF). Social Work Resources reports a range of information to demonstrate that it is securing Best Value in providing services.
- 2.2.8 The Care Inspectorate continues to regulate and inspect our 39 Registered Care Services which include: six care homes for older people, 13 Day Centre's for older people; 6 Adult Lifestyles Centre's; 1 Adult Community Support Services; 6 care homes for children and young people; 3 Child and Family Services (Fostering, Adoption and Supported Carers); and 4 Care at Home Services. Since March 2021, 10 inspections have taken place. Attached in Appendix 2 are the most up to date grades in respect of our registered services.
- 2.2.9 The Care inspectorate have resumed their full inspection programme. During the Covid-19 pandemic they introduced an additional key question to the inspection framework. Key question 7 focused on

'how good is our care and support during the Covid-19 pandemic?'. This key question is no longer a part of the framework, however, one of the quality indicators, 1.5 has been developed to ensure that where there are outbreaks of any infectious diseases, people's health and wellbeing continues to be supported and safeguarded by infection, prevention and control practices. This reflects learning from issues relating to infection, prevention and control that arose during the pandemic, and takes into account the National Infection Prevention and Control Manual for older people and adult care homes.

2.2.10 South Lanarkshire Council has been recognised as a Carer Positive Employer at the Engaged Level. The carer positive award is presented to employers in Scotland who have a working environment where carers are valued and supported.

2.3 Delivery of Statutory functions

2.3.1 Our priority is to ensure effective delivery of critical services, complying with statutory legislation to protect vulnerable children, young people and adults in our communities. Services remain committed to assessing those most at risk with the focus on public protection.

2.3.2 Throughout the coronavirus pandemic we have ensured that the most vulnerable members of our communities and our employees remain supported and protected. South Lanarkshire Child and Adult Protection Committees developed a joint COVID-19 communication strategy and escalation guidance for high risk or complex cases to support front line managers and practitioners. Social media platforms and public protection e-bulletins were used by our public protection partners to raise awareness of public protection throughout the wider community, alongside specific briefings to warn of COVID-19 specific scams.

2.3.3 Whilst COVID-19 rates in Lanarkshire remained consistently high, the Partnership is now working towards areas of recovery. Adult support and protection and child protection case conferences and other key meetings can now be arranged either virtually or in person, with public health guidance followed to ensure the safety of service users and our workforce. Other services are now adopting hybrid working arrangements to continue to reduce heavy footfall within office spaces.

2.3.4 As services adapt to the recovery from COVID-19, households are now also significantly impacted by the cost-of-living crisis. This crisis has been caused by a significant increase in the costs of energy, food and fuel, with the energy price cap increasing significantly in 2022 and forecast to rise further. This directly impacts on all areas of household budgets. The Council continues to offer advice on finance and debt through the Money Matters Advice Service, with service users supported to access available funding through a range of appropriate funds and grants.

2.3.5 SLHSCP and the Adult Support and Protection Committee have been working with the national decision support programme led by the Digital Health and Care Innovation Centre (DHI) to develop a web and mobile app that will give practitioners quick and easy access to current evidence-based guidance and information to support a person who may be at risk. The app empowers staff to make swift, safe and effective decisions throughout the ASP process and has been successfully downloaded by partners including over 1,000 Care at Home staff as part of the pilot stage. An evaluation of the pilot is underway prior to the formal launch.

2.3.5 Transitional arrangements from children's services to adult services remains a priority for the Social Work Resources and the SLHSCP. The Social Work Governance Group is overseeing an improvement plan and a multi-agency infrastructure has been embedded in our localities and is monitored through integrated operational arrangements.

- 2.3.6 The CSWO is active in overseeing the quality of services and is responsible for ensuring that Social Work staff are appropriately trained and supported to carry out their professional and statutory duties. This is undertaken in a number of ways including regular meetings between the CSWO and Senior Managers to discuss performance and other operational issues, fulfilling corporate governance requirements through the annual Internal Statement of Assurance and overall Governance Assessment Framework with the agreement of the Chair of the Social Work Committee.
- 2.3.7 All Social Work staff working with service users are bound by a professional Code of Conduct which is governed by the Scottish Social Services Council (SSSC). South Lanarkshire's Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification agree to adhere to specific professional codes that guide their practice.
- 2.3.8 SDS: a co-produced assessment is operational across Adult and Older People's Services and the Child's Plan meets the statutory requirements of SDS within the GIRFEC Framework. A Carers' Support Plan and Young Carers Statement are in operation.
- 2.3.9 Several key developments have been introduced to strengthen our approach to SDS. In line with the legislation, the National Standards for SDS and Audit Scotland recommendations, these developments aim to put SDS at the forefront of service review activity so that it is outcome driven. These include:
- Increase capacity within Fieldwork
 - The revised 'Living the Life You Choose' assessment for adults live from 8 November 2021.
 - Work is ongoing within Children and Families Services to strengthen our approach to SDS and improve our transitions planning with Adult Services.
 - An electronic Adult Carer Support Plan (ACSP) is in final stages of development
 - From 20 December 2021 two posts identified to audit direct payments through monitoring and review, and audit activity incorporating a framework based on the CIPFA monitoring matrix.
 - Review of public information
- 2.3.10 The Mental Health Officer Award is funded on an ongoing basis to enable the Council to meet legislative obligations under the Adults with Incapacity (Scotland) Act and the Mental Health (Care and Treatment) (Scotland) Act. A Staff Development Officer for Mental Health Services who is a Mental Health Officer provides support to meet the learning and development requirements within this service.
- 2.3.11 The CSWO has a role in ensuring Significant Case Reviews and Significant Incident Reviews take place as required. Significant Case Reviews (SCR) are published on South Lanarkshire Council's Adult Protection Committee or Child Protection Committee's website. Learning from SCRs is crucial for staff across the Resource. Actions are agreed and taken forward as a partnership as a result of reports published.
- 2.3.12 Analysis and management of information relating to Guardianship Orders; complex balance of need, risk and civil liberties in accordance with professional standards, for example in relation to Adult Support and Protection and Child Protection guidelines; and decisions relating to the need to place children in secure accommodation and the review of such placements all fall to the CSWO.
- 2.3.13 The CSWO actively promotes continuous improvement and evidence-informed practice, including the development of person-centred services that are focussed on the needs of the service-user. The CSWO also oversees the quality of practice learning experiences for Social Work students and effective

workplace assessment arrangements in accordance with the SSSC Code of Practice. South Lanarkshire is a member of Learning Network West and cohorts of students are provided with placements annually across the Social Work Service. Each placement is supported by a Practice Teacher identified from the South Lanarkshire Social Work Services workforce.

2.3.14 The CSWO has responsibility to respond to Care Inspectorate reports and findings from local and national activity, addressing the requirements of internal and external audit and reporting on progress against outcomes and follow-up actions from this activity. This includes discussion with the Chair of Social Work Committee and presentation to Social Work Resources Committee twice yearly.

2.3.15 The CSWO is represented on Social Work Scotland (SWS). SWS is the professional leadership body for the Social Work and Social Care professions. It is a membership organisation which represents Social Workers and other professionals who lead and support Social Work across all sectors. Membership is included from NHS, local authorities, third and independent sectors. SWS effectively do two things: (1) influence and advise on the development of policy and legislation; (2) support the development of the Social Work and Social Care professions.

2.4 Key Challenges to Service Delivery

2.4.1 In addition to covid-recovery there are several factors which present specific challenges to Social Work Resources in relation to the demand for service provision. In the coming year Social Work Resources will take forward all necessary actions, where reasonable and appropriate, to mitigate or reduce the Resource's exposure to these risks including:

- Affordability of services as a result of new financial pressures brought about by the global pandemic and increased cost of living.
- An increasing ageing population (this is most pronounced in the 75+ age group). As people advance in age their need for health and social care services increases.
- Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower than the Scottish average and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services.
- There has been a 4% rise in the number of children looked after from 2019 - 2021 (from 725 to 752)
- South Lanarkshire has a higher percentage of children with a concern at the 27–30-month health visitor review compared to Scotland.
- Increased adult support and protection activity from 2020-21 to 2021-22 with an 11% increase (from 1,144 to 1,273) in the number of adult protection investigations to support vulnerable adults.
- In 2020-21, 14% of the South Lanarkshire population had three or more long-term health conditions (LTCs). The rate of people with 3+LTCs is projected to increase steadily between 2022 and 25 across most age groups 18+, again increasing the demand on services.
- The impact of deprivation. South Lanarkshire is more deprived than Scotland as a whole, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities.
- The effect of health inequality. Many factors combine 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.

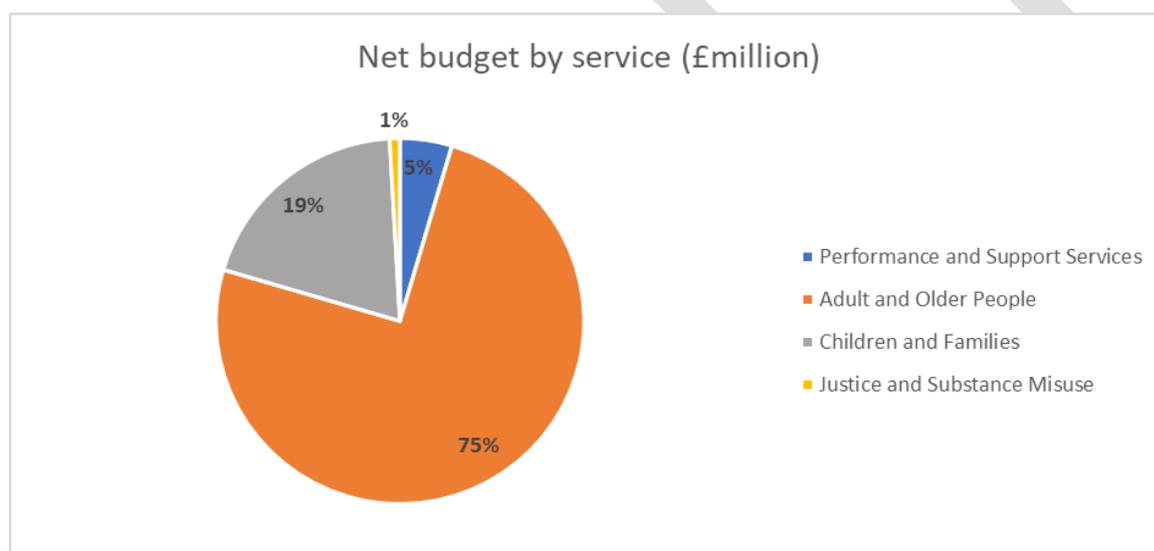
- Exponential and unprecedented pressure on the health and social care workforce capacity nationally, with increasing challenges to recruit new staff and retain the current workforce impacting on the delivery of critical care.
- 2.4.2 An Independent Review of Adult Social Care in Scotland was announced by the Scottish Government on 1 September 2020 as part of the Programme for Government. The principal aim of the review was to recommend improvements to adult social care in Scotland, for people using the services, their carers and the social care workforce. The review examined how adult social care could be most effectively reformed to deliver a national approach to care and support services. The Independent Review concluded at the end of January 2021 and its findings published in February 2021. As a result of this review the National Care Service was recommended.
- 2.4.3 The National Care Services (Scotland) Bill was presented to Parliament on 20 June 2022. The Bill proposes to establish a National Care Service in Scotland, allowing Scottish Ministers to transfer social care responsibility from local authorities to a new, national service. New “care boards” would be responsible for delivering care locally. Children’s services and justice social work could also be considered at a later stage following further consultation.
- 2.4.4 As well as proposing to establish a National Care Service, the Bill makes other changes including:
- allowing information to be shared by the proposed National Care Service and the NHS
 - introducing a right to breaks for carers
 - giving rights to people living in adult care homes to see the people important to them (known as “Anne’s Law”)
- 2.4.5 The Scottish Government has committed to establishing a National Care Service by the end of the current parliamentary term in 2026.

SECTION 3 RESOURCES

3.1 Finance

3.1.1 Social Work Resources had a net revenue budget of £175.763 million for 2021-22 which was allocated as follows:

NET Budget by Service	2021-22	
	£ 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



3.1.2 There are a number of financial challenges which Social Work Resources continue to manage including:

- ◆ the financial impact of demographic growth and an ageing population
- ◆ the increasing numbers of people supported in their community with long term health conditions
- ◆ an increase in Adult Support and Protection activity
- ◆ an increase in the number of children looked after
- ◆ service user and carer expectations
- ◆ the Council's requirement to achieve ongoing savings.
- ◆ the impact of the COVID-19 pandemic

3.2 Risk

3.2.1 Risk management is a key duty for Social Work Resources, both in a service wide and individual service-user and carer context. From a service perspective, the Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes.

3.2.2 Social Work Resources follows the Council’s guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The 2021-22 top service risks identified for the Resource are detailed below and these are reviewed and monitored on a regular basis. In the coming year Social Work Resources will take forward all reasonably necessary actions, where appropriate, to mitigate or reduce the Resource’s exposure to these risks.

Risk Description	
1.	The Council fails to meet statutory and legislative duties in respect of public protection.
2.	Reduction in external funding and fees/income received by the council, as well as increased service demands, results in saving difficulties.
3.	Lack of capacity and skills to provide and meet increased service demands
4.	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.
5.	The Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan
6.	Failure to ensure the health, safety and wellbeing of employees and the protection of service users and members of the public in the delivery of council services.
7.	Failure to fulfil emergency response commitment befitting the Council’s status as a Category 1 (emergency) responder
8.	Failure to evidence sufficient progress against Care Inspectorate requirements
9.	Failure to properly prepare and successfully transition from the current analogue services to a digital solution within the pre-determined timescale

3.2.3 The Resource continues to review and reshape how it operates and where it can find efficiency and innovation. It has developed a dashboard that comprises a range of performance information and a range of statistical data that assists focus on the strategic needs of the most vulnerable population we are required to support.

SECTION 4 WORKFORCE

4.1 Workforce

- 4.1.1 The Social Care workforce is one of the largest employment groups in South Lanarkshire with employees working to provide a range of support within our communities. Excellent social services require a confident, dedicated and skilled workforce which is valued by employers, service users and the public.
- 4.1.2 Everyone in the workforce needs to feel valued and to be motivated to improve their contribution and be innovative in their practice. The CSWO needs to ensure these workers have the right skills, knowledge, values and behaviours to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent Social Services.
- 4.1.3 Social Work Resources has 2,899 employees as of March 2022. Employees are supported 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	2,107
Children and Justice Services	557
Performance and Support	235
Total	2,899

- 4.1.4 The CSWO has a key planning and leadership role in relation to workforce planning and development, both from a local authority and partnership perspective. Whilst Social Services is a diverse sector in terms of job roles, career pathways and service structures, what unifies the sector is a common set of shared values and ethics which underpins the principles of those that work in the sector.
- 4.1.5 Ethical awareness, professional integrity, respect for human rights and a commitment to promoting social justice are at the core of social service practice. The life changing and challenging work undertaken cannot be underestimated. This essential work is underpinned by core values. These values focus on understanding each individual in the context of family and community, supporting participation and building on the strengths of the individual and their communities to promote enablement.
- 4.1.6 There are also standards of conduct and practice which Social Services workers and employees must follow. It is the CSWO responsibility to ensure their staff and those of external providers adhere to these standards and are equipped to support service users.
- 4.1.7 The impact of COVID-19 on the wider workforce is recognised and a number of initiatives are available through the Employee Assistance Programme (EAP), which offers practical and emotional support for all Council employees, including early intervention, counselling or financial support. As well as the usual

supports, a number of new initiatives have been developed to support the mental health and wellbeing of staff. The COVID-19 recovery - Service Re-introduction Toolkit July 2021 encourages service managers to adopt a flexible approach that will improve service delivery whilst supporting the resilience of the workforce.

- 4.1.8 Assessment of risk is undertaken to protect those staff who continue to work on site and for those working agile at home or within another location. Equipment requests can be made to support the creation of a safe and secure workplace. Well established trade union and employee forums are in place that enable regular monitoring and resolution of issues.

4.2 Workforce Planning

- 4.2.1 The CSWO supports possible successors through the CSWO Award offered by Glasgow Caledonian University
- 4.2.2 The CSWO has a key role in preparing the Resource for delivering the transformation agenda for care facilities, adult and older people's day services and care at home services
- 4.2.3 A significant number of staff are projected to reach retirement age over the next ten years and this together with high turnover of staff and an ongoing requirement to retain and increase numbers of qualified workers presents a particular challenge. A workforce plan has been developed to mitigate the risks of a diminishing workforce against areas of growing demand. A range of actions have been identified within the plan that will address some of these issues, whilst it is acknowledged that not all risks can be eliminated whilst a national health and social care workforce crisis remains. Leaders have taken action to prioritise investment in key areas of service delivery and work is underway to develop a joint care academy across the partnership to recruit, train and retain our future workforce.

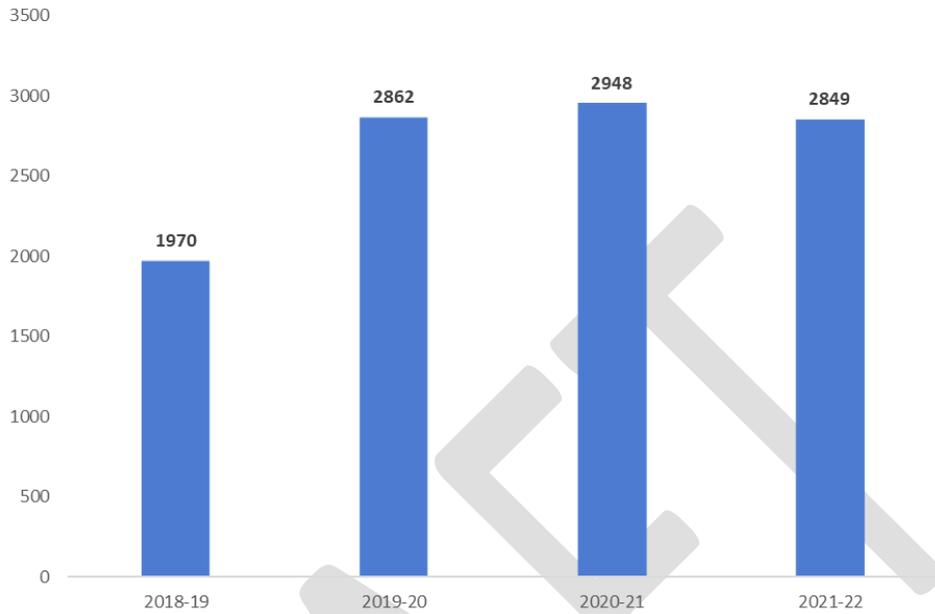
4.3 Learning and Development

- 4.3.1 The Social Work Workforce Planning and Learning Development Board has a strategic overview of the learning and development activity that takes place within the resource and ensures there is openness and transparency in relation to how training is organised and accessed by staff. The development of a Social Work Resource Learning and Development Plan is instrumental to this and contributes to supporting a learning culture. Throughout COVID-19 the ongoing learning and development needs of the workforce has remained a priority with a robust learning and development programme adapted to virtual platforms.
- 4.3.2 Each Social Work service area has a learning and development pathway, which highlights the specific learning and development needs for individual staff; and, in addition to the pathways, there are service priorities for all staff within Social Work. These highlight any newly required or ongoing training needs and are presented at the Learning and Development Workforce Planning Boards. This includes inhouse training (virtual, e-learning and only if necessary, classroom learning) and any externally purchased courses.
- 4.3.3 Learning and development requirements of individual staff members are identified through supervision and reflected in an Annual Performance Appraisal meeting. Additional training requirements are identified through the Corporate Learning and Development Team for Social Work Resources.

- 4.3.4 Social Work Resources supports evidence informed practice and in developing its research culture funds a number of post-graduate courses to support staff with their learning and development. A range of Post Graduate Certificate opportunities have been taken up by the staff group including Child Welfare and Protection, Securing Children's Futures, Children and Young People in Conflict with the Law, Contemporary Drug and Alcohol Studies and Therapeutic Life Story Work.
- 4.3.5 The ongoing development of the Dementia Strategy: a pathway has been developed, which details the level of input/training required for each sector of the workforce from 'Informed' through to 'Expert'. The programme continues to incorporate new members of staff and includes colleagues from other Council Resources and Health.
- 4.3.6 Access to Management and Leadership Development training is available through Personnel services to all Social Work staff, in consultation with their line managers. Those who are either first time managers or who are looking to be promoted to a management post can also make use of the SSSC Step into Leadership Course.
- 4.3.7 Registration within timescale for all staff within Social Work Resources is set out by the SSSC. Where staff have conditional registrations or where the achievement of appropriate qualifications is required, support is provided.
- 4.3.8 All newly qualified Social Workers meet with the relevant Staff Development Officer for a learning and development/Post Registration Training and Learning (PRTL) induction meeting to draw attention to the relevant learning and development pathway for their post, how to access training and ensure they understand their responsibilities in relation to post registration training and learning requirements. The support that is available in relation to the PRTL is also explained.
- 4.3.9 The Adult and Older People's service provide mentors to newly qualified Social Workers for the first few months to help them as they settle into post.
- 4.3.10 Within Children and Families teams newly qualified Social Workers, together with all other Social Workers, attend Practice Development Sessions which are scheduled monthly. This time gives Social Workers the space to learn and reflect on practice.
- 4.3.11 The Mental Health Officer (MHO) learning and development pathways are in place for managers, Social Workers/Mental Health Officers and Social Work Assistants. A recruitment strategy supports Social Workers interested in completing the MHO Award, with three Social Workers enrolling in the Mental Health Officer Award in 2021-22.
- 4.3.12 Mentoring arrangements support newly qualified MHOs. A Mental Health Officer Forum is held quarterly to facilitate learning and discussion regarding MHO practice, developments in legislation and the work of the Mental Welfare Commission. Training opportunities are promoted throughout the mental health service and all staff participated in Prevention and Management of Violence and Aggression training in 2021. Three Mental Health Officers also participated in the Post Graduate Certificate Forensic Mental Health in 2021-22.

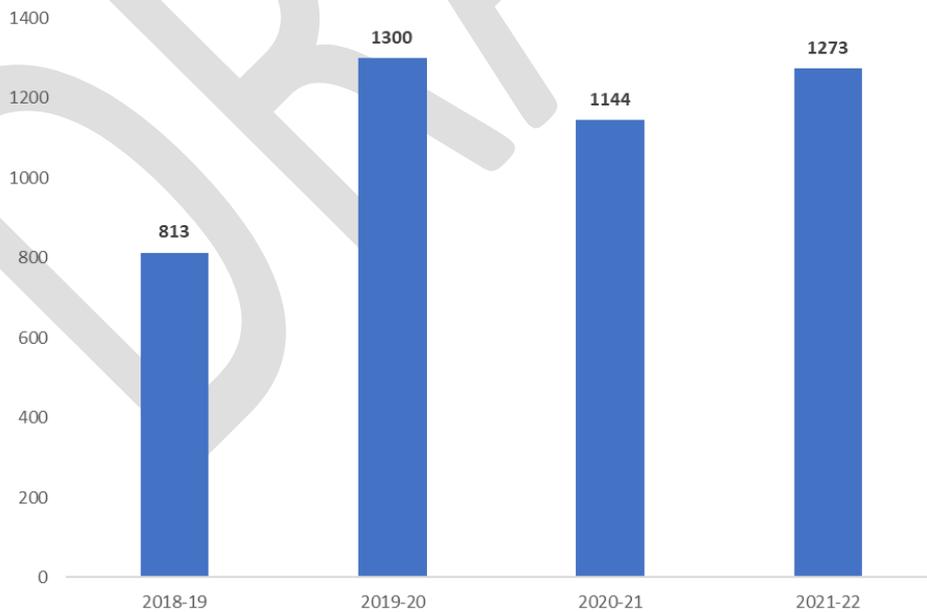
Appendix 1 Performance Data and Trends

Adult Support and Protection Inquiries



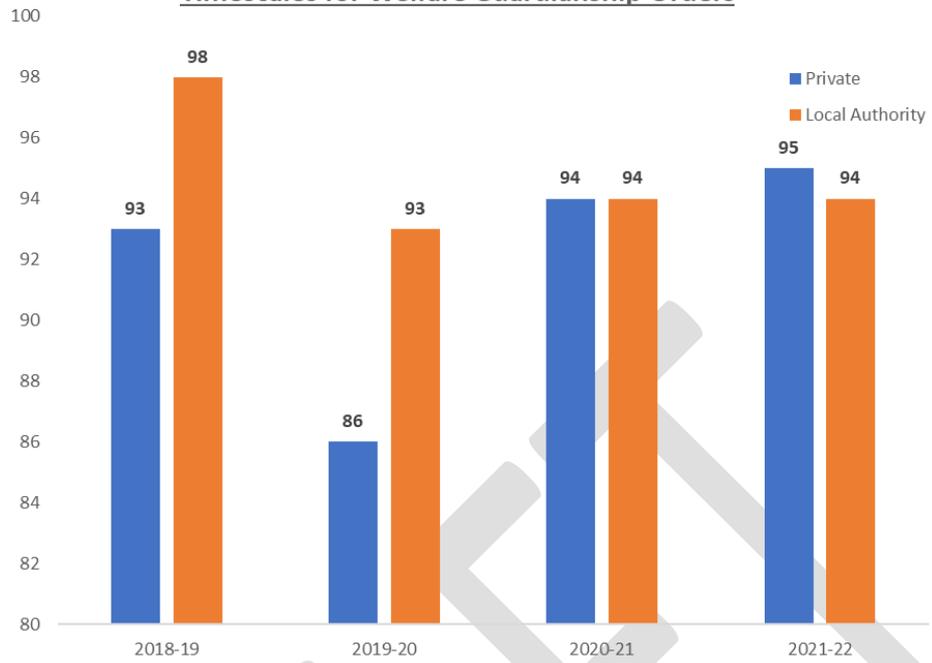
Source: ASP Annual Scottish Government Return

Adult Support and Protection Investigations



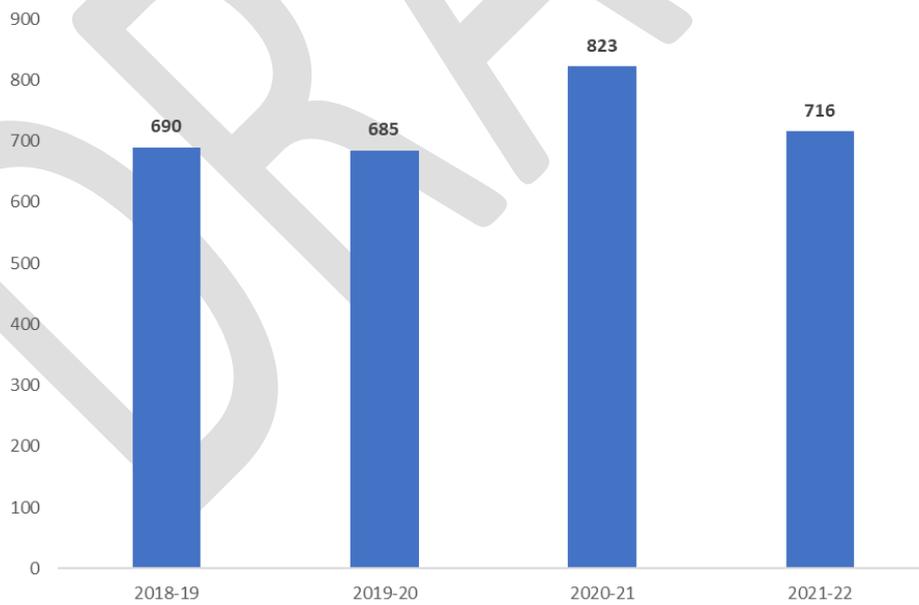
Source: ASP Annual Scottish Government Return

% of Statutory Supervising Officer Visits Held within Timescales for Welfare Guardianship Orders

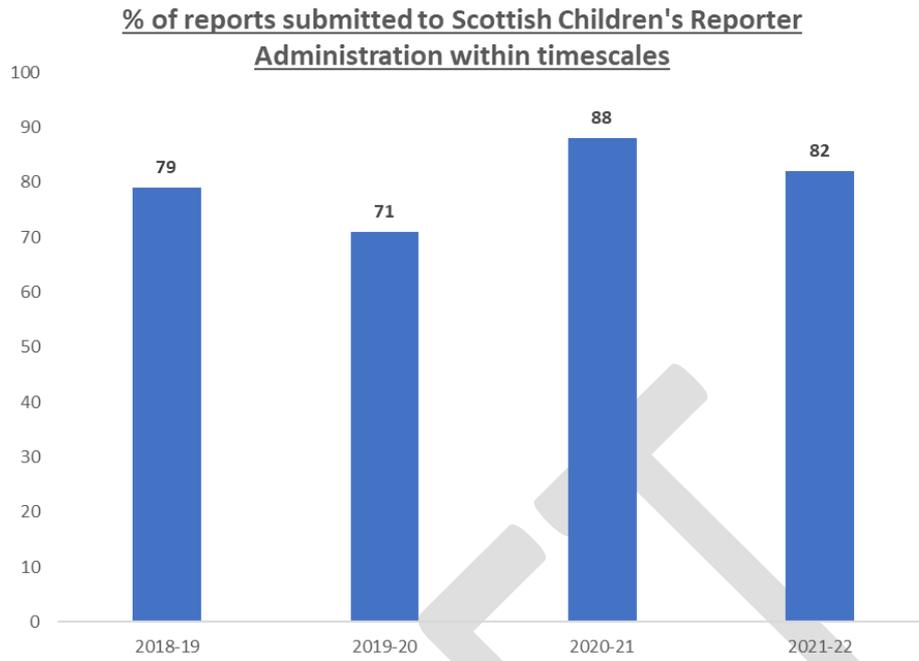


Source: Social Work Resource Plan, IMPROVe

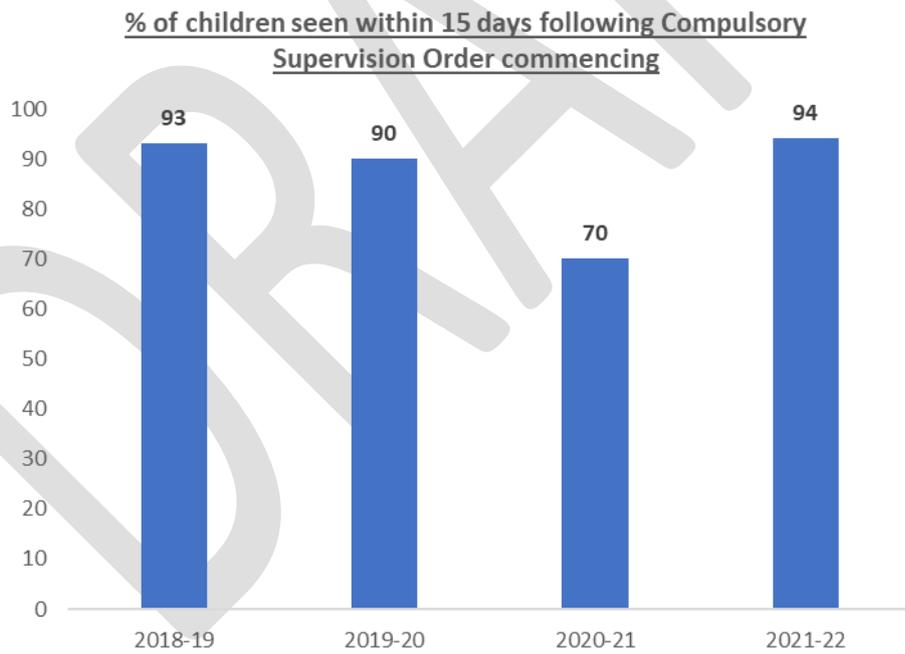
Number of Children Protection Investigations Completed



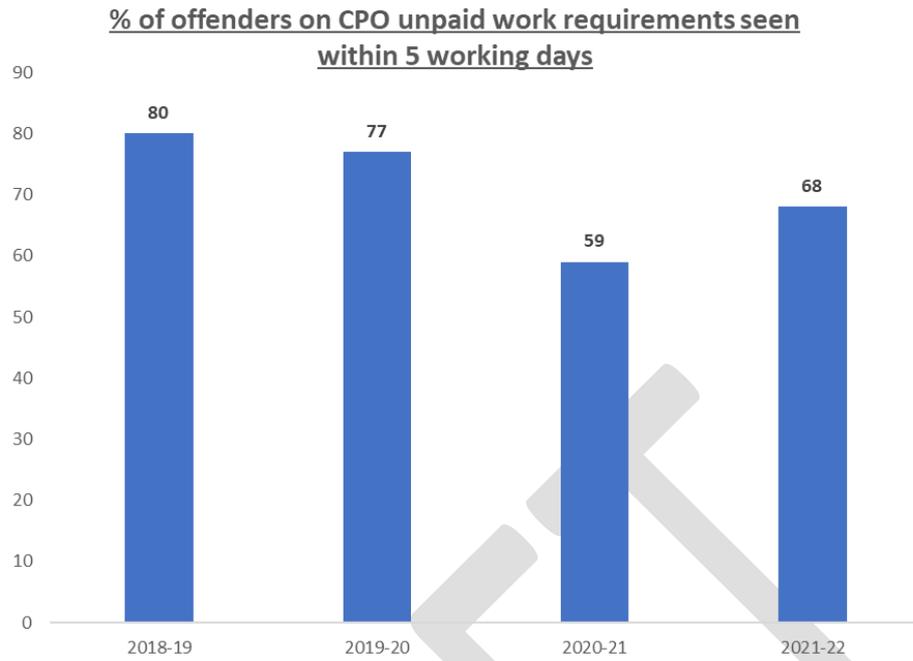
Source: Social Work Resource Plan, IMPROVe



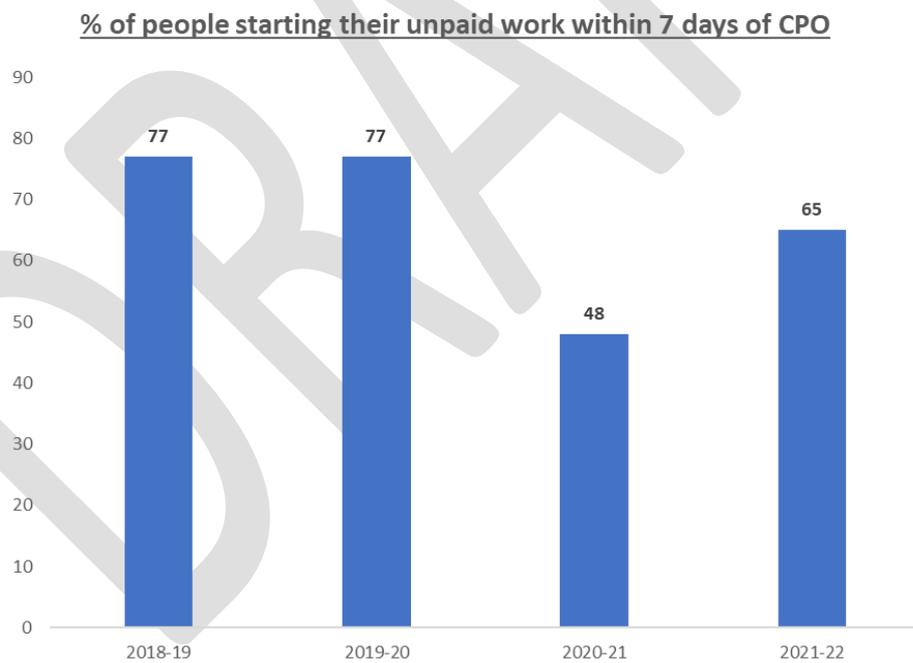
Source: Social Work Resource Plan, IMPROVe



Source: Social Work Resource Plan, IMPROVe



Source: Social Work Resource Plan, IMPROVe

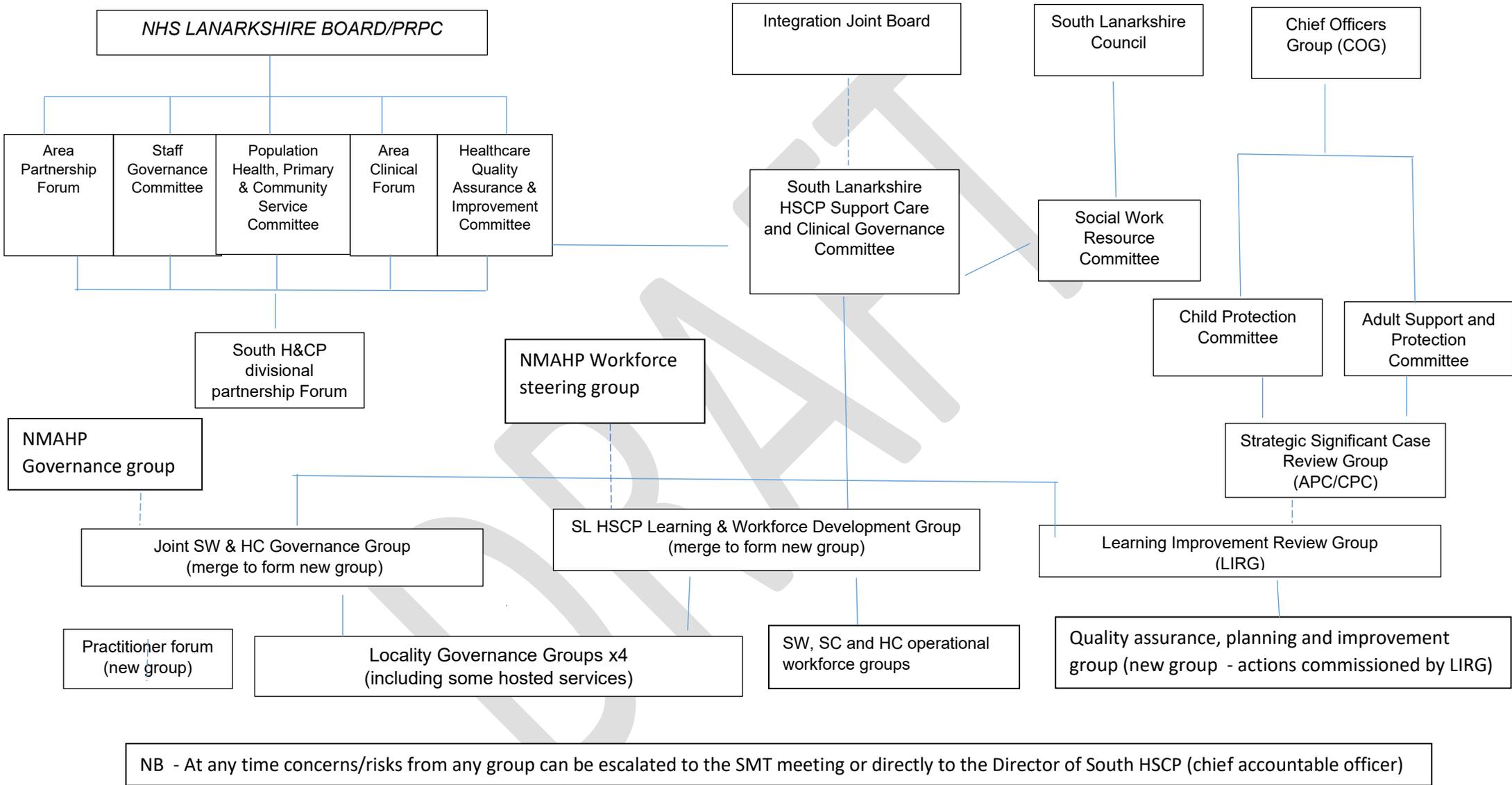


Source: Social Work Resource Plan, IMPROVe

Appendix 2 – Care Inspectorate Gradings for Registered Services

			Care & Support Planned	Setting	Staffing	Leadership	People's Wellbeing
	Care Service	Latest Inspections	Care/Support	Envir	Staff	Man/Lead	
1	Canderavon House	17/05/2022	4	4	5	4	4
2	David Walker Gardens	19/11/2019	5	NA	NA	NA	5
3	Dewar House	05/12/2019	3	NA	NA	NA	3
4	McClymont House	13/06/2022	5	6	5	5	5
5	McKillop Gardens	01/07/2022	5	5	5	5	5
6	Meldrum Gardens	01/11/2019	4	5	3	5	4
7	Canderavon NC	16/02/2016	4	5	5	5	
8	Harry Heaney Centre	10/05/2019	5	NA	5	NA	
9	Jenny McLachlan Centre	19/01/2017	6	NA	5	NA	
10	Jimmy Swinburne RC	15/05/2018	5	NA	4	NA	
11	Lesmahagow NC	07/02/2017	5	NA	5	NA	
12	McClymont RC	05/08/2019	5	NA	5	NA	
13	Meldrum House	05/06/2017	5	NA	5	NA	
14	Newberry Rooney	22/11/2016	5	NA	NA	4	
15	Nisbet Centre	18/06/2019	5	NA	5	NA	
16	Parkhall	03/08/2018	5	NA	5	NA	
17	Saltire	22/05/2018	5	NA	5	NA	
18	St Andrews	24/07/2019	4	NA	NA	NA	5
19	Whitehill	24/07/2018	5	NA	5	NA	
20	Clydesdale/Larkhall Homecare	26/10/2018	5	NA	4	NA	
21	East Kilbride Homecare	24/01/2020	4	NA	5	5	
22	Hamilton / Blantyre Homecare	17/06/2021	3	NA	NA	NA	3
23	Rutherglen Homecare	24/11/2020	3	NA	4	4	4
24	Carlisle Lifestyles	19/05/2017	5	NA	NA	5	
25	Eastfield Lifestyles	15/11/2017	5	NA	NA	4	
26	Fairhill Lifestyles	22/01/2019	5	NA	5	NA	
27	Lanark Lifestyles (HSC)	12/08/2015	6	6	6	6	
28	East Kilbride Lifestyles (MO)	13/12/2016	5	NA	5	NA	
29	Stonehouse/Larkhall	26/05/2017	5	NA	NA	5	
30	Care & Support South	20/05/2019	4	NA	NA	4	
31	Bardykes Road	29/07/2022	5	5	5	5	5
32	Hillhouse Road	30/06/2022	5	5	5	5	5
33	Hunters Crescent	29/04/2022	5	5	5	5	4
34	Langlea Avenue	19/04/2022	5	5	5	5	5
35	Rosslyn Avenue	13/05/2022	4	5	4	4	5
36	Station Road	19/05/2022	5	5	5	5	3
37	Supported Carers	22/01/2019	5	NA	NA	5	
38	Fostering Services	12/02/2018	5	NA	NA	4	
39	Adoption Services	12/02/2018	5	NA	NA	5	
	Grades guide:						
	1 Unsatisfactory	2 Weak	3 Adequate	4 Good	5 Very Good	6 Excellent	

Appendix 3



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