



Council Offices, Almada Street
Hamilton, ML3 0AA

Thursday, 15 February 2018

Dear Councillor

Social Work Resources Committee

The Members listed below are requested to attend a meeting of the above Committee to be held as follows:-

Date: Wednesday, 07 February 2018

Time: 10:00

Venue: Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

Members are reminded to bring their fully charged tablets to the meeting

Yours sincerely

Lindsay Freeland
Chief Executive

Members

John Bradley (Chair), Maureen Chalmers (Depute Chair), Robert Brown, Archie Buchanan, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Margaret Cowie, Mary Donnelly, Fiona Dryburgh, Allan Falconer, Mark Horsham, Katy Loudon, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, Carol Nugent, John Ross, Bert Thomson, Margaret Walker, Jared Wark, David Watson

Substitutes

Alex Allison, Gerry Convery, Geri Gray, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Eileen Logan, Joe Lowe, Mark McGeever, Mo Razzaq, David Shearer, Josh Wilson

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 12
Minutes of the meeting of Social Work Resources Committee held on 15 November 2017 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 3 **Social Work Resources - Revenue Budget Monitoring 2017/2018** 13 - 20
Joint report dated 15 December 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 **Social Work Resources - Capital Budget Monitoring 2017/2018** 21 - 24
Joint report dated 3 January 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources - Workforce Monitoring - October to November 2017** 25 - 30
Joint report dated 28 December 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 6 **Social Work Resources' Resource Plan 2017/2018** 31 - 90
Report dated 18 January 2018 by the Director, Health and Social Care. (Copy attached)

Item(s) for Decision

- 7 **Under 12's Intensive Family Support Service** 91 - 96
Joint report dated 27 December 2017 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Substance Misuse Services - Review of Funded Establishment** 97 - 100
Joint report dated 12 January 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 9 **Community Payback Order Annual Report 2016/2017** 101 - 124
Report dated 15 January 2018 by the Director, Health and Social Care. (Copy attached)
- 10 **Youth Sentencing Court** 125 - 134
Report dated 12 January 2018 by the Director, Health and Social Care. (Copy attached)
- 11 **Update on Social Work Resources' Risk Register and Risk Control Plan** 135 - 144
Report dated 27 December 2017 by the Director, Health and Social Care. (Copy attached)

Urgent Business

- 12 **Urgent Business**
Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name: Tracy Slater

Clerk Telephone: 01698 454185

Clerk Email: tracy.slater@southlanarkshire.gov.uk

SOCIAL WORK RESOURCES COMMITTEE

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Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 15 November 2017

Chair:

Councillor John Bradley (Depute)

Councillors Present:

Robert Brown, Archie Buchanan, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers, Margaret Cowie, Mary Donnelly, Fiona Dryburgh, Joe Fagan (*substitute for Councillor Walker*), Allan Falconer, Geri Gray (*substitute for Councillor Macdonald*), Mark Horsham, Joe Lowe (*substitute for Councillor Burns*), Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Bert Thomson, Jared Wark, David Watson

Councillors' Apologies:

Jackie Burns, Stephanie Callaghan (Chair), Hugh Macdonald, Richard Nelson, Carol Nugent, John Ross (ex officio), Margaret B Walker

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); M Milne, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer

Health and Social Care/Social Work Resources

V de Souza, Director; D Dobbie, Children and Justice Service Manager; R Hutchinson, Co-ordinator ARCH; B Hutchinson, Head of Health and Social Care; M Kane, Planning and Performance Manager; J Neill, Children and Justice Service Manager; L Purdie, Head of Children and Justice Services

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 6 September 2017 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

3 Social Work Resources - Revenue Budget Monitoring 2017/2018

A joint report dated 22 September 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 15 September 2017 against budgeted expenditure for 2017/2018 for Social Work Resources, together with a forecast for the year to 31 March 2018.

As at 15 September 2017, there was an overspend of £0.744 million on Social Work Resources' revenue budget with a forecast of a potential overspend of £2.3 million at 31 March 2018. The overspend was due to an increased demand for social care services.

The position would be closely monitored and work had been undertaken to minimise the level of overspend and develop a recovery plan.

The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.744 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2018 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 6 September 2017 (Paragraph 2)]

4 Social Work Resources - Capital Budget Monitoring 2017/2018

A joint report dated 11 October 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2017/2018 and summarising the expenditure position at 15 September 2017.

The Committee decided: that the report be noted.

[Reference: Minutes of 6 September 2017 (Paragraph 3)]

5 Social Work Resources - Workforce Monitoring - July to September 2017

A joint report dated 11 October 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period July to September 2017:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews

The Committee decided: that the report be noted.

[Reference: Minutes of 6 September 2017 (Paragraph 4)]

6 Social Work Resources' Resource Plan - Quarter 2 Progress Report 2017/2018 - 1 April to 30 September 2017

A report dated 25 October 2017 by the Director, Health and Social Care was submitted on the draft Social Work Resources' Resource Plan for 2017/2018. Details were provided on progress made at the end of quarter 2, covering the period April to September 2017, in implementing the priority projects identified in the draft Resource Plan.

The Committee decided: that the report be noted.

[Reference: Minutes of the Executive Committee of 8 March 2017 (Paragraph 28)]

7 Unpaid Work Service - Service Redesign

A joint report dated 13 October 2017 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ a review of Social Work Resources' Unpaid Work Service (UWS)
- ◆ the outcome of an options appraisal that had been undertaken to identify the most appropriate model of service delivery

The Criminal Justice and Licensing (Scotland) Act 2010 placed a statutory duty on councils to fulfil the requirements for Community Payback Orders (CPOs) and Fiscal Work Orders (FWOs). CPOs were required to contain Offender Supervision and/or Unpaid Work conditions. FWOs only contained Unpaid Work conditions.

Information was provided on the current Service design, together with the demands on the Service. Following the identification of capacity and performance issues, both internal and independent reviews were initiated which found that the UWS was at significant risk of being unable to deliver its statutory functions.

An options appraisal was undertaken for the delivery of the UWS, the outcome of which identified the 4 following options, as detailed in the report:-

- ◆ maintaining the status quo
- ◆ locality model of delivery
- ◆ mixed model of delivery with the Council and an external provider
- ◆ independent service model commissioned by the Council

It was recommended that the Council adopt the locality model of delivery, outlined at Option 2, and the following establishment changes were proposed:-

- ◆ maintain 1 Full-time Equivalent (FTE) post of Operations Manager on Grade 4, Level 2-5, SCP 79-88 (£38,030 to £43,523)
- ◆ maintain 2 FTE posts of Team Leader on Grade 3, Level 8, SCP 75-80 (£35,841 to £38,614)
- ◆ delete 4 FTE posts of Social Worker on Grade 3, Level 2-4, SCP 55-74 (£26,643 to £35,311)
- ◆ increase the number of FTE posts from 6 to 13 of Social Work Assistant on Grade 2, Level 2-3, SCP 36-48 (£20,183 to £24,070)
- ◆ increase the number of FTE posts from 3 to 3.5 of Placement Co-ordinator on Grade 2, Level 4, SCP 50-57 (£24,782 to £27,446)
- ◆ increase the number of FTE posts from 9 to 13 of Placement Supervisor (32 hours) on Grade 2, Level 3+1, SCP 42-48 (£20,739 to £22,657)

There were no additional costs to the Council in relation to those proposals, as the costs would be fully met from the Scottish Government's Section 27 Grant funding.

The Committee decided:

that, following a review of the Unpaid Work Service, the adoption of Option 2, locality model of delivery, as the preferred Service redesign model and the required changes to the staffing structure, as detailed in the report, be approved.

Councillor Buchanan left the meeting after this item of business

8 Autism Resource Co-ordination Hub (ARCH) Update

A report dated 6 October 2017 by the Director, Health and Social Care was submitted on the development of the Autism Resource Co-ordination Hub (ARCH), together with its supportive role in the development of a South Lanarkshire Local Autism Action Plan.

Following the closure of the Pan-Lanarkshire One Stop Shop, based in Motherwell, which was managed by Scottish Autism, interim arrangements were put in place to deliver an alternative South Lanarkshire Autism Service.

At a meeting of the Council's Executive Committee on 8 March 2017, approval was given for the Council to meet the running costs, for a 2-year period, of premises identified in Burnbank, Hamilton, together with the recruitment of a Co-ordinator and administration support to provide a recognised Autism Hub and develop a South Lanarkshire Local Autism Action Plan. This Plan would sit within the Scottish Strategy for Autism.

The model of service delivery adopted by ARCH was an Asset Based Community Development (ABCD) approach which looked to identify and engage with the strengths in communities and mobilise the capacities of all autism partners in the private, statutory, voluntary and parent led sectors.

ARCH was committed to promoting and implementing the following 4 strategic outcomes outlined in the Scottish Strategy for Autism:-

- ◆ a healthy life - people with autism to enjoy the highest attainable standard of living, health and family life and to have timely access to diagnostic assessment and integrated support services
- ◆ choice and control - people with autism to be treated with dignity and respect and services to be able to identify their needs and be responsive to meet those needs
- ◆ independence - people with autism to be able to live independently in the community with equal access to all aspects of society. Services to have the capacity and awareness to ensure that people were met with recognition and understanding
- ◆ active citizenship - people with autism to be able to participate in all aspects of community and society by successfully transitioning from school into meaningful educational or employment opportunities

Information was provided on the development of the services provided by ARCH.

As part of the next phase in the development of a South Lanarkshire Local Autism Action Plan, a SNAP survey had been issued to all stakeholders. Analysis of the feedback from the survey would be used to identify shared themes and form the selection of representative focus groups which would include multi-agency personnel, parents/carers and individuals with autism.

Once completed, the South Lanarkshire Local Autism Action Plan would be submitted to committee for approval.

The Committee decided: that the progress made in the development of the Autism Resource Co-ordination Hub (ARCH), together with its supportive role in the development of a South Lanarkshire Local Autism Action Plan, be noted.

[Reference: Minutes of the Executive Committee of 8 March 2017 (Paragraph 22)]

Councillors Calikes, Cowie and Watson left the meeting during this item of business

9 Self-Directed Support

A report dated 30 August 2017 by the Director, Health and Social Care was submitted advising of the recommendations arising from the Audit Scotland report on 'Self-directed Support – 2017 Progress Report'.

Self-directed Support (SDS) aimed to improve the lives of people with social care needs by empowering them to be equal partners in decisions about their care and support. The following 4 fundamental principles had been built into the legislation:-

- ◆ participation and dignity
- ◆ involvement
- ◆ informed choice
- ◆ collaboration

The 10-year SDS Strategy was introduced jointly by the Scottish Government and COSLA in 2010 and was one of a number of national policies designed to empower people and communities to become more involved in designing and delivering services that affected them.

The aim of the audit was to establish whether councils, integration authorities and the Scottish Government were making sufficient progress in implementing SDS to achieve the aims of the 10-year Strategy.

Information was provided on the key findings and recommendations of the audit. An update on the progress being made in South Lanarkshire was also detailed in the report.

The Committee decided: that the key findings and recommendations of the Audit Scotland report, 'Self-directed Support – 2017 Progress Report', be noted.

Councillors Calikes and Cowie re-entered the meeting during this item of business

10 Review of Pan-Lanarkshire Justice Services

A report dated 5 October 2017 by the Director, Health and Social Care was submitted on the progress of the review of pan-Lanarkshire Justice Services.

Social Work Resources' Justice Services was a statutory service within the Criminal Justice System. The introduction of the Community Justice (Scotland) Act 2016 dissolved Community Justice Authorities and introduced new governance arrangements through Community Justice Partnerships (CJPs).

There were several services which were jointly delivered by South and North Lanarkshire Councils, referred to as pan-Lanarkshire services, and a review of pan-Lanarkshire Justice Services had commenced in June 2017. The outcome of the review, which was scheduled for completion in November 2017, was likely to have an impact on how those joint services were delivered and on future funding for Justice Services within South Lanarkshire.

Communication had taken place with all employees involved in Court, Throughcare and Drug Treatment and Testing Order (DTTO) services. Trades unions had also been kept fully informed of progress.

Any proposed changes to the delivery of services would be presented to the CJP in the first instance and an update report would be submitted to a future meeting of this Committee for consideration.

The Committee decided: that the progress of the review of pan-Lanarkshire Justice Services be noted.

11 South Lanarkshire's Children's Services Plan

A joint report dated 24 October 2017 by the Executive Director (Education Resources) and Director, Health and Social Care was submitted on the development of a new Children's Services Plan (CSP) for South Lanarkshire to ensure compliance with Part Three of the Children and Young People (Scotland) Act 2014.

The Getting it Right for South Lanarkshire Children's Partnership Board had been working on 'Realigning Children's Services', a national programme led by the Scottish Government to support local improvement in joint strategic commissioning practice. The programme focused on:-

- ◆ improved evidence collection, analysis and strengthening of partnership working across all agencies involved in Children's Services
- ◆ supporting the Scottish Government's principles of Public Services Reform and the approach to Getting It Right For Every Child

The process of scoping out the new CSP had been assisted by the existing strong partnership ethos, including governance structure, the 2016/2017 Performance Improvement Plan, the wealth of data available in the Council and input from a wide range of stakeholders. In developing the draft CSP, consideration had also been given to other key drivers which were detailed in the report.

The priorities of the draft Plan centered on the following 3 key themes:-

- ◆ Prevention and Early Support: children to have the best start in life and to be supported to realise their potential
- ◆ Health and Wellbeing: the health and wellbeing of children and young people to be improved
- ◆ Supporting Vulnerable Groups and Keeping Children Safe: the life chances of our children with additional support needs and our most vulnerable children and young people to be improved

Information on a number of prioritised areas of action, which sat under each of the 3 themes, was detailed in the report. The draft CSP, copies of which had been made available in Members' Areas, would be presented to the Executive Committee for approval.

The Committee decided: that the progress on the development of a new Children's Services Plan for South Lanarkshire be noted.

12 Chief Social Work Officer Report 2016/2017

A report dated 5 October 2017 by the Chief Social Work Officer, Head of Children and Justice Services was submitted on the Chief Social Work Officer's Annual Report 2016/2017.

There was a statutory requirement for all local authorities 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 was to provide professional advice and guidance to local authorities, elected members and officers in the provision of social work services. The CSWO also had a responsibility for overall performance improvement and the identification and management of corporate risk insofar as those related to social work services.

The CSWO was required to prepare an annual report of activity, which followed a standardised reporting framework, for submission to the Chief Social Work Advisor for Scotland.

Information was provided on the content of the CSWO's Annual Report which was attached as an appendix to the report.

The Committee decided: that the Chief Social Work Officer's Annual Report 2016/2017, attached as an appendix to the report, be noted.

[Reference: Minutes of 15 June 2016 (Paragraph 7)]

13 Urgent Business

There were no items of urgent business.

14 Exclusion of Press and Public

The Committee decided: that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph(s) 5 and 14 of Part I of Schedule 7A of the Act.

15 Scottish Historical Child Abuse Inquiry

A report dated 19 October 2017 by the Director, Health and Social Care was submitted to advise of the:-

- ◆ ongoing work of the Internal Working Group established to progress work streams generated by the Scottish Child Abuse Inquiry
- ◆ Council's response to Section 21 Notices issued by the Inquiry

Future updates would be provided to this Committee as appropriate.

The Committee decided: that the report be noted.

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	7 February 2018
Report by:	Executive Director, Finance and Corporate Resources Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2017/2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2017 to 8 December 2017 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2018.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the overspend of £0.613m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast overspend of £0.924m to 31 March 2018, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the third revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2017/2018. Further reports will follow throughout the year.

3.2. The report details the financial position for Social Work Resources in Appendix A, and then details the individual services, along with variance explanations, in Appendices B to E.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. As at 8 December 2017, there is an overspend of £0.613m against the phased budget. The financial forecast for the revenue budget to 31 March 2018 is a potential overspend of £0.924m.

- 5.2. Social Work Resources are showing an overspend of £0.613m. As previously reported, it is expected that the requirement for social care services in 2017/2018 will continue to exceed the budget available, including service areas such as Care at Home, and continuing pressures in Children and Families for Children's placements in Residential Schools.
- 5.3. Previous indications showed that the total level of overspend for social care services may result in an overspend on the social work budget for 2017/2018 of £2.3m. The level of demand forecast for Care at Home remains as originally projected, however, we are now receiving a higher level of income than expected in relation to service user contributions for Care Home Placements. In addition, there has been a reduction in the level of external placements. Work on a recovery plan has been successful by limiting non-essential expenditure, improving energy efficiency and as a result of non essential vacancies. This work continues, including discussions with Health and the Integration Joint Board, and analysing the impact on Council costs following the completion of client financial assessments.
- 5.4. The position will continue to be closely monitored as the requirement for Home Care is difficult to predict, particularly over the winter period. As a result of the additional income from Care Home clients, the reduction in number of Children's Placements and the expenditure reductions from the recovery plan, the projected Social Work overspend is £0.924m.

6. Other Implications

- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

Val de Souza
Director, Health and Social Care

15 December 2017

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Social Work Resources Committee of 15 November 2017

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 8 December 2017

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Hazel Goodwin, Finance Manager

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E-mail: hazel.goodwin@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 8 December 2017 (No.10)

Social Work Resources Summary

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 08/12/17	Actual 08/12/17	Variance 08/12/17		% Variance 08/12/17	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	82,979	82,772	207	54,975	54,839	136	under	0.2%	
Property Costs	2,650	2,307	343	1,953	1,713	240	under	12.3%	
Supplies & Services	6,138	6,620	(482)	3,817	4,170	(353)	over	(9.2%)	
Transport & Plant	4,473	4,641	(168)	3,016	3,154	(138)	over	(4.6%)	
Administration Costs	1,379	1,765	(386)	753	986	(233)	over	(30.9%)	
Payments to Other Bodies	16,564	16,793	(229)	10,952	11,170	(218)	over	(2.0%)	
Payments to Contractors	85,172	85,746	(574)	54,326	54,558	(232)	over	(0.4%)	
Transfer Payments	613	764	(151)	427	533	(106)	over	(24.8%)	
Financing Charges	269	241	28	138	126	12	under	8.7%	
Total Controllable Exp.	200,237	201,649	(1,412)	130,357	131,249	(892)	over	(0.7%)	
Total Controllable Inc.	(60,958)	(61,446)	488	(44,005)	(44,284)	279	over recovered	0.6%	
Net Controllable Exp.	139,279	140,203	(924)	86,352	86,965	(613)	over	(0.7%)	

Variance Explanations

Variance explanations are shown in Appendices B and C.

Budget Virements

Budget virements are shown in Appendices B-E.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 8 December 2017 (No.10)

Children and Families Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 08/12/17 £000	Actual 08/12/17 £000	Variance 08/12/17 £000		% Variance 08/12/17	Note
Employee Costs	14,416	14,201	215	9,614	9,393	221	under	2.3%	1
Property Costs	301	270	31	264	246	18	under	6.8%	
Supplies & Services	527	466	61	394	352	42	under	10.7%	2
Transport & Plant	615	700	(85)	429	514	(85)	over	(19.8%)	3
Administration Costs	155	330	(175)	121	240	(119)	over	(98.3%)	4
Payments to Other Bodies	8,039	8,243	(204)	6,234	6,392	(158)	over	(2.5%)	5
Payments to Contractors	3,029	3,812	(783)	2,078	2,590	(512)	over	(24.6%)	6
Transfer Payments	600	746	(146)	418	522	(104)	over	(24.9%)	7
Financing Charges	14	16	(2)	11	8	3	under	27.3%	
Total Controllable Exp.	27,696	28,784	(1,088)	19,563	20,257	(694)	over	(3.5%)	
Total Controllable Inc.	(496)	(560)	64	(378)	(420)	42	over recovered	11.1%	8
Net Controllable Exp.	27,200	28,224	(1,024)	19,185	19,837	(652)	over	(3.4%)	

Variance Explanations**1. Employee Costs**

This non recurring underspend has arisen whilst a service redesign has been undertaken to create an Intensive Family Support Service for under 12s. The service will be implemented next financial year.

2. Supplies and Services

This underspend relates to supplies for clients, which is a demand led line.

3. Transport and Plant

This overspend is in relation to transport costs for children going to school and residential respite.

4. Administration Costs

The overspend is as a result of legal fees for children being adopted. This expenditure is driven by numbers and complexity of contested adoptions.

5. Payments to Other Bodies

This overspend is due an increase in the requirement for external fostering placements.

6. Payments to Contractors

The overspend is a result of the demand for school, secure and external placements.

7. Transfer Payments

The overspend is primarily in relation to Section 22 payments which are provided to families to support the welfare of young people. The overspend reflects the demand and number of users requiring support.

8. Income

The over recovery of income is attributable to the recovery of costs from the Home Office in respect of services provided to unaccompanied asylum seeking children who have been placed in internal resources.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 8 December 2017 (No.10)

Adults and Older People Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 08/12/17	Actual 08/12/17	Variance 08/12/17		% Variance 08/12/17	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	56,626	56,919	(293)	37,403	37,627	(224)	over	(0.6%)	1,c
Property Costs	1,655	1,457	198	1,210	1,055	155	under	12.8%	2
Supplies & Services	5,097	5,558	(461)	3,178	3,541	(363)	over	(11.4%)	3,a
Transport & Plant	3,511	3,607	(96)	2,338	2,403	(65)	over	(2.8%)	4
Administration Costs	345	521	(176)	249	357	(108)	over	(43.4%)	5,a
Payments to Other Bodies	7,721	7,748	(27)	4,239	4,274	(35)	over	(0.8%)	b
Payments to Contractors	82,097	81,888	209	52,206	51,926	280	under	0.5%	5,a,b,c
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	38	43	(5)	29	27	2	under	6.9%	
Total Controllable Exp.	157,090	157,741	(651)	100,852	101,210	(358)	over	(0.4%)	
Total Controllable Inc.	(53,921)	(54,188)	267	(39,980)	(40,216)	236	over recovered	0.6%	7
Net Controllable Exp.	103,169	103,553	(384)	60,872	60,994	(122)	over	(0.2%)	

Variance Explanations

- Employee Costs**
This overspend is due to overtime costs for care and support staff to ensure that appropriate staffing ratios are maintained and within home care for service delivery.
- Property Costs**
This underspend is due to investment in more energy efficient heating systems and a reduction in gas tariffs.
- Supplies and Services**
This overspend is a result of demand for equipment and adaptations.
- Transport and Plant**
This overspend is in relation to the costs of transporting adults and older people to day care centres.
- Administration Costs**
This overspend is made up of a number of smaller variances, including the replacement of 5 stand alone telephones systems past their useful life, mobile phones and legal fees.
- Payments to Contractors**
The underspend includes an overspend relating to demand for Care at Home services including home care, offset by a reduction in care home placement costs due to a greater level of income than expected in relation to service users contributions.
- Income**
This over recovery of income relates to income from service users following financial assessments and one off recoveries of previous year care costs.

Budget Virements

- Budget realignment for Mobile Working Project. Supplies and Services £0.102m, Administration Costs £0.018m, Payments to Contractors (£0.120m).
- Budget realignment for Living Wage for Direct Payments. Net Effect 0. Payments to Other Bodies £0.232m, Payments to Contractors (£0.232m).
- Budget realignment for Home Care. Net Effect 0, Payment to Contractors £0.620m, Employee Costs (£0.620m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 8 December 2017 (No.10)

Justice and Substance Misuse

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 08/12/17	Actual 08/12/17	Variance 08/12/17		% Variance 08/12/17	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	5,196	5,055	141	3,438	3,369	69	under	2.0%	1,a
1Property Costs	99	65	34	82	54	28	under	34.1%	
Supplies & Services	88	191	(103)	56	95	(39)	over	(69.6%)	2
Transport & Plant	116	117	(1)	82	81	1	under	1.2%	
Administration Costs	453	448	5	47	46	1	under	2.1%	
Payments to Other Bodies	544	539	5	338	348	(10)	over	(3.0%)	a
Payments to Contractors	46	46	0	42	42	0	-	0.0%	
Transfer Payments	6	7	(1)	4	5	(1)	over	(25.0%)	
Financing Charges	13	13	0	9	7	2	under	22.2%	
Total Controllable Exp.	6,561	6,481	80	4,098	4,047	51	under	1.2%	
Total Controllable Inc.	(5,595)	(5,599)	4	(3,508)	(3,508)	0	-	0.0%	a
Net Controllable Exp.	966	882	84	590	539	51	under	8.6%	

Variance Explanations**1. Employee Costs**

This underspend is a result of vacancies within the service which are in the process of being filled.

2. Supplies and Services

The overspend is in relation to programmes being delivered to prevent re-offending.

Budget Virements

- a. Budget realignment in relation to Deferred Sentence Project. Net Effect: 0: Employee Costs £0.0.078m, Payments to Other Bodies £0.030m, Income (£0.108m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 8 December 2017 (No.10)

Performance and Support

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 08/12/17	Actual 08/12/17	Variance 08/12/17		% Variance 08/12/17	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	6,741	6,597	144	4,520	4,450	70	under	1.5%	1
Property Costs	595	515	80	397	358	39	under	9.8%	
Supplies & Services	426	405	21	189	182	7	under	3.7%	
Transport & Plant	231	217	14	167	156	11	under	6.6%	
Administration Costs	426	466	(40)	336	343	(7)	over	(2.1%)	
Payments to Other Bodies	260	263	(3)	141	156	(15)	over	(10.6%)	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	7	11	(4)	5	6	(1)	over	(20.0%)	
Financing Charges	204	169	35	89	84	5	under	5.6%	
Total Controllable Exp.	8,890	8,643	247	5,844	5,735	109	under	1.9%	
Total Controllable Inc.	(946)	(1,099)	153	(139)	(140)	1	over recovered	0.7%	
Net Controllable Exp.	7,944	7,544	400	5,705	5,595	110	under	1.9%	

Variance Explanations**1. Employee Costs**

This underspend is a result of vacancies within the service which are in the process of being filled.

Report

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 February 2018**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring
 2017/2018**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April 2017 to 8 December 2017

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the Social Work Resources' capital programme of £0.405 million, and expenditure to date of £0.078 million, be noted.

3. Background

- 3.1. This is the third capital monitoring report presented to the Social Work Resources Committee for the financial year 2017/2018. Further reports will follow throughout the year.
- 3.2. The budget reflects the approved programme for the year (as approved at Council meeting, 16 February 2017), exceptions approved during 2016/2017 and monies carried forward for projects from 2016/2017. It also includes budget adjustments approved by the Executive Committee during 2017/2018 up to and including its meeting on 31 January 2018.
- 3.3. The report details the financial position for Social Work Resources in Appendix A.

4. Employee Implications

4.1. None

5. Financial Implications

- 5.1. The total capital programme for Social Work Resources for 2017/2018 is £0.405 million. Anticipated spend to date was £0.097 million, and £0.078 million has been spent (19.26% of full budget). This represents a position of £0.019 million behind profile due to timing on spend on the projects.

6. Other Implications

- 6.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

3 January 2018

Link(s) to Council Values/Ambitions/Objectives

- ♦ Value: Accountable, effective and efficient and transparent

Previous References

- ♦ Council meeting, 16 February 2017
- ♦ Executive Committee, 31 January 2018

List of Background Papers

- ♦ Financial ledger to 8 December 2017

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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South Lanarkshire Council
Capital Expenditure 2017-2018
Social Work Resources Programme
For Period 1 April 2017 – 8 December 2017

<u>Social Work Resources</u>	Budget £000	Budget b/f £000	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work	11,296	109	11,405	0	(11,000)	405	97	78
TOTAL	11,296	109	11,405	0	(11,000)	405	97	78

Report

5

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 February 2018**
 Report by: **Executive Director (Finance and Corporate Resources) and Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – October and November 2017**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for October and November 2017 relating to Social Work Resources

2 Recommendation(s)

2.1 The Committee is asked to approve the following recommendation(s):-

(1) that the following employment information for October and November 2017 relating to Social Work Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 9 September 2017

3 Background

3.1 As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for October and November 2017.

4 Monitoring Statistics

4.1 Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of November 2017 for Social Work Resources.

The Resource absence figure for November 2017 was 4.9%, which represents an increase of 0.1% when compared to the previous month and is 0.1% higher than the Council-wide figure. Compared to November 2016, the Resource absence figure has decreased by 0.3%.

Based on the absence figures at November 2017 and annual trends, the projected annual average absence for the Resource for 2017/2018 is 5.1%, compared to a Council-wide average figure of 4.2%.

For the financial year 2017/2018, the projected average days lost per employee within the Resource equates to 10.7 days, compared with the projected average figure for the Council of 9.3 days per employee.

4.2 Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 249 referrals were made this period, a decrease of 55 when compared with the same period last year.

4.3 Accident/Incident Statistics

There were 24 accidents/incidents recorded within the Resource this period, an increase of 6 when compared to the same period last year.

4.4 Discipline, Grievance and Dignity at Work (Appendix 2)

There were 8 disciplinary hearings held within the Resource this period, an increase of 1 when compared with the same period last year. There was 1 grievance hearing, which remains unchanged when compared to the same period last year. There was 1 Dignity at Work hearing held within the Resource this period, an increase of 1 when compared with the same period last year.

4.5 Analysis of Leavers (Appendix 2)

There were 25 leavers in the Resource this period, an increase of 10 when compared with the same period last year. Exit interviews were held with 5 employees.

5 Staffing Watch (Appendix 3)

5.1 There has been a decrease of 41 in the number of employees in post from 10 June to 9 September 2017.

6. Employee Implications

6.1 There are no implications for employees arising from the information presented in this report.

7 Financial Implications

7.1 All financial implications are accommodated within existing budgets.

8 Other Implications

8.1 There are no implications for sustainability or risk in terms of the information contained within this report.

9 Equality Impact Assessment and Consultation Arrangements

9.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

9.2 There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

28 December 2017

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

Previous References

- ◆ Social Work Resources – 15 November 2017

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018
April	5.0	4.8	5.0	April	4.2	6.6	5.6	April	4.8	5.4	5.2	April	3.8	4.3	3.9
May	4.8	5.3	4.9	May	4.5	6.9	4.1	May	4.7	5.8	4.6	May	3.9	4.4	4.2
June	3.9	5.2	5.3	June	4.3	6.2	4.6	June	4.0	5.5	5.1	June	3.5	4.1	3.9
July	3.9	5.0	4.8	July	4.0	5.7	4.9	July	4.0	5.3	4.8	July	2.9	3.3	3.0
August	4.0	4.8	4.9	August	4.0	5.4	4.7	August	4.0	5.0	4.8	August	3.3	3.6	3.2
September	3.5	4.3	5.0	September	5.3	5.3	5.2	September	4.0	4.7	5.1	September	3.8	4.1	4.0
October	3.9	4.7	4.2	October	4.8	5.6	5.8	October	4.2	5.0	4.8	October	4.1	4.4	4.1
November	4.4	5.1	4.4	November	6.0	5.4	5.9	November	4.9	5.2	4.9	November	4.7	4.9	4.8
December	4.3	5.6		December	5.5	6.1		December	4.7	5.8		December	4.7	4.9	
January	4.4	5.5		January	5.7	5.5		January	4.8	5.5		January	4.6	4.5	
February	5.2	5.8		February	6.2	4.8		February	5.5	5.4		February	5.0	5.0	
March	5.3	5.6		March	7.2	4.8		March	5.9	5.3		March	5.2	4.7	
Annual Average	4.4	5.1	5.1	Annual Average	5.1	5.7	5.2	Annual Average	4.6	5.3	5.1	Annual Average	4.1	4.4	4.2
Average Apr-Nov	4.2	4.9	4.8	Average Apr-Nov	4.6	5.9	5.1	Average Apr-Nov	4.3	5.2	4.9	Average Apr-Nov	3.8	4.1	3.9

No of Employees at 30 November 2017	1840	No of Employees at 30 November 2017	1048	No of Employees at 30 November 2017	2888	No of Employees at 30 November 2017	14977
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For the financial year 2017/18, the projected average days lost per employee equates to 10.7 days.

SOCIAL WORK RESOURCES

	Oct-Nov 2016	Oct-Nov 2017
MEDICAL EXAMINATIONS		
Number of Employees Attending	88	60
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	30	27
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	117	103
REFERRALS TO EMPLOYEE SUPPORT OFFICER		
	56	52
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY		
	13	7
TOTAL	304	249

CAUSE OF ACCIDENTS/INCIDENTS	Oct-Nov 2016	Oct-Nov 2017
Over 7 day absences	1	1
Over 3 day absences**	0	1
Minor	1	3
Near Miss	1	0
Violent Incident: Physical****	9	16
Violent Incident: Verbal*****	6	3
Total Accidents/Incidents	18	24

*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

***Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

****Physical violent incidents and ***** Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Oct-Nov 2016	Oct-Nov 2017
Total Number of Hearings	7	8
Total Number of Appeals	1	0

Time Taken to Convene Hearing Oct-Nov 2017

0-3 Weeks
3

4-6 Weeks
2

Over 6 Weeks
3

RECORD OF GRIEVANCE HEARINGS	Oct-Nov 2016	Oct-Nov 2017
Number of Grievances	1	1
Number Resolved at Stage 2	1	0
Still in Progress	0	1

RECORD OF DIGNITY AT WORK	Oct-Nov 2016	Oct-Nov 2017
Number of Incidents	0	1
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	Oct-Nov 2016	Oct-Nov 2017
Career Advancement	0	1
Moving Outwith Area	0	1
Other	0	3
Number of Exit Interviews conducted	0	5

Total Number of Leavers Eligible for Exit Interview	15	25
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Percentage of interviews conducted	0%	20%
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JOINT STAFFING WATCH RETURN
SOCIAL WORK RESOURCES

APPENDIX 3

1. As at 9 September 2017

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
223	195	913	1480	2811					
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1354.03	477.57	543.58	20	22	2	0	0	2420.18

1. As at 10 June 2017

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
223	198	910	1521						
2852									
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1387.51	491.72	525.48	20	22	2	0	0	2449.71

Report

6

Report to:	Social Work Resources Committee
Date of Meeting:	7 February 2018
Report by:	Director, Health and Social Care

Subject:	Social Work Resources' Resource Plan 2017/2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ present the Social Work Resources' Resource Plan 2017/2018 for consideration and endorsement.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the Resource Plan 2017/2018 be endorsed and referred to the Executive Committee for approval; and
- (2) that the Resource Plan 2017/2018 be uploaded onto the Council's website.

3. Background

- 3.1. A new Council Plan, Connect, covering the period 2017 to 2022 was endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017. The Plan sets out the Council's vision, values, ambitions and objectives for the five year period. The Council Plan is the starting point for the Resource Planning process and the 2017/2018 Resource Plan has been prepared to show, in detail, how Social Work Resources will contribute to the Council's objectives and wider partnership ambitions.
- 3.2. The Resource Plan follows an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan. Copies of the Resource Plan 2017/2018 have been placed in Elected Member areas in advance of this report coming to Committee today.
- 3.3. Performance management is a keystone of best value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Local Outcomes Improvement Plan, as well as being complemented by the details of individual service, business and other plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, partnership ambitions, objectives and priorities at all levels.

- 3.5. The current format for performance reporting has been established for several years and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Resource Plan 2017/2018

- 4.1. The Resource Plan 2017/2018, attached as Appendix 2, is structured around the following headings:-
1. Introduction
 2. Context
 3. The Council Plan – Connect
 4. Performance and Results
 5. Resourcing the Plan; and
 6. Action plan
- 4.2. The Resource Plan is also supported by two annexes:
- ◆ Social Work Resources' organisational structure; and
 - ◆ Additional Performance Information
- 4.3. Monitoring and reporting
- 4.3.1. As part of the performance management arrangements, on 15 November 2017, the Committee received a mid-year update of progress on the measures identified in the Resource Plan – Quarter 2 Progress Report 2017/2018. The Committee will also receive an update at the end of the year – Quarter 4 Progress Report 2017/2018.
- 4.4. Resource Objectives for 2017-18
- 4.4.1. The Resource has established the Resource Objectives, attached as Appendix 1, to support the delivery of the Council Plan Connect Objectives in 2017/2018.
- 4.4.2. To support these objectives, the Resource has developed 65 actions which will be monitored through 112 specific measures. Of these measures, 31 (28%) were included in the Council Plan - Connect Quarter 2 and will be included in Quarter 4 Progress Reports 2017/2018, with the rest being monitored and reported at Resource level.
- 5. Employee Implications**
- 5.1. The objectives and priorities noted within the Resource Plan will inform the service action plans, where applicable and in turn the performance development and review process for individual employees in 2017/2018.
- 6. Financial Implications**
- 6.1. The objectives and priorities within the Resource Plan are reflected in the respective Resource revenue and capital budgets for 2017/2018 and, longer term, within the framework of the Council's approval financial strategy.

7. Other Implications

- 7.1. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 7.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

Val de Souza
Director, Health and Social Care

18 January 2018

Link(s) to Council Values/Ambitions/Objectives

- ♦ the Resource Plan has been structured upon the vision, values, ambitions and objectives of the Council Plan - Connect.

Previous References

- ♦ Social Work Resources Committee – 15 June 2016

List of Background Papers

- The Council Plan Connect 2017-22

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Email: bernie.perrie@southlanarkshire.gcsx.gov.uk

Appendix 1

Resource Objectives 2017/2018

The Resource has established the following Resource Objectives to support the delivery of Connect Objectives in 2017/2018.

Connect Objective	Social Work - Resource Objectives
Improve later life	<ul style="list-style-type: none"> ◆ Support the development and implementation of integration arrangements for adult health and social care services for older people. ◆ improve services to support older people to live in their homes and communities ◆ Improve services and support to enable adults and older people to maximise their independence ◆ Promote good health and wellbeing in later life
Protect vulnerable children, young people and adults	<ul style="list-style-type: none"> ◆ Protect vulnerable children, young people and adults living in our communities ◆ Protect vulnerable children and young people ◆ Protect vulnerable adults ◆ Getting it right for children in need ◆ Get it right for every looked after child ◆ Embed getting it right for every child ◆ Improve services and support for adults living in the community ◆ Strengthen partnership working, community leadership and engagement
Deliver better health and social care outcomes for all	<ul style="list-style-type: none"> ◆ Deliver better health and social care outcomes for all ◆ Promote mental health across the lifespan ◆ Promote choice, control and flexibility in social care ◆ Support carers in their caring role
Work with communities and partners to promote high quality thriving and sustainable communities	<ul style="list-style-type: none"> ◆ Embed sustainable development strategy across Social Work Resources ◆ Provide access to timely support and interventions/groups who are disadvantaged ◆ Implement the community justice outcome improvement plan ◆ Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all
Support our communities by tackling disadvantage and deprivation and support aspiration	<ul style="list-style-type: none"> ◆ Tackle poverty and deprivation



Social Work

Resource Plan 2017-18

Contents

Section		Page
1.0	Introduction	
2.0	Context	
3.0	The Council Plan – Connect	
4.0	Performance and Results	
5.0	Resourcing the Plan	
6.0	Action Plan	
Annex 1	Social Work Resources organisational structure	
Annex 2	Additional Performance Information	

Section One - Introduction

Welcome to the Social Work Resource Plan for 2017-18 – our twentieth annual plan. This Plan demonstrates our clear commitment to the council's vision **“to improve the quality of life of everyone in South Lanarkshire.”**

The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We will do this by providing responsive and accessible services for vulnerable children, young people, adults and older people and their carers which will support them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System.

Social Work Resources is one of the key partners within the South Lanarkshire Health and Social Care Partnership with the main focus for the year ahead on Locality Development. Local councils have a duty under the Social Work (Scotland) Act 1968 to assess a person's community care needs and decide whether to arrange any services. Social Work Resources in partnership with community planning partners and voluntary and independent provider organisations, offer a range of services designed to enable, support, improve and protect the health and social care of people using our services.

Social Work Resources activities include:

- dealing with over 40,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults
- service provision including homecare and care at home
- support services, day, respite and residential services
- supervision and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Key achievements for last year are listed at section 2.1, 4.2 and additional performance information can be found in Annex 2.

Social Work also fund a wide range of contracted services provided by the independent, voluntary and private sector. There are forty one independent care homes for older people, thirteen care homes for adults, and a small number of children's care homes in the council area. We have a range of Home Care, Day Care Services, and Supported Living Providers operating across our localities.

This Plan sets out the legislative framework against which Social Work services operate, outlines the resources available to deliver Social Care Services, sets improvement actions for 2017-18, and provides a summary of our performance information and achievements.

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

Social Work continues to operate in an environment of change and innovation and 2017-18 will be no different as social care services will be subject to further and significant organisational change as outlined in section 2.

I took up the post as Director of Health and Social Care in September of last year and have been thoroughly impressed by the hard work, talent and exemplary dedication of staff and partners. The ongoing development of Social Work Resources and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2016-17 and I look forward to working together during the year ahead.

Val de Souza
Director of Health and Social Care

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

There are also demographic challenges which Social Work require to respond to on a strategic and operational basis. Many of these challenges arise from the socio-economic 'make-up' of the local authority area such as:

- the population of South Lanarkshire which is projected to rise by 1.5% over the 2016 to 2026 period and a further 0.1% over the 2026 to 2037 period. The projections show a continuation of the ageing population with significantly faster increases in those aged 65 or over. By 2037, 28% of the population will be aged 65 or over, compared to 18.9% in 2016. Similar to Scotland as a whole, as the number of older people in South Lanarkshire increases so does the demand for some services, for example, home care, nursing and residential care. We also recognise that the workforce is ageing, requiring us to look at how we plan for the future, ensuring we have the skilled workforce we need to deliver our services in the future.
- South Lanarkshire has a significant deprivation issue, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities.

This overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource overview

Social Work Resources is committed to delivering services that:

- are person centred
- work with individuals and families to promote the best possible outcomes for them
- support people to remain in their own homes and communities as far as possible
- promote resilience and independence
- minimise disruption to individuals who require services from a range of different providers or organisations

To do this Social Work Resources employs 3,020 staff and provides a broad range of services to the most vulnerable people in South Lanarkshire. We provide services across four main localities to children, families, adults, older people and carers, and includes services for people with learning and physical disability, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and residential services.

All Social Work staff working with service users are bound by a professional Code of Practice which is governed by the Scottish Social Services Council (SSSC). Our Code of Conduct for Social Work staff has drawn on this work so that all staff, regardless of qualification, have agreed to adhere to specific professional codes that guide their practice.

This section sets out the key service areas provided by the Resource and the scale and nature of some of the activity carried out during 2016-17.

Adult and Older Peoples Services

- Worked with 1,898 people to promote independence as part of the Supporting Your Independence approach
- Provided 13,768 items of equipment to people to enable them to stay at home
- At any time, Social Work Resources can support up to 213 older people with a home like environment in the Council's own residential homes and up to 1,569 older people in private or voluntary care homes
- Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 871 inquiries which lead to 41 investigations and for adults 65+ we supported 1,100 inquiries leading to 67 investigations
- For local authority welfare guardianship orders, visits have been maintained at a good level over the course of the year at 91% within timescale
- For private welfare guardianship orders, demand remained high with 87% of visits being completed within timescale
- Continue to support 1,051 people with a learning disability to live in their own communities (to be reported by 31 July 2017)
- Worked with 7,052 adults with a physical disability who were referred to the physical disability teams
- Worked with 671 individuals with a mental health problem who were referred to Community Mental Health Teams

Children and Justice Services

- Protected 712 children through child protection investigations. At 31 March 2017, there were 140 children on the Child Protection Register
- Prepared 529 reports for children who were supported through the Children's Hearing system
- Supported 227 children and young people in foster placements on a full time basis
- 563 children were looked after by the council. Of these children: 266 or 47.3% were looked after at home; (106 of these with friends and relatives); 227 or 40.3% were looked after by foster carers/prospective adopters. 12.4% children were in residential and/or secure school accommodation, 40 or 7.1% in the council area, 15 or 2.7% in residential schools 15 or 2.7% required specialist, out of area placements to meet their needs
- Supported 630 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities
- 1,134 individuals were supported by substance misuse services, following a referral for alcohol or drug misuse
- Prepared 1,653 reports for the Courts

Across all Service areas

- During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £12.5million in benefits and over £3.8million in backdated payments. As well as this, Money Advisors have helped people to deal with over £11million debt.
- We supported 2,845 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2016-17.

2.2. Social Change, Legislation and Policies

The local authority has a duty, through a wide range of legislation and guidance, to promote social welfare and safeguard vulnerable individuals in the community. The legislation and guidance that will impact on Social Work Resources includes:

- Social Work (Scotland) Act 1968
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Care (Self-directed Support) (Scotland) Act 2013
- Children and Young People (Scotland) Act 2014
- Child Protection National Guidance for Children 2014
- Looked after Children (Scotland) Regulations 2009

- Adult Support and Protection (Scotland) Act 2007
- Adults with Incapacity (Scotland) Act 2000
- Mental Health (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Children's Hearing (Scotland) Act 2011
- Age of Legal Capacity (Scotland) Act 1991
- The Welfare Reform Act 2012
- The Equality Act 2010
- Immigration Act 2016
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016

2.2.1. Integration of Health and Social Care Services

As outlined in the legislation, the South Lanarkshire Health and Social Care Partnership now has the necessary legislative framework in place with an established Integration Joint Board (IJB). A Performance and Audit Sub Group has been created to assist with the necessary governance and accountability arrangements of the IJB.

Key areas of development for the IJB for 2017-18 will be the locality planning agenda, formalising governance arrangements and producing an Annual Performance Report which will be agreed through the IJB. Other areas we are continuing to work through are around the complaints process and finalising a workforce development plan.

From a locality planning perspective, a requirement of the Act was to establish a minimum of two locality planning areas. However, in South Lanarkshire, it was agreed that four locality planning areas/geographies would be the most sensible, workable model at this stage and would be developed around the undernoted areas:

- ◆ Rutherglen/Cambuslang
- ◆ East Kilbride/Strathaven
- ◆ Hamilton/Blantyre
- ◆ Clydesdale

An important building block for locality development was the approval of an operational management structure for the Health and Social Care localities and from March 2017 a locality manager has been appointed within each of the localities. From a strategic and operational planning perspective, this will provide the necessary platform through which further locality development can be planned and implemented. Each of the four localities now has a Locality Planning Group that is chaired by a voting member of the IJB. Each group is currently profiling information and looking at the respective priorities emerging from this which in turn will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan. The Strategic Commissioning Plan sets out how we will deliver and evaluate services with local communities by using our resources to achieve the core aims of integration. You can download a copy of the [Strategic Commissioning Plan](#) or the [Summary](#).

The new Director of Health and Social Care has led several development sessions with the senior and extended management team to prioritise a range of activities across the next 12-18 months, with 11 key workstreams being identified and prioritised. Work will be undertaken across the next three to six months to agree a route map which will outline the direction of travel for localities, recognising there will be some differences geographically.

2.2.2. Self-directed Support (SDS) (Scotland) Act 2013

The Social Care (Self-directed Support) (Scotland) Act 2013 was implemented in April 2014 and continues to be rolled out. Requiring a cultural shift in practice in working to an outcomes focused approach with service users and carers. It aims to give people more choice and control in relation to their care needs and places a legal duty on the council to offer four

funding choices to people who are assessed as requiring care and support. The Act has necessitated

wholesale change across most areas of Social Work (assessment and support planning, Information Technology, finance, commissioning, training and development and the provision of information).

2.2.3. The Children and Young People (Scotland) Act 2014 (CYPA)

The Children and Young People (Scotland) Act 2014 (CYPA) became law on the 27 March 2014 and introduced changes to promote, support and safeguard the wellbeing of children and young people in Scotland. The Act introduced additional supports for children and young people looked after in care to try and make sure they have the same opportunities as other young people. Social Work Resources together with Partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare.

The CYPA also introduced the role of Named Person in Scotland, ensuring that every child or parent seeking information, advice or support will have access to a known point of contact in local services until the child reaches the age of 18 years. The Named Person will also be a point of contact for other services if they have any concerns about a child's wellbeing.

Following a Supreme Court ruling on 28 July 2016, implementation of the Named Person service was postponed. Within South Lanarkshire procedures are in place to commence the service when final guidance from the Scottish Government is known.

2.2.4. Carers (Scotland) Act 2016

The Carers (Scotland) Act 2016 was passed in February 2016 and throughout the summer of 2017 the regulations and guidance will be drafted and consulted upon implementation in April 2018. This Act is far reaching, bringing new legal rights for carers and young carers. There is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. It changes the definition of a carer in Scotland and stipulates what the new Adult Carer Support Plan and Young Carers Statement must contain to assess carers' needs. It places new duties on local authorities and health boards in terms of strategic planning and the provision of information and advice for carers. Carers' involvement in strategic planning remains firm policy intent.

2.2.5. Community Justice (Scotland) Act 2016

The Scottish Government introduced the Community Justice (Scotland) Act 2016 following a consultation period on the Future Model of Community Justice in Scotland.

The outcome of the consultation was that the Community Justice Authorities (CJA) would cease to exist on 31 March 2017 with:

- Local Planning and delivery of community justice services being delivered on a partnership basis under the existing 32 community planning partnerships (CPPs) from 2017; and
- A new national body, Community Justice Scotland (CJS) to provide (a) independent professional assurance to Scottish Ministers on the collective achievement of the community justice outcomes and (b) a hub for community justice innovation, learning and development.

The Scottish Government's vision is reflected in the first South Lanarkshire Community Justice Outcomes Improvement Plan which has been developed with contributions from all partner agencies. The plan aims to ensure as a partnership we:

- Prevent and reduce further offending by addressing its underlying causes; and
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens

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

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

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

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

- The damages claimed consist of damages in respect of personal injuries
- The person raising the action was a child (under the age of 18) at the time the act or omission that caused the injury occurred
- The act or omission to which the injuries were attributable constituted abuse, and
- The action is brought by the person who sustained the injuries.

2.2.7. Welfare Reform Act 2012

The UK government has announced that South Lanarkshire will become a Universal Credit “Full Service Area” in October 2017. This means that claimants will no longer be able to apply for any of the “Legacy Benefits” (i.e. Income Support, income-based Jobseekers Allowance, income-related Employment and Support Allowance, Housing Benefit, Child Tax Credit or Working Tax Credit).

The Child Poverty (Scotland) Bill was introduced in the Scottish Parliament on 9 February 2017. It sets out child poverty targets and places a duty on Scottish Ministers to ensure that those targets are met by March 2030 with the first plan covering the 3 year period from 1 April 2018. It also places a duty on local authorities and health boards to report annually on activity to contribute to reducing child poverty.

2.2.8. Community Empowerment (Scotland) Act 2015

The Community Empowerment (Scotland) Act 2015 introduced a right for constituted community bodies to make requests to all local authorities and Scottish Ministers, if they feel they could make better use of publicly owned premises. The Act and associated regulations came into force on 23 January 2017 and sets out the key rights and duties for the asset transfer process. It focuses on the duties and responsibilities that fall to local authorities in respect of Asset Transfer Requests. Social Work Resources along with its Community Planning Partners is required to prepare and publish a “local outcomes improvement plan” which sets out priorities for improvement with a view to reducing inequalities of outcomes which result from socio-economic disadvantage. Social Work Resources has a key contributing role in this process.

2.2.9. National Health and Social Care Standards

The Scottish Government issued a consultation on new National Health and Social Care Standards in October 2016. The purpose of the new standards is to set out what individuals can expect when they use health and social care services in Scotland. This includes a wide range of services from day care for children in early years, care at home for adults, to hospitals, clinics and care homes. The new standards are expected to be implemented from Spring 2018 and will be more aligned to human rights principles and will focus on dignity and respect; wellbeing; compassion; being included; being responsive and supportive.

The move to develop new National Health and Social Care Standards takes account of the changing landscape of health and social care and the need to reflect changes in policy and practice. Key changes are that people are living longer and supported and cared for in their own homes; the quality of care is as important as other aspects of care such as safety; and the establishment of Health and Social Care Partnerships means that when people use health or care services they should get the right care and support when they need it.

2.2.10. Realigning Children's Services (RCS)

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

It supports a joint strategic commissioning approach, providing tools and support with which Community Planning Partnerships can gather evidence, develop staff skills, and facilitate discussion within the local partnership. We are now in the final year of this programme.

2.2.11. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2017-18.

These include:

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
Public Bodies (Joint Working) (Scotland) Act 2014	In order to meet the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, Social Work Resources in partnership with NHS Lanarkshire and other stakeholders is required to action a number of key priorities. The Act is unique in that it is based upon a set of principles and nine health and wellbeing outcomes and is the first piece of legislation in Scotland to have outcomes as part of the legal requirement. Over the course of 2017-18 and beyond the Resource will be a key player in delivering aspects of the Strategic Commissioning Plan.
The Children and Young People (Scotland) Act 2014	<p>The Children and Young People (Scotland) Act 2014 introduced a number of significant changes to the range of duties and powers that affect those children in care and care leavers.</p> <p>The Resource is engaged in a range of developments and activities in relation to the Act and the additional requirements for Continuing Care, Aftercare and the introduction of the Named Person service.</p> <p>(Part 9) provides information and advice about how corporate parents should fulfil their duties and make corporate parenting strategies mandatory.</p>
The Mental Health (Scotland) Act 2015	The Mental Health (Scotland) Act 2015 makes changes to the Mental Health (Care and Treatment) (Scotland) Act 2003 to allow service users with a mental disorder to access effective treatment more quickly and with ease. It also introduces measures around named persons, advance statements and advocacy, to uphold and enhance service users' rights. There is a greater focus on service users' involvement in their treatment. It introduces a Victim Notification Scheme for victims of mentally disordered offenders. The Act also makes some changes to the Criminal Procedure (Scotland) Act 1995.
Carers (Scotland) Act	The Act changes the definition of a carer in Scotland and

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
2016	places a duty on all Local Authorities to develop a Carers' Strategy (with the involvement of carers) and brings about new legal rights in terms of carers accessing information and advice. It also places a duty on Local Authorities to consider short-breaks for carers and to develop Adult Carer Support Plans and Young Carers Statements. The new Act will be implemented in April 2018.
Community Justice Plan 2017-22	The Community Justice Local Outcomes Improvement Plan has been approved by the Community Planning Partnership (CPP) and is operational from April 2017. The Community Justice Planning Partnership is responsible for implementing the plan as outlined in the National Strategy for Community Justice in Scotland.
Abusive Behaviour and Sexual Harm (Scotland) Act 2016	The Abusive Behaviour and Sexual Harm (Scotland) Bill was passed by the Scottish Parliament on 22 March 2016. The new Act will make provision about abusive behaviour and about sexual harm including provision about directions to be given to juries in sexual offence cases and provision about orders to prevent future sexual harm. This Act will impact on victims of gender-based violence and will modernise criminal law and strengthen powers for the police, prosecutors and courts to take action against perpetrators of domestic abuse, harassment and sexual offences.
Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016	<p>This Act was passed in March 2016 with four broad proposals. Whilst all these proposals are important, the first two will have a significant impact on Social Work Resources.</p> <ul style="list-style-type: none"> • To place a 'duty of candour' on health and social care organisations. This has created a legal requirement for health and social care organisations to inform people when they have been harmed as a result of the care or treatment they have received; • To establish new criminal offences of wilful neglect or ill-treatment within health and social care settings. One offence will apply to individual health and social care workers, managers and supervisors, and another will apply to organisations.
Welfare Reform Act 2012	Further changes in the Welfare Reform Act 2012 will impact on: people with illnesses and disabilities who will be significantly affected; work related activity component will be abolished for all new Employment and Support Allowance claimants in the work related activity group; Personal Independence Payment (PIP) ie the migration of Disability Living Allowance (DLA) claimants to PIP continues; changes to Tax Credits and Universal Credit will mean further significant losses for some families with children.
British Sign Language (Scotland) Act 2015	British Sign Language (BSL) was recognised as an official language by the Scottish Government in 2011. The British

Statutory Requirements – Social Work Resources	
Legislative Area	Impact
	Sign Language (Scotland) Act 2015 will positively influence the work of the Resource in supporting people who will benefit from using BSL along with the actions to be taken forward as a result of See Hear, the National Framework for Sensory Impairment.
General Data Protection Regulation (GDPR)	Work will be required in implementing the General Data Protection Regulation

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

2.3. The Council Plan, the Community Plan and the Local Outcomes Improvement Plan (LOIP)

2.3.1. Community Planning is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes

2.3.2. The legislation calls for the Community Planning Partners to develop a South Lanarkshire **Local Outcomes Improvement Plan (LOIP)** which covers the whole council area, setting out the local outcomes that the partners want to improve. The requirement is for a LOIP that demonstrates a clear, evidence-based, robust and strong understanding of local needs, circumstances and aspirations and how these can vary for different places and population groups in South Lanarkshire or between South Lanarkshire and Scotland as a whole.

The LOIP is seen as a key element in the delivery of public service reform at local level. It will provide a shared vision and focus and binds the public sector to making a decisive improvement on local outcomes. This can involve developing new and different ways of working, behaviour and performance under strong governance, accountability and operating arrangements.

The strategic themes of the CPP and the LOIP are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	Make communities safer, stronger and sustainable
Health and wellbeing	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Tackling poverty and deprivation	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

The Council Plan is considered in more detail in Section 3.

2.4. Other Commitments

2.4.1. There are also a number of pieces of legislation or policy both at National and Local level, while not new, have a huge impact on service delivery. These are:

- A Route Map to the 2020 Vision for Health and Social Care
- The Mental Health Strategy for Scotland
- Autism Strategy
- Early Years Collaborative
- Carers Strategy
- Dementia Strategy
- Keys to Life (Learning Disability Strategy)

2.4.2. Transforming Care After Treatment (TCAT) and Lanarkshire's Cancer Strategy

Transforming Care After Treatment (TCAT) is a partnership between the Scottish Government, Macmillan Cancer Support, NHS Scotland and local authorities to support the re-design of care following active treatment of cancer. The programme was launched in 2013 with £5 million from Macmillan Cancer Support offered between 3-5 years. Overseeing and delivering on the TCAT programme are Regional Cancer Networks. Lanarkshire falls within the West of Scotland area (WoSCAN). South Lanarkshire Council is a joint partner with North Lanarkshire Council in a two year project running from September 2015-17. The project will pilot the use of individual budgets to support adults and older people in achieving good outcomes in their cancer recovery.

Alongside the national TCAT programme partners have been working with NHS Lanarkshire in the implementation of its own Cancer Strategy. Social Work Resources has had an active role in the workstream focusing on "Living with and Beyond Cancer". Work continues to be taken forward across Lanarkshire as a result of the Cancer Strategy (eg: information packs developed at the point of diagnosis, the development of a "Libraries and Leisure Service" and trialling Health and Wellbeing events in both North and South Lanarkshire. These areas of work will now be taken forward through the Healthcare Strategy supporting the integration of health and social care across Lanarkshire.

2.4.3. A National Telehealth and Telecare Delivery Plan for Scotland

Technology Enabled Care (TEC) is defined as: "where the quality of cost-effective care and support to improve outcomes for individuals in home or community settings is enhanced through the application of technology as an integral part of the care and support process".

Within the context of health, housing and social care, digital technology offers new opportunities for transforming the outcomes and experience of patients and citizens – and of supporting those who care for them.

2.4.4. See Hear – Sensory Impairment Strategy for Scotland

See Hear is the new Sensory Impairment Strategy for Scotland, the first of its kind within the UK, which very clearly takes a “rights’ based approach with equality of provision, support and access to services at its heart”. It has five clear aims:

- To develop a *partnership approach* across health and social care and education when assessing the support needs of children and adults with sensory impairments
- To ensure children and adults with sensory impairments have the *same access* to education, employment, social care, health care and leisure as everyone else
- That people are *supported to understand* their sensory impairments
- That good information is available in a *range of formats* to support people to live as independently as possible and that people can access direct support when needed
- That children and young people with sensory impairments are *supported well in the early years* and for as long as required

The strategy sets out seven recommendations for improving services for sensory impaired people in Scotland.

The recommendations within the strategy will be taken forward across Lanarkshire through a multi-agency approach, involving people with sensory impairments and carers. The findings from a small piece of independent research with people affected by sensory impairments across Lanarkshire will inform a development plan and how actions will be prioritised throughout 2017-18.

2.4.5. External Regulation and Inspection

Social Work Resources will continue to be subject to annual care inspectorate requirements with regard to registered services including residential care for both children and older people, day care, support services, home care, care and support, adoption and fostering. In addition to this, Social Work Resources are key to any national inspection programmes, particularly those on a multi-agency basis e.g. the inspection of older people’s services and the thematic substance misuse validation self-evaluation. Social Work Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The South Lanarkshire Scrutiny Plan continue to focus on overall efficiency, self-assessment, performance and improvement.

2.4.6. Service Reviews

During 2016-17, a significant number of efficiency reviews across a range of service areas were undertaken as listed below:

- Externally Commissioned Services
- Financial Contribution to Non-Residential Care Services
- Management Structures and Support Services
- Property, Administration, Supplies and Services
- Equipment and Stair lift provision
- Family Respite Service
- Coalyard and cafe facilities
- Older People’s Day Care Services
- Reception Services
- Care and Support Services
- Day Opportunities
- Home Care
- Development of Community based Services

- Financial Assessment Process
- Overtime costs
- Information and Advice Services (including Money Matters)
- Business Support
- Strategy and Policy

Any recommendations, action plans and changes to service delivery identified as part of the review process which included a wide range of consultations, will be introduced in 2017-18. Service efficiency reviews will continue to be examined in the coming year.

2.4.7. Partnership Working

Social Work Resources takes a lead role in a number of partnership plans and partnership planning processes, agreeing joint outcomes with our internal and external partners. Partnership activities are extensive and are continually developing. This is evidenced across the effective joint working on shared values and issues throughout the Partnership Improvement Plan. We work closely with third sector organisations to support identified areas and locality need. We promote good practice by developing more effective and better quality outcomes for service users and carers.

2.4.8. Equality and Diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation arising from its own activities and will work with others to do so in the South Lanarkshire areas.

Social Work Resources has a key role to play in delivering the council's equality outcomes, and will take forward the following actions:

- Improve later life
- Protecting vulnerable children, young people and adults
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Work with communities and partners to promote high quality, thriving and sustainable communities

The statutory framework for social work services is contained in a raft of different pieces of legislation. Principal among these is the Social Work (Scotland) Act 1968 which places a duty on all local authorities to "promote social welfare". Social workers have a distinctive set of knowledge, skills and values when supporting our most vulnerable people.

The nature of social work means that much of our core business supports people who are specifically mentioned under legislation and defined within the Equality Act 2010 as nine named protected characteristics groups. The protected characteristic groups of age and disability are the focus of Social Work activity.

2.4.9. Sustainable Development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Social Work Resources has a key role to play delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- Contribute to the council's sustainability work
- Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan
- Reduce waste and increase recycling

2.4.10. Information Governance

Social Work Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy 2014-17. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was submitted to the Keeper of the Records at the National Records of Scotland in December 2016. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Record Management Plan will be an integral part of the redevelopment of the councils' Information Strategy which will be reviewed in 2017.

2.4.11. Top Risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in Council funding, resulting in difficulties maintaining front line services
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The Council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19
- Increasing levels of adverse weather

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

- Failure to work with key partners to successfully deliver the council's partnership ambitions
- Implementation of self-directed support
- Lack of capacity and skills to provide current core services and meet increased service demands
- A lack of intervention fails to prevent the death, neglect or injury to service users

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

2.4.12. Benchmarking

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement.

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our [Public Performance Reporting Reports](#). The results for all Scottish councils and the family groups can be found on the online tool [mylocalcouncil](#)

2.4.13. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as "Digital First" and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

Health and Social Care Integration is acknowledged as a key driver for partnership working through ICT and the council will ensure that the ICT solutions enable care to be delivered independently of organisational boundaries. In order to plan strategically for the delivery of services in the future we will securely share our data with Health Care partners and develop our business intelligence systems to predict future demands and align these to organisational resources.

This will be facilitated by:

- deploying data sharing tools that allow secure sharing of data within the Health and Social Care Partnerships
- work with partners to deliver ICT services that enable Health and Social Care Integration
- engage with the national SWAN (Scottish Wide Area Network), MyAccount, National Entitlement Card (NEC) and MyGov.Scot programmes
- develop data sharing protocols and procedures with our partners

eHealth plays a pivotal role in evolving the way in which care is delivered in Scotland, empowering both citizens and professionals through better digital services and information.

This will directly improve the outcomes of professional care, and at the same time provide essential support for effective self-care and health improvement by people in Scotland.

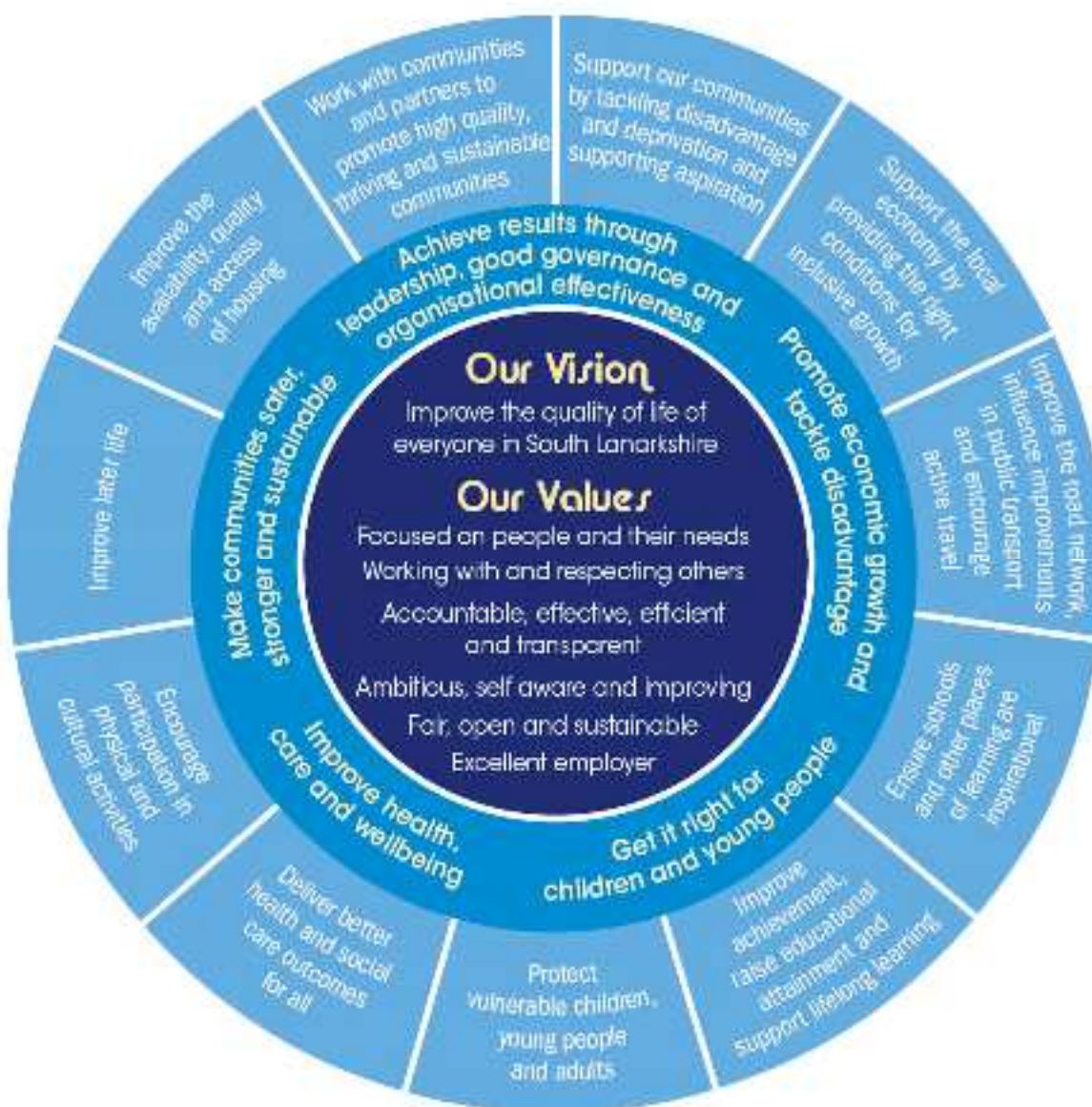
Section 3: The Council Plan - Connect

3.0. The Council Plan - Connect

The council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



3.1. Resource Objectives

Social Work Resources has established the following Resource objectives to support the delivery of Connect objectives in 2017-18.

3.1.1. Connect Objective: Improve later life

By working towards this objective the council aims to ensure that older people will live more independently and choose what matters most about their care and support.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

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

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

3.1.2. Connect Objective: Protect vulnerable children, young people and adults

By working towards this objective the council aims to continue to ensure that children, young people and adults will be protected from all forms of harm, abuse and neglect

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

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

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

3.1.3. Connect Objective: Deliver better health and social care outcomes for all

By working towards this objective the council aims to ensure that South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Deliver better health and social care outcomes for all
- Promote mental health across the lifespan
- Promote choice and control and flexibility in social care
- Support carers in their caring role

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

3.1.4. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective the council aims to ensure that communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well designed place to live, work and play.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

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

3.1.5. Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

By working towards this objective the council aims to ensure that the quality of life and opportunities in the most deprived neighbourhoods and communities will improve.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Tackling poverty and deprivation

3.1.6. Delivering the Plan and Achieving Best Value

In working towards achieving the Connect Objectives, Social Work Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Social Work Resources has developed the following Resource objectives:

- Deliver and communicate the Council Plan and ensure high standards of governance
- Promote equality and wellbeing of staff
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce

Section Four – Performance and Results

4.0. Introduction

In this section we report our key performance results, based on Connect 2012-2017 for the financial year just ended, 2016-17.

4.1. Performance against Resource Plan Objectives

The Social Work Resources' Resource Plan for 2016-17 had 103 measures set against 11 of the council's objectives. Performance against these measures was as follows:

Council Plan Objective	Green	Amber	Red	Reported later	Total
Improve services for older people	6		1		7
Protect vulnerable children, young people and adults	16	1			17
Tackle disadvantage and deprivation	1				1
Develop a sustainable Council and communities	4				4
Get it right for every child	9				9
Improve community safety	9		3	1	13
Strengthen partnership working, community leadership and engagement	13	1			14
Provide vision and strategic direction	4				4
Promote performance management and improvement	6				6
Embed governance and accountability	8	1		12	21
Achieve efficient and effective use of resources	5			2	7
Total	81	3	4	15	103
Percentage	78	3	4	15	100%

Key to performance monitoring system:

Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2. Key Achievements

The following table highlights achievements during session 2016-17:

Council Objective: Improve Services for Older People (priority)	
Resource Objective	Achievement
Improve services to support older people to live in their homes and communities	We delivered 1997 episodes of Supporting Your Independence (SYI) over 2016-17 In total a reduction of 26% in home care hours was achieved when comparing hours at the start of SYI and hours at the end of the intervention.
Promote mental health in later life	Dementia Awareness training is delivered by Alzheimer's Scotland. A total of 705 staff were trained on the Dementia Skilled level, and 105 on the Dementia Enhanced Level.
Build on current successful services by developing and commissioning flexible models of intermediate care	There are 22 Intermediate Care(IC) beds now in place from the existing and original 8 beds. There is also an IC Day Care Step Up model of 6 places being piloted in the McClymont Day Care Centre. This was evaluated in March 2017 with agreement to extend the model to other areas. The IC Thematic group is also considering future models in relation to rehabilitation and re-ablement.

Council Objective: Protect vulnerable children, young people and adults (priority)	
Resource Objective	Achievement
Protect vulnerable children and young people	There were 712 Child Protection investigations undertaken across the service during 2016-17. There are different categories of concern recorded: Physical abuse 36% Neglect 27% Emotional Abuse 20% Sexual Abuse with 7%.
	The Corporate Parenting Strategy and Action Plan 2016-2018 is updated at regular Corporate Parenting meetings, attended by a range of partners. A successful engagement event was held on the 6th December attended by over 100 corporate parents. Who Cares? Scotland co-delivered the event alongside our young care leavers.
	56 children have been secured in permanent placements. 33 have been adopted and 23 have been permanently fostered.
Protect vulnerable adults	In 2016/-Social Work Resources worked with a number of service users aged under 65 as a result of Adult Support and Protection (ASP) issues. There were 1,971 ASP Inquiries, with 111 investigations started in the period and 14 protection plans being progressed.
	In 2016-17 there were a total of 214 local authority welfare guardianship visits undertaken, with 91% being completed on time.
Improve services to support adults to live in their homes and communities	5 social workers are currently undertaking the mental health officer course. Over the year there were 35 MHOs employed in Social Work.

Council Objective: Develop a sustainable Council and communities	
Resource Objective	Achievement
Embed sustainable development strategy across Social Work Resources	In 2016-17 we have saved £163,958 by using recycled equipment items through the joint store (Equipu). In additional 106 recycled stairlifts were installed resulting in a saving of £88,295.

Council Objective: Get it right for every child	
Resource Objective	Achievement
Getting it right for children in need	The young carers steering group continues to support young people on a one to one basis and also support the Young Carers Forum. Universal Connections provide group work activity.
Getting it right for every looked after child	For the year 2016-17 100% of children on a supervision order were seen by a supervising officer within timescale (15 days).
	We have continued to exceed the target (75%) of getting reports to the Scottish Children's Reporters Administration within timescale for the year 2016-17, achieving a total of 88% submitted within time.

Council Objective: Improve Community Safety	
Resource Objective	Achievement
Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce reoffending	The MAPPA Co-ordinator has been appointed for North and South Lanarkshire. New regulations are being monitored and training has been undertaken in preparation for the implementation of the new regulations for MAPPA .
	The Community Justice Outcomes Improvement Plan 2017-22 will be submitted to the Scottish Government on 1 April 2017 and sets out how the partnership aims to reduce and prevent further offending by addressing its underlying causes while managing and supporting those who have committed offences to help them reintegrate into the community.
Maintain the percentage of Criminal Justice Social Work Reports submitted to Court by the due date	In 2016-17 there were 1,653 Criminal Justice Social Work reports completed with 99% completed within timescale. We have continued to exceed the target of 97%. Staff continue to maintain a very high standard in this area of work which is essential to the effective functioning of the Courts.

Council Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective	Achievement
Strengthen partnership working, community leadership and engagement	1,010 new Carers were supported by dedicated Welfare Rights Officers and the amount of benefits awarded was £5,321,256.
	An implementation plan to monitor the impact of the South Lanarkshire Health and Social Care Partnership Strategic Commissioning Plan is in place. 72 Key Performance Indicators are measured and reported on quarterly.
	Following a multi-agency inspection of older people an improvement action plan is in place and progress is being measured.

Council Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective	Achievement
	The participation and involvement of service user/carers is a key focus for the Health and Care Partnership. Key examples over the year has been Customer Service Excellence awarded for Mental Health Services, supporting carers at seminars with Social Work students at the University of the West of Scotland, focus groups held with people affected by cancer as part of the Lanarkshire Individual Budgets project.

Council Objective: Achieve results through leadership, good governance and organisational effectiveness	
Resource Objective	Achievement
Embed governance and accountability	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days. In 2016-17 performance was 92% set against a target of 90%

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

4.3. Key measures not achieved

4 measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2016-17 Resource Plan. Details are as follows:

Council Objective: Improve Services for older people			
Resource Objective: Improve services to support older people to live in their homes and communities			
Action	Measure	Progress	Management action, responsibility, deadline
Continue to implement Supporting Your Independence approach across adult and older people services	Percentage of referrals for home care go through SYI	In 2016-17 80% of new referrals to home care were suitable for a Supporting Your Independence (SYI) intervention. This is slightly below the target of 90%.	There are a number of reasons why this figure may drop at any given time, for example the suitability of the referral for SYI, in that there can be instances where there can be a higher number of people who are at an end of life stage or require palliative care. In such instances, these cases would not be suitable for an SYI intervention.

Council Objective: Improve community safety			
Resource Objective: Reduce the risk of harm to individuals by working in partnership to manage offenders in the community and reduce reoffending			
Action	Measure	Progress	Management action, responsibility, deadline
Ensure high standards of compliance are maintained for Community Payback Orders	Percentage of people seen within one working day of a Community Payback Order (CPO)	The percentage for 2016-17 was 64%. A percentage of the failures to attend within the timescales is as a result of service user issues such as	The Unpaid Work Steering Group is focusing on improving performance in this service. Improving the links between Justice of the Peace and the Unpaid Work Service as well as progressing an improvement plan should contribute to increasing the percentage of people seen within one working day.

Council Objective: Improve community safety			
Resource Objective: Reduce the risk of harm to individuals by working in partnership to manage offenders in the community and reduce reoffending			
Action	Measure	Progress	Management action, responsibility, deadline
		employment, custody or ill-health.	
	Percentage of people starting their placement within 7 days of a Community Payback Order Unpaid Work	The percentage for 2016-17 is 66%.	Service user issues account for some non-attendance. The service has enhanced its capacity through having introduced SACRO (Scottish Association for the care and Resettlement of Offenders). The service is continuing to look at additional ways to enhance service capacity through, for example, increasing the level of activity and personalised placements.

Council Objective: Achieve results through leadership, good governance and organisational effectiveness			
Resource Objective: Embed governance and accountability			
Action	Measure	Progress	Management action, responsibility, deadline
Compliance with statutory response timescales for information in terms of EI(S)Rs, FOISA and for subject access requests under DPA.	90% of Freedom of Information (FOISA) requests to be processed within 20 working days. (All director measure)	In 2016-17 83% performance against a target of 90%	This is due to the complexity of a small number of requests. Measures have been put in place to reduce delays. Following implementation of new internal processes we achieved 96% in Q4.

4.4. Benchmarking

A full progress report on the Resource Plan 2016-17 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Report](#) and [Public Performance Reporting information](#).

Social Work Resources benchmarks its performance over 9 Local Government Benchmarking framework (LGBF) Indicators. The Improvement Services recently published the 2015-16 results (with the 2016-17 draft results due at the end of 2017).

Older Persons (over 65) Home care costs per hour (SW1)			
Year	2013-14	2014-15	2015 -16
SLC	£19.40	£19.66	£20.38
Scotland	£20.25	£20.01	£21.58
<p>The cost of providing home care to people aged 65+ increased by £0.72 in 2015-16 compared with the previous year, resulting in an increase in performance. This indicator relates to the home care provided both internally and externally and to staff hours rather than service user hours. South Lanarkshire Council provides this service at a lower cost per hour than the Scottish average of £21.58.</p>			

Percentage of people aged 65+ with intensive needs receiving care at home (SW3)			
Year	2013-14	2014-15	2015-16
SLC	36.1%	35.8%	36.0%
Scotland	34.3%	35.6%	35.0%
<p>Although the percentage of people aged 65+ with intensive needs receiving care at home has increased slightly, this is consistent with the position across Scotland. We however continue to exceed the Scottish average. This is due to a combination of factors, including a greater number of people with complex needs being supported in the community, service user reviews of community care packages and the participation of service users in the Supporting your Independence programme.</p>			

Percentage of adults satisfied with social care/social work services (SW4)			
Year	2013-14	2014-15	2015-16
SLC	43.0%	44.0%	76.7%
Scotland	55.0%	51.0%	84.0%
<p>76.7% of adults surveyed as part of the Scottish Household Survey were satisfied or very satisfied with social care or social work services. This is an increase of 32.7% from 2014-15 which is lower than the Scottish average. However, Social Work Resources undertake a range of service user satisfaction activities including the Home Care Service annual service user questionnaire where in 2014, 98% of service users rated the service as either very good or good.</p>			

The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)			
Year	2013-14	2014-15	2015-16
SLC	£2623.63	£2535.16	£2546.00
Scotland	£3098.00	£3133.15	£3185.00
<p>This indicator has improved, as the cost has reduced by some £10.84. This is due in the main to the change in the number of secure placements between 2014-15 and 2015-16, with less bed weeks being purchased overall.</p> <p>The overall number of residential placements remains consistent at 70 and South Lanarkshire result is £639.00 less than the national average.</p>			

The gross cost of “Children Looked After” in a community setting per child per week (CHN8b)			
Year	2013-14	2014-15	2015-16
SLC	£180	£200.68	£202
Scotland	£264	£278.40	£280
This indicator has increased slightly in that the gross cost has increased by approx £1.32 in the last year. However, the cost is well below the national average by £78.00. The numbers of children and young people being supported in the community has also increased in the two comparative years from 478 to 493.			

4.5. Customer Views

4.5.1 South Lanarkshire Residents’ Household Survey 2014

The council conducted its latest Household Survey in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the ‘general service’ provided by the council, key ‘council services’ and recommend areas for improvement. As a result of the feedback Social Work Resources will take forward all reasonable actions where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6. Our next Resident’s Survey will be in 2017.

4.5.2 Social Work also gathers the views of its service users and carers through a variety of events, feedback exercises and processes. For example:

- **Carers**

The annual carers event which is organised by South Lanarkshire Carers Network was held at the Alona Hotel in March 2017. The topic for the event was the Carers (Scotland) Act 2016 and the Impact on the Caring Role.

There was a series of short presentations on the Carers Act from the Scottish Government Policy Branch and from the Chair of Carers Scotland as well as a discussion on access to respite and day care services. Carers were then given the opportunity to ask questions to a panel consisting of the Head of Health of South Lanarkshire Health and Social Care Partnership, Carers Scotland, South Lanarkshire Council and the Carers Network. This was a very successful event which was attended by approximately 108 carers, including carers who were not known to the Network. The feedback from the event was very positive.

- **Advocacy**

Independent advocacy supports people to have their voice heard and their rights and interests protected. Some people have a legal right to advocacy and in South Lanarkshire advocacy is provided to a range of people including adults with learning disabilities, people with mental health issues, older people, children and young people.

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

The administration and support to the Lanarkshire Advocacy Plan and Planning Group has changed, and new arrangements are currently being put in place.

Advocacy provision within Lanarkshire continues to be overseen by the work of the Lanarkshire Advocacy Planning Group (LAPG) and with individual liaison meetings with providers.

- **Annual Learning Disability Conference 2016**

The annual Learning Disability Conference was held in May 2016, in which 195 people were able to participate. This year we continued with the format of hosting 4 locality events across South Lanarkshire to facilitate wider participation with a locality focus. The theme this year was "The Keys to Life - Get Involved". Interactive workshop sessions encouraged participation and involvement. One of the workshops based on communication, supported those with limited communication to become more involved. Raising awareness workshops covered: Healthy Lifestyles and Friendships; Active Citizenship; Hate Crime; Day Opportunities and Self-directed Support. Feedback from participants was that this approach works well and also highlights the success of reaching a wider number of people. This conference event has been unique in that it is led by people who have a disability for people with a disability. It is a forum where their voices can be heard talking about issues that are important to them; a platform for communicating, disseminating and discussing new information; and a forum where people with disabilities are listened to.

- **Home Care Survey**

In 2016-17 the annual home care service user survey was undertaken with all returns treated as anonymous. This was issued in paper format to all service users and was also available electronically and in other formats. Advocacy support also offered help to individuals who may have needed assistance to complete the survey. The survey was completed by 674 home care service users and focused on the following areas: the communication and support planning, the home care staff and the overall home care service.

- 98% believe the quality of the home care service is good or very good;
- 100% of service users said that their home carers were always polite and courteous;
- 93% fully understood how their support plan helped them and how they benefitted from having this in place;
- 85% were confident about how to contact the service, with only 69% during office hours and 70% outwith office hours; and
- 95% were aware of their care diary, with 91% knowing what the care diary was for.

- **Day Care Survey**

In 2016-17 the annual day care for older people service user survey was undertaken with all returns treated as anonymous. This was issued in paper format to all service users and was also available electronically and in other formats. The survey was completed by 252 day care service users and focused on the following areas: the communication and support planning, the day care staff and the overall day care service.

- 99% of 226 Service Users rated their Support Plans as excellent, very good, good or adequate.
- 94% of Service Users said they were confident staff were aware of their Health & Wellbeing needs.
- 96% of Service Users said their personal care needs were met in a respectful & dignified manner.
- 91% of Service Users said the transport was Excellent, Very Good or Good.
- 100% of Service Users said the Care Workers were Excellent, Very Good or Good.

The feedback this year has highlighted that Day Care Services continue to maintain high levels of customer satisfaction in all areas. Our aim is always to improve our practice and we rely on feedback from people who use our Service to ensure we focus our attention properly. We invest heavily in our workforce to ensure that they are well motivated, trained and competent to deliver the services required.

- **Mental Health Survey**

The Mental Health Service seeks the views of Users/Carers/Welfare Guardians and Referrers. The surveys are issued in hard copy, by post with a reply envelope but with the option to complete online. Practical assistance was offered to anyone who might require support. 88 returns were received this year.

The following key questions were asked across the surveys:

- Are you treated in a respectful and courteous manner?
Users/ Carer - Always 92%
Referrers - Always 91%
Guardians - Always 95%
- Would you know how to contact your Social Worker/ Mental Health Officer / Team Leader? Of those respondents who said Yes
Users/ Carers- 88%
Referrers - 95%
Guardians – 78%
- How clearly was the purpose of the contact explained to you?
Users/ Carers – Very Clearly 64% / Clearly 20%
Guardians – Very Clearly 81% / Clearly 17%
- To what extent do you feel that your needs have been considered?
Users/ Carers -Fully 67%/ Mostly 21%
- To what extent do you feel that your wishes were listened to and taken into account?
Users/ Carers – Fully 72% / Mostly 16%
- Overall how would you rate the quality of the service provided to you?
Users/ Carers – Excellent 64% / Good 28%
Referrers – Excellent 68% / Good 32%
Guardians – Excellent 51% / Good 46%

- **Viewpoint**

The council works with the Viewpoint organisation. This is one of a range ways to engage with looked after children, to better understand their thoughts and experiences. Children are able to engage with Viewpoint online, with or without support and contribute their views both to individual plans and collectively to service developments. The questionnaire responses are also available to inform discussion and planning with Social Workers. During the period 2015-16, 65 questionnaires were completed by looked after and accommodated children and 139 questionnaires by those subject to Child Protection planning. The information gained informs both the development of individual plans for care and the development of the Children's Service Plan.

- **Corporate Parenting Event 2016-2018**

South Lanarkshire launched its Corporate Parenting Strategy and Action Plan in May 2016 and this was followed up by an event in December 2016 "What More Can We Do?" This involved all Corporate Parents who have agreed, through this partnership, to take all actions necessary to promote and support the health and wellbeing of a child from infancy to adulthood. In South Lanarkshire we have agreed six Core Commitments for the next two years to give clear strategic direction to all partners.

4.6 **Areas for Improvement**

Social Work Resources is committed to continuous improvement. As part of this process, we monitor our performance; participate in benchmarking activities; acknowledge the results of consultations; and feedback from complaints. We use this information to develop and improve the services we provide.

During 2017-18, we will take forward the following key areas for improvement and these are included in our action plan for 2017-18.

- Improvement Plan actions arising from multi-agency Inspections
- Any requirements or recommendations resulting from Care Inspectorate inspections
- Take forward areas of improvement arising from results of benchmarking activity
- Carry forward improvements not achieved in 2016-17 (red measures)

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue and Capital Resources 2017-18

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years 2017-18 and 2018-19. The medium-term Strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, an updated strategy for 2017-18 was approved by elected members on 6 July 2016, which updated the assumptions specifically for that year. The final budget position for the year 2017-18 was reported to members on 16 February 2017.

The council also has a longer term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period.

A new three year Capital Programme covering the three years from 2017-18 to 2019-20 was approved by the council's Executive Committee on 16 February 2017. This confirms the capital spending plans and funding for the three year period.

5.2. Revenue Budget 2017-18

The Resource has a Net Revenue Budget of £139.844 million for 2017-18. The table below allocates this budget across the operational services within the Resource:

2017-18 NET Budget by Service		2017-2018	
Detail		£ million	%
Adult and Older People		104.931	75.0%
Children and Families		26.081	18.7%
Justice and Substance Misuse		1.023	0.7%
Performance and Support		7.809	5.6%
Total		139.844	100%

5.4. Resource Employees

Social Work Resources invest in the delivery of social care services across South Lanarkshire. We have a workforce of 3,020 employees and support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework.

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

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

The number of employees by service as at the end of March 2017 is as follows:

Service	Number of employees
Adult and Older Peoples Services	2,182
Children and Families	409
Justice and Substance Misuse	155
Performance and Support	274
Total	3,020

Section Six – Action Plan

6.0 Introduction

This Action Plan identifies the Resource objectives and associated actions for 2017-18. The Lead Officer responsible for each action and the related measures are identified. Connect objectives are listed in the order in which they appear in the Council Plan progress reports. The reference numbers link directly to the connect measures of success which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measure tie into other strategies, plans and frameworks.

Key to Links:	
Connect – The Council Plan Connect 2017-22	SOA – Single Outcome Agreement
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure
SDS – Sustainable Development Strategy	EQA – Equality Act 2010
CSS – Community Safety Strategy	CMP – Carbon Management Plan
SOLACE – Society of Local Authority Chief Executives	

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

Connect Objective: Improve Later Life			
Resource Objective: Improve services to support older people to live in their homes and communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
2.Following the multi-agency inspection of older people , continue to improve outcomes for people to live in their own homes and communities for as long as possible	Take forward improvement actions arising from the multi-agency inspection of older people	Connect 1.2	Head of Health and Social Care
3.Work in partnership to reshape the balance of care for older people enabling them to live in their homes and community for as long as possible	Build on current successful services by developing and commissioning flexible models of intermediate care		Head of Health and Social Care
	Strengthen the links between the Integrated Community Support Teams (ICSTs) and Hospital at Home		Head of Health and Social Care

Connect Objective: Improve Later Life			
Resource Objective: Improve services and support to enable adults and older people to maximise their independence			
Action	Measure and timescales	Connect Reference / Links	Responsibility
4.Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme		Head of Health and Social Care

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

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable children, young people and adults living in our communities			
Action	Measure and timescales	Connect Reference / Links	Responsibility
6. Monitor vulnerable children, young people and adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Home Care		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable children and young people			
Action	Measure and timescales	Connect Reference / Links	Responsibility
7. Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	Connect 2.6	Head of Children and Justice
8. Maximise the support offered to children on the Child Protection Register	Report to the Child Protection Committee Quality Assurance Sub-Group on tests of change regarding core group self-evaluation		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable adults			
Action	Measure and timescales	Connect Reference / Links	Responsibility
9. Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Connect 2.1	Head of Health and Social Care
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Connect 2.1	Head of Health and Social Care
10. Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	Connect 2.1	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Protect vulnerable adults			
Action	Measure and timescales	Connect Reference / Links	Responsibility
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Connect 2.1	Head of Health and Social Care

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Getting it right for children in need			
Action	Measure and timescales	Connect Reference / Links	Responsibility
11.Continue to implement the GIRFEC approach to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a Community Payback Order (CPO)		Head of Children and Justice
12.Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments	Connect 2.2	Head of Children and Justice
13.Implement self-directed support for children in need	Report 6 monthly to the Children and Justice Service management team on progress of Self-directed Support (SDS) within Child and Family Services		Head of Children and Justice
14.Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to Young Carers	Connect 2.3	Head of Children and Justice
15.Review the whole system approach to youth justice across the service	The Whole Systems Approach (WSA) Task and Finish Group (will be established) and will develop a youth justice risk assessment tool for every child charged with an offence		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Get it right for every looked after child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
16.Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health completed within 28 days		Head of Children and Justice
17.Improve support for Looked After	Percentage of children seen by a supervising officer within 15 days		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Get it right for every looked after child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
Children (LAC)			
18. Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days		Head of Children and Justice
19. In light of the Children and Young People (Scotland) Act 2014 to review the current approach to aftercare and continuing care as per part 10 and 11 of the Act	Report 6 monthly to the Children and Justice services management team meeting on the status of the review		Head of Children and Justice
20. To develop a Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to children and justice management team 6 monthly regarding the Single Integrated Tailored Assessment	Connect 3.3	Head of Children and Justice
21. Provide tailored training to team leaders and social workers on the National Risk Assessment Framework	Feedback evaluation from training September 2017		Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Embed getting it right for every child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
22. Continue to implement the GIRFEC approach	Report on the progress of the implementation of GIRFEC in relation to the Children and Young People (Scotland) Act 2014 to the Child and Family management team and the Executive Board		Head of Children and Justice
23. Develop and implement a	Provide quarterly reports on the progress of the Transition Planning		Head of Children and Justice/ Head of

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Embed getting it right for every child			
Action	Measure and timescales	Connect Reference / Links	Responsibility
Transitions Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Protocol		Health and Social Care

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

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measure and timescales	Connect Reference / Links	Responsibility
25. Provide governance and leadership to ensure professional standards and key performance indicators are met, in accordance with local and national policies and procedures	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	Connect 2.1	Head of Health and Social Care
26. Evidence the use of the Realigning	Report 6 monthly to the Children and Justice services management team on developments	Connect 2.4	Head of Children and Justice

Connect Objective: Protect vulnerable children, young people and adults			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measure and timescales	Connect Reference / Links	Responsibility
Children's Services data to improve services			
27.To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions		Head of Children and Justice

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Deliver better health and social care outcomes for all			
Action	Measure and timescales	Connect Reference / Links	Responsibility
28.Implement the actions detailed within the Health and Social Care Delivery Plan	Develop trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: <ul style="list-style-type: none"> • Emergency Admissions • Unscheduled Care Bed Bays • Accident and Emergency Attendances • Delayed Discharge Bed Days • End of Life Care • Balance of Care 		Head of Commissioning and Performance
29.Support the implementation of the 6 additional IJB Directions for 2017/18	Provide progress reports to the IJB in relation to the 6 Directions as follows: <ul style="list-style-type: none"> • Home Care • Care Pathways • Locality Planning • Demand within Emergency Care Planning • Primary Care Transformation • Local Outcome Improvement Plans 	Connect 3.1	Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Deliver better health and social care outcomes for all			
Action	Measure and timescales	Connect Reference / Links	Responsibility
30.Improve care after treatment for people recovering from cancer within South Lanarkshire	Take forward the actions of the "Living with and Beyond Cancer" workstream and the two year (2015-2017) Transforming Care After Treatment (TCAT) Project		Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Promote mental health across the lifespan			
Action	Measure and timescales	Connect Reference / Links	Responsibility
31.Implement Government Strategies e.g. Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at quarter 2 and quarter 4		Head of Health and Social Care
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia		Head of Health and Social Care
32.Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy		Head of Health and Social Care
33.Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	Connect 2.7	Head of Health and Social Care

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Promote, choice, control and flexibility in social care			
Action	Measure and timescales	Connect Reference / Links	Responsibility
34.Implement the requirements of the Self-directed Support Act	Carers Module is developed and tested in line with the duties stipulated in the Carers (Scotland) Act 2016 working to the Scottish Government's implementation date of April 2018.		Head of Health and Social Care
	Support Planning Module is further refined and tested before full implementation in 2018		Head of Health and Social Care

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Promote, choice, control and flexibility in social care			
Action	Measure and timescales	Connect Reference / Links	Responsibility
	Develop a reporting system to capture a range of Self-directed Support activity		Head of Commissioning and Performance
	Report on the number of people who are self directing their support	Connect 3.5	Head of Commissioning and Performance

Connect Objective: Deliver better health and social care outcomes for all			
Resource Objective: Support carers in their caring role			
Action	Measure and timescales	Connect Reference / Links	Responsibility
35.Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire 2012-17	Connect 6.6	Head of Health and Social Care
	Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	Connect 8.3	Performance and Support
36.Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Strategy Group to take forward the duties contained within the Act	Connect 1.3	Head of Health and Social Care
	Establish a Programme Board for the Implementation of the Carers (Scotland) Act		Head of Health and Social Care

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Embed sustainable development strategy across Social Work Resources			
Action	Measure and timescales	Connect Reference / Links	Responsibility
37.Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	SDS/ Connect 6.1	Head of Health and Social Care
38.Contribute to the council's sustainability work	Develop and report on local initiatives involving service users which contribute to the council's sustainability agenda	SDS/ Connect 6.1	Head of Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Embed sustainable development strategy across Social Work Resources			
Action	Measure and timescales	Connect Reference / Links	Responsibility
39.Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014-15)	ADM	Performance and Support
40.Implement the Climate Change Duties Compliance Improvement Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	ADM	Performance and Support

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Provide access to timely support and interventions for people/groups who are disadvantaged			
Action	Measure and timescales	Connect Reference / Links	Responsibility
41.Support people affected by substance misuse	Percentage of drug/alcohol/clients start treatment/psychological intervention within 3 weeks of referral		Head of Children and Justice
42.Continue to raise awareness of the impact of domestic abuse	Continue to analyse and monitor trends in referral activity through Domestic Abuse		Head of Children and Justice
43.Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within the localities		Head of Children and Justice
44.Health and social care services contribute to reducing health inequalities	Develop an anticipatory care programme to provide health checks for vulnerable people	Connect 11.4	Head of Commissioning and Performance

Connect Objective: : Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Implement the Community Justice Outcome Improvement Plan			
Action	Measure and timescales	Connect Reference / Links	Responsibility
45.Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	Connect 6.11	Head of Children and Justice
46.Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Percentage of clients are first seen within 2 working days of a DTTO commencing		Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all			
Action	Measure and timescales	Connect Reference / Links	Responsibility
47.Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual Report is completed within the timescale		Head of Children and Justice
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to Community Justice Partnership meetings		Head of Children and Justice
	Percentage of offenders are seen within one working day of CPO	Connect 6.11	Head of Children and Justice
	Percentage of offenders on CPO supervision requirement are seen within 5 working days by their case manager		Head of Children and Justice
	Percentage of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager		Head of Children and Justice
	Percentage of people starting their placement within 7 days of a CPO unpaid work		Head of Children and Justice

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all			
Action	Measure and timescales	Connect Reference / Links	Responsibility
48.Improve management of offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis		Head of Children and Justice
	Monitor the impact of the new regulations for MAPPA (violent offenders)		Head of Children and Justice
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	Connect 6.11	Head of Children and Justice
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date		Head of Children and Justice
49.Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Implement the Improvement Plan following the Review of the Unpaid Work Service	Connect 6.11	Head of Children and Justice

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

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Strengthen engagement with service users and carers			
Action	Measure and timescales	Connect Reference / Links	Responsibility
51.Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups		Performance and Support
	Participation and involvement activity is linked with existing Health and Care Structure such as the South Lanarkshire Health & Social Care Forum and Third sector Forums	Connect 6.4	Performance and Support

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration			
Resource Objective: Tackling poverty and deprivation			
Action	Measure and timescales	Connect Reference / Links	Responsibility
52.Contribute to the tackling poverty agenda	Provide annual update reports to the Tackling Poverty Programme Board	Connect 8.4	Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	Measure and timescales	Connect Reference / Links	Responsibility
53.Ensure that high standards of governance are being exercised	% risk control actions completed by due date	ADM	Performance and Support
	90% of audit actions completed by due date	ADM	Performance and Support
	Complete Resource Governance self-assessment by due date and develop actions to address non-compliant areas	ADM	Performance and Support
	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups		Performance and Support
54.Promote high standards of information governance	Information governance self-assessment audit checklist to be completed annually and all relevant actions to be implemented	ADM	Performance and Support
55.Compliance with statutory response timescales for information in terms of the EI(S)Rs and	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Performance and Support
	90% Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless	ADM	Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	Measure and timescales	Connect Reference / Links	Responsibility
FOISA and for subject access requests under the DPA Note: results should be considered in the context of the number of requests	extended to 40 working days in exceptional circumstances		
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days	ADM	Performance and Support
56.Ensure monitoring, compliance and control of externally purchased services	Deficiency in care issues reported to management team and action plans in place to resolve		Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Promote equality and wellbeing of staff			
Action	Measure and timescales	Connect Reference / Links	Responsibility
57.Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming equalities is regularly reviewed, agreed and updated through the performance and continuous improvement groups		Performance and Support
58.Develop and implement council wide equality performance measures and publish results in accordance with Public sector Equalities Duties (PSED)	Number of policies recommended, not recommended or piloted as a result of Equality Impact assessments undertaken for all relevant policies, strategies and procedures	ADM	Performance and Support
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	ADM	Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Develop improvement activity and promote scrutiny			
Action	Measure and timescales	Connect Reference / Links	Responsibility
59.Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	ADM	Performance and Support
	Use the results of benchmarking activity (Including the Local Government Benchmarking Framework) to inform and improve service delivery	ADM	Performance and Support
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability (Esay); Homecare and Respite		Performance and Support
60.Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	Quarterly updates to the IT Programme Board on the progress of IMPROVe		Performance and Support
	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within the timescale	Connect 2.5	Performance and Support
61.Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance	ADM	Performance and Support
62.Report on the LGBF/Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	LGBF	Performance and Support
	Self-directed Support (SDS) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2)	LGBF	Performance and Support
	Percentage of people aged 65+ with intensive needs receiving care at home (SW3)	LGBF	Performance and Support
	Percentage of adults receiving any care or support who rate it as excellent or good (SW 4a)	LGBF	Performance and Support
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW 4b)	LGBF	Performance and Support

	Older persons (over 65) residential care costs per week per resident (SW5)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	LGBF	Performance and Support
	Balance of care for "Looked After Children" percentage of children being looked after in the community (SW9)	LGBF	Performance and Support
	Home Care – as a proportion of home care clients aged 65+, the number receiving personal care	SG	Head of Health and Social Care
	Home Care – as a proportion of home care clients aged 65+, the number receiving a service during evening/weekends	SG	Head of Health and Social Care
	Home Care – as a proportion of home care clients aged 65+, the number receiving a service at weekends	SG	Head of Health and Social Care
	Home Care – number of home care hours per 1,000 population aged 65+	SG	Head of Health and Social Care

Delivering the Plan and Achieving Best Value

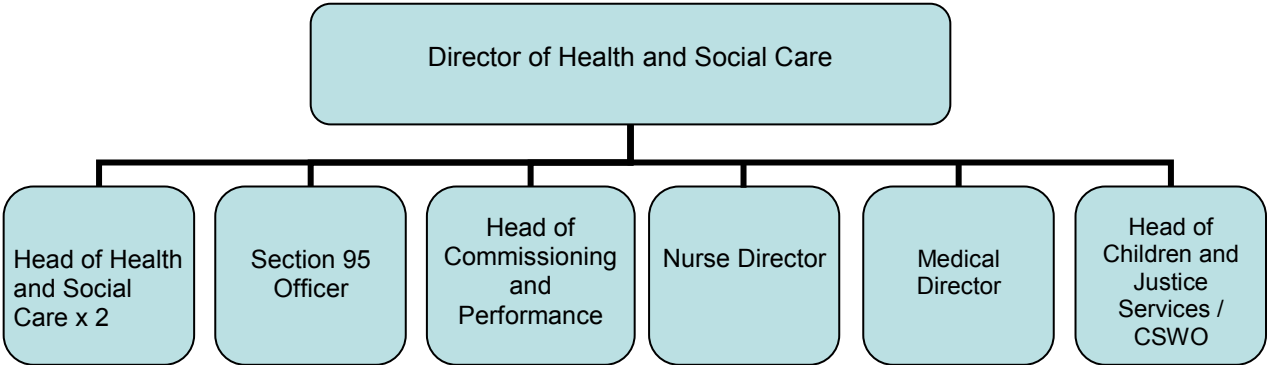
Resource Objective: Improve skills, flexibility and capacity of the workforce

Action	Measure and timescales	Connect Reference / Links	Responsibility
63. Ensure our commitment to employee through the development and implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	ADM	Performance and Support
	% coverage of Performance Development Reviews (PDRs) of employees in scope	ADM	Performance and Support
64. Implement the council workforce strategy toolkit and continue the cyclical reporting framework	Complete the review of workforce plan and develop actions to respond to workforce changes and meet future needs	ADM	Performance and Support
65. Manage land and property assets efficiently	% of buildings from which the council delivers services to the public in which all public areas are		Performance and Support

Delivering the Plan and Achieving Best Value			
Resource Objective: Improve skills, flexibility and capacity of the workforce			
Action	Measure and timescales	Connect Reference / Links	Responsibility
	suitable for, and accessible to, disabled people		

Annex 1

Social Work Resources / Health and Social Care Organisational Structure



Annex 2

Additional Performance Information

The Public Bodies (Joint Working) (Scotland) Act 2014 requires local health and social care services to integrate; the partners are well into their integration journey. The Integration Scheme which was a legally binding document to establish an Integration Joint Board (IJB) was passed in September 2015. The IJB is now a formal entity within the public sector and the key areas of work which will be led by the IJB relate to:

- the approval and implementation of the strategic commissioning plan, in order that the functions / services can be delegated
- the establishment of locality planning
- the finalisation of governance and accountability arrangements, and
- the production of an annual performance report, which the IJB requires to sign off

The Joint Inspection of Children's Services (JICS), our first, concluded with the published report in February 2015, our action plan has been developed and we continue to build on improvement in key areas of service delivery.

The Joint Inspection of Older People's Service took place between July 2015 to October 2015, the formal report has not been published yet however partners will take forward any improvement areas identified.

Customer Service Excellence

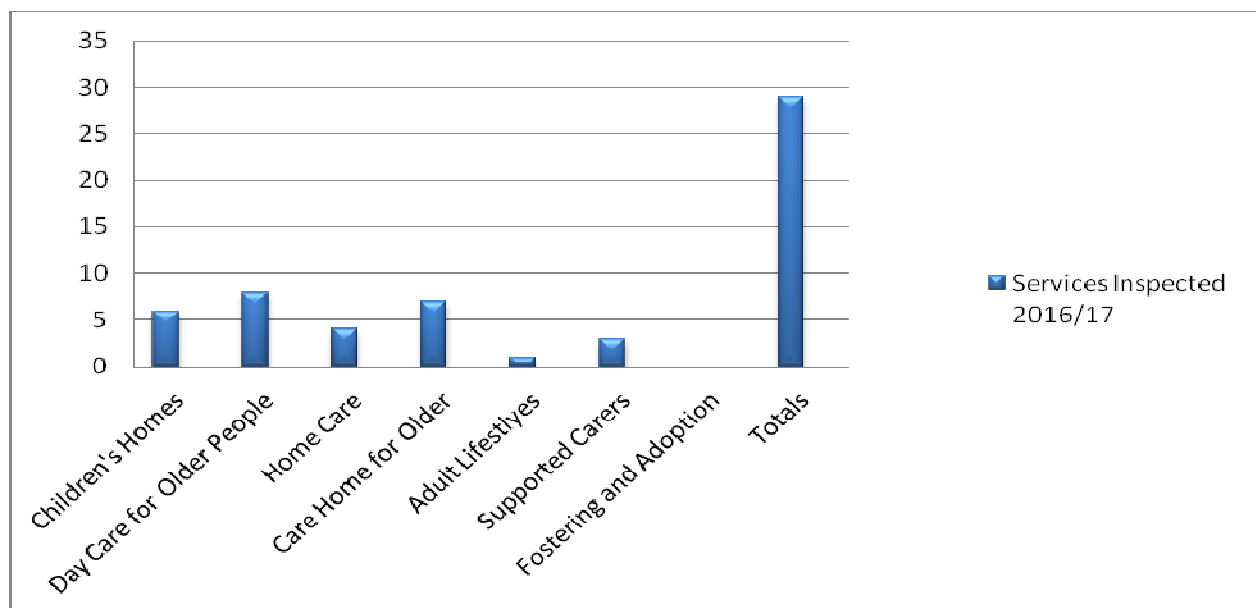
Customer Services Excellence (CSE) standard aims to make a tangible difference to service users by encouraging provider organisations to focus their individual needs and preferences. Social Work Resources have retained the following CSE Awards and improved upon their score, gaining some extra areas of Compliance plus.

	2015-16	2016-17
Service Area	Compliant Plus	Compliant Plus
Adult Mental Health Services	7	8
Older Peoples Day Care Services	14	15
Older Peoples Residential Care	10	15

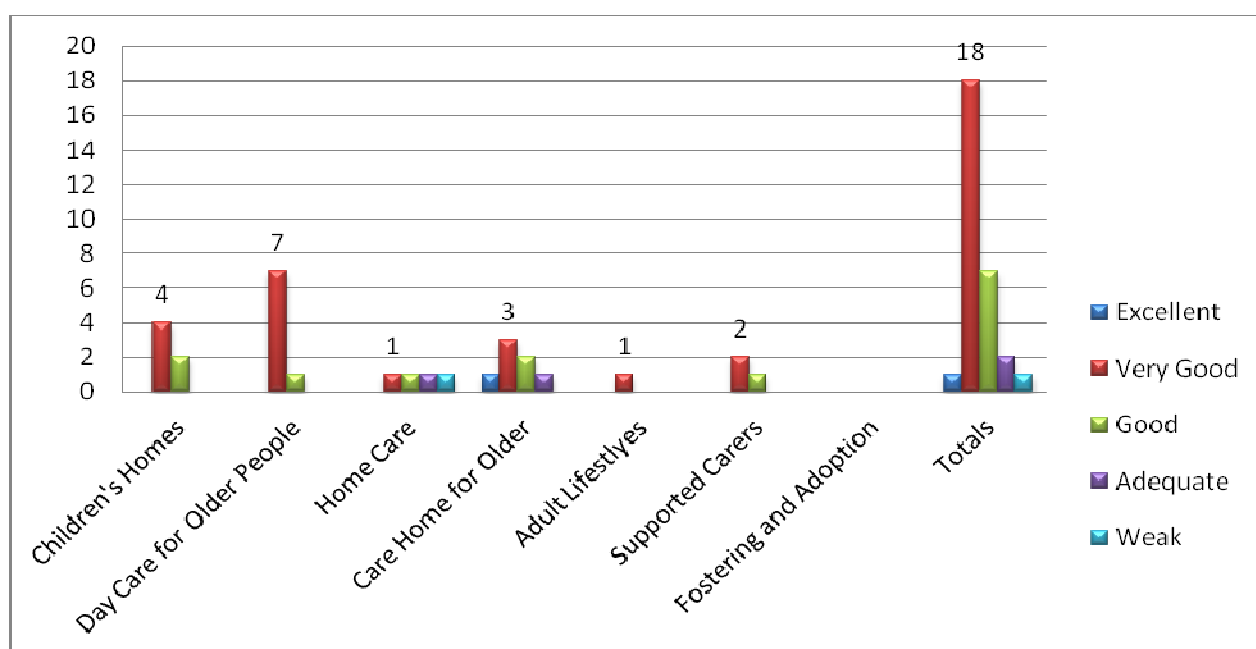
Care Inspectorate – Inspection Reports

The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. Social Work Resources manage 43 registered services. During 16-

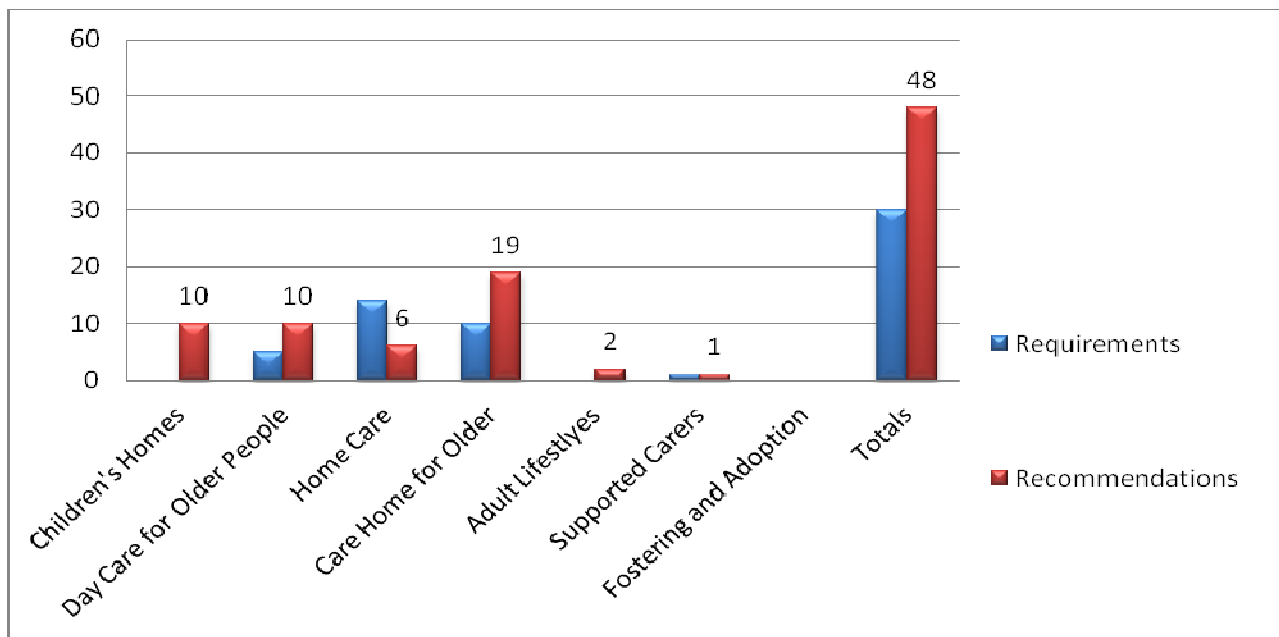
17 there were 29 Inspections completed by the Care Inspectorate across 6 differing service areas as outlined in the chart below.



Of the 29 services inspected 26 are in the grade range excellent/ very good/good, with the remaining 3 in the grade range adequate/weak. Two of the Day Care Units for Older People have been re-designed for other community services.



Alongside the graded inspection, the Care Inspectorate may identify areas that require improvement, and areas that they would suggest improvement could be focussed. The following table outlines the number of requirements and recommendations for specific service areas in 2016-17.



Key achievement highlights during 2016-17 are also detailed in section 4.2 Additional achievements are listed below:

Connect Objective: Improve services for older people (priority)	
Resource Objective	Progress 2016-17
Improve services to support older people to live in their homes and communities	Over 2016-17 there were 1396 day care places available across 14 day care units. As at March 2017 (33%) of these places were vacant. We are currently in the process of remodelling our day care services, which should lead to a reduction in vacancies.
Implement Government Strategies eg, Dementia Strategy, Autism Strategy, Mental Health Strategy and Learning Disability Strategy	<p>Strategic developments are progressing well across the national strategies:</p> <ul style="list-style-type: none"> • Autism – dedicated local resource with associated staffing established • Keys to Life – Lifestyles centres continue to advance their Keys to Life Action Plan • Mental Health – in terms of the national action to increase the number of MHOs – there will be 5 newly qualified Officers by June 2017 • A revised Carers Strategy will be developed in line with the requirements of the Carers (Scotland) Act 2016 and our participation as a pilot site <p>The Resource has continued to deliver Dementia Training at Skilled and Enhanced Level.</p>

Connect Objective: Protect vulnerable children, young people and adults (priority)	
Resource Objective	Progress 2016-17
Improve services to support adults to live in their homes and communities	100% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral.
Protect vulnerable children, young people and adults living in our communities	Referral activity in relation to domestic abuse continues to be monitored which resulted in 5540 referrals.

Connect Objective: Develop a sustainable Council and communities	
Resource Objective	Progress 2016-17
Embed sustainable development strategy across Social Work Resources	The Resource achieved a 2.4% reduction in fuel emissions exceeding the target.

Connect Objective: Get it right for every child	
Resource Objective	Progress 2016-17
Getting right for children in need	81% of young people are seen within 1 week of receiving Community Payback Order (CPO).
Getting it right for every looked after child	100% of Looked After and accommodated Children are seen by a supervising officer within 15 days.

Connect Objective: Improve Community Safety	
Resource Objective	Progress 2016-17
Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce reoffending	Staff continue to work hard consistently in this area, achieving 100% of service users seen within 2 working days of a Drug Treatment and Testing Order (DTTO) commencing.

Connect Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective	Progress 2016-17
Strengthen partnership working, community leadership and engagement	The SL Health and Social Care Partnership have developed an Implementation Plan to monitor the impact of the Strategic Commissioning Plan and developed key performance indicators.

Connect Objective: Provide vision and strategic direction	
Resource Objective	Progress 2016-17
Provide vision and strategic direction	<p>As at 31 March 2017 all Care Inspectorate requirements of registered services have been met.</p> <p>Over the course of the year Social Work Resources has carried out several Equality Impact Assessments relating to the councils proposed efficiencies. A further EQI has been identified to take forward in respect of the carers (Scotland) Act 2016.</p>

Connect Objective: Promote performance management and improvement	
Resource Objective	Progress 2016-17
Promote performance management, self-evaluation and improvement	All Scottish Government returns for year end 2015-16 have been submitted.

Connect Objective: Embed governance and accountability	
Resource Objective	Progress 2016-17
Embed governance and accountability	90% of all audit actions are completed by the due date. Information governance self-assessment audit checklist completed and all relevant actions implemented.

Connect Objective: Achieve efficient and effective use of resources	
Resource Objective	Progress 2016-17
Achieve efficient and effective use of resources	<p>Social Work Resources has a labour turnover rate of 2.2%. This means that the Resource remains within target for this measure.</p> <p>For 2016-17, 100% of Social Work Resources buildings, from which the council delivered services to the public, were suitable for, and accessible to, disabled people. This is consistent with the previous three years.</p>

Report

7

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 February 2018**
 Report by: **Director, Health and Social Care**
Executive Director, Finance and Corporate Resources

Subject: **Under 12's Intensive Family Support Service**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for changes to Social Work Resources' Children and Family Services establishment

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the creation of an under 12's Intensive Family Support Service be approved; and
- (2) that the changes to the Social Work Resources' establishment, as detailed in section 8.1, are implemented.

3. Background

3.1. The partnership vision in the South Lanarkshire Children's Service Plan 2017-2020 is that "children, young people and their families will be safeguarded and supported to reach their full potential and thrive within their communities."

3.2. The vision is underpinned by the commitment to:

- ◆ tackle inequality, discrimination and poverty
- ◆ promote early support and prevention across all age groups
- ◆ focus on those areas where working together will make the biggest impact on children, young people and their families
- ◆ ensure a multi-agency approach to continuous improvement
- ◆ implement a workforce development strategy that builds the competence and confidence of our staff
- ◆ ensure meaningful participation and engagement of children, young people and their families

3.3. There are approximately 3,300 open cases within Social Work Resources' Children and Family Services at any given time. This includes statutory cases, for example, child protection, children who are formally looked after and accommodated, youth justice, children affected by disabilities as well as those who are working with services informally.

3.4. As a targeted service, social work provides intensive intervention to the most vulnerable children and families in society. For example, the most recent statistical information, 1 November 2016 – 31 October 2017, shows there were 256 children placed on the Child Protection Register. Approximately 50% of children on the Child Protection Register are under the age of five.

3.5. The Child Protection Register shows that parental alcohol and drug abuse are the third and fourth most cited concerns noted respectively, with emotional abuse being the most cited reason. It should be noted that emotional abuse is often a consequence of a child witnessing domestic abuse often precipitated by substance misuse.

4. Current Support to Families

4.1. The type and level of support families need will depend on individual circumstances. Experience has shown that some parents with younger children under the age of five are likely to need practical support, in getting children into routines, attending appointments, supporting with meal preparation, budgeting and supporting engagement in universal provision.

4.2. Existing Family Centres and Family Support Teams across the localities work intensively with parents and deliver specific parenting programmes to help develop nurturing and responsible parenting. This is predominantly targeted at families with preschool aged children.

4.3. The Intensive Family Support Services (IFFS) Team was launched in November 2013 to provide an intensive service to those children over the age of 12 at imminent risk of being accommodated. The Joint Inspection of Children's Services in 2015 found that "some young people were helped to remain in their families during a time of crisis through very flexible support by staff from IFSS" and "when support was provided in a more intensive and flexible way it often made a difference, for example, as increasing number of family breakdowns during the teenage years were prevented by IFSS."

4.4. Whilst there is currently service provision for those children and families under 5 and over 12, there is currently a gap of services for those aged 5 – 12. Whilst individual support is provided by Social Workers and Support Workers, the wrap around intensive support for this age range remains unmet.

5. Review of Support to Vulnerable Families

5.1. A pilot project providing intensive family support for under 12's was recently undertaken, working with a small number of children and their families.

5.2. The findings of the pilot were very positive and the project helped a number of children to remain in the community with their families. The pilot evidenced that early intervention with vulnerable families empowers parents and builds resilience to help families work through their difficulties and use their positive experience to problem solve in the future.

5.3. Partnership working with Education Resources was key to sustaining education placements and a broad range of approaches was utilised by staff to engage with the hardest to reach children.

- 5.4. A multi agency consultation event was held with partners in June 2017 to consider the needs of children aged 5 – 12; the following issues were highlighted as gaps in services:
- ◆ supporting parents to understand structures and the importance of these
 - ◆ managing behaviour strategies
 - ◆ budgeting advice and support, including advice to maximise benefits
 - ◆ building on families' strengths/resilience
 - ◆ out of hours wrap around support
 - ◆ improve the transition between nursery and school and primary to secondary school
 - ◆ befriending, homework and school attendance support
- 5.5. The type and level of support families need will depend on individual circumstances. Experience has shown that some parents are likely to need practical support in getting children into routines, setting boundaries, attending appointments, supporting with meal preparation, budgeting and supporting engagement in universal provision. Staff working with parents require a fine balance of nurture, support and challenge to enable and empower them to improve their parenting to meet their children's wellbeing needs.

6. Current Support Provision

- 6.1. Vulnerable families who currently require support of a practical nature such as described at paragraph 5.5 can be referred to the Social Work Home Care service. Children and Family Services have a ring fenced budget of £0.276m. However, the use of this service is limited due to the nature of the demands of children and family work. The type of support needed by vulnerable families can be required at short notice and prone to change depending on the presenting issues. Access to the existing Home Care service is problematic due to the increased demands placed on that service due to the ageing population in South Lanarkshire and skill set of staff who predominately work with older adults.
- 6.2. It is, therefore, proposed to create a specialised support service, which can be facilitated through the re-alignment of the Children and Families' Home Care budget, a redesign of a Befriending service and the Lone Parent Support service based in Hamilton. The Alcohol and Drug Partnership have also agreed to provide £0.200m over a three year period to support the development of an under 12's Intensive Family Support Service.

7. Creation of an under 12's Intensive Family Support Service

- 7.1. The under 12's Intensive Family Support Service will provide an intensity of support when it is most needed. The service will look to address the issues for families as noted in paragraph 5.5 above.
- 7.2. There will be a re-alignment of budget from the Lone Parent Support Project based in Hamilton and Befriending Project in Rutherglen. It is proposed that these monies, coupled with funding from the Alcohol and Drug Partnership, are used to develop a specific under 12's Intensive Family Support Service which will have the capacity to react to service demand and provide the specialist support required.
- 7.3. The Lone Parent Support Project delivers services in the Hamilton locality only. There are two posts within the project, a Resource Worker and an Information Worker. These posts will be deleted and the budget re-aligned for the development of the under 12 Intensive Family Support Service.

- 7.4. The Rutherglen Befriending Service delivers services within the Rutherglen area only. There is a commissioned service from a third sector provider COVEY Befriending that provides befriending across the rest of the Council area. It is proposed to align the Rutherglen locality to the third sector provision which will ensure equality of service across the authority. There is one post of Project Co-ordinator within the service and this post will be deleted.
- 7.5. The under 12's Intensive Family Support Service will be overseen by the locality Fieldwork Manager who manages the current IFSS for over 12's. This will ensure consistency in relation to referral criteria and pathways of support.
- 7.6. As noted earlier in this report, the service works with a significant number of children due to parental substance misuse, who can experience emotional abuse; for those children who act out this childhood trauma, the costs can be very high, both personally and socially. The Alcohol and Drug Partnership has agreed to make funding available to support the establishment of an under 12's Intensive Family Support Service. The service will track the progress of intervention by using the 'Family Star', regularly evaluating the impact of support provided.

8. Employee Implications

- 8.1. The changes to the Social Work Resources' Children and Family Services' establishment as a result of the service redesign are detailed below:

Post title	Number of posts (FTE)			Grade / SCP	Hourly Rate	Annual salary	Gross costs (including on-costs 30.3%)
	Existing	New	Difference				
			use + and -				
Team Leader	0	1	+1	Grade 3 Level 8 / 75-80	£19.64- £21.16	£35,841- £38,615	£47,704- £51,396
Family Support Worker	0	8	+8.0	Grade 2 Level 1-4 / 32-57	£10.40- £15.04	£18,979- £27,446	£197,387- £265,573
**Family Support Worker (Fixed term)	0	1.5	+1.5	Grade 2 Level 1-4 / 32-57	£10.40- £15.04	£18,979- £27,446	£37,093- £53,652
Clerical Assistant	0	0.5	+0.5	Grade 1 Level 1-3/ 19-27	£8.44- £9.51	£7,701- £8,677	£10,034 - £11,306
Resource Worker	1	0	-1	Grade 3 Level 2 / 50-65	£13.58- £16.94	£24,782- £30,914	(£32,290- £40,280)
Information Worker	1	0	-1	Grade 2 Level 2 / 36-40	£11.06- £11.72	£20,183- £21,388	(£26,298- £27,868)
Project Co-ordinator	1	0	-1	Grade 3 Level 2 / 50-65	£13.58- £16.94	£24,782- £30,914	(£32,290- £40,280)
Total	3	11	+8.0				£201,340 - £273,499

**These posts are fixed term posts as they are funded from the ADP grant for a three year period to focus on families with alcohol and substance misuse.

- 8.1.1. These posts have all been graded using the Council's Job Evaluation Scheme. For those employees displaced as a result of the redesign, they will be redeployed in line with the Council's Switch2 arrangements.

9. Financial Implications

- 9.1. Total funding of £0.372 million is available for the service redesign from existing resources
- ◆ £0.276m Children and Families Homecare
 - ◆ £0.007m Lone Parent Support Project Hamilton
 - ◆ £0.023m Rutherglen Befriending Project
 - ◆ £0.066m Alcohol and Drugs Partnership (3 year funding totalling £0.200m)
- 9.2. In addition to the employee costs of £0.273m, £0.040m funding is required to extend the third sector provision of Befriending Services to the Rutherglen locality, start up infrastructure costs of £0.012m to enable mobile working for the under 12 Intensive Family Support Service and a further £0.047m for recurring operational costs.

10. Other Implications

- 10.1. The Joint Inspection of Children's Services in 2015 noted that children and families did not always get the help they needed at an early stage. The proposed development is a direct response to this identified gap in service need and associated risks.
- 10.2. There are no sustainable development implications associated with this report.
- 10.3. There are no other issues associated with this report.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. There is no requirement to undertake an Equality Impact Assessment in relation to this report.
- 11.2. Multi agency stakeholder event took place in June 2017 with 49 stakeholders.
- 11.3. Trade Union colleagues have been consulted on the proposals contained with this report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

27 December 2017

Link(s) to Council Values/Ambitions/Objectives

- ◆ protect vulnerable children, young people and adults
- ◆ supporting our communities by tackling disadvantage and deprivation and supporting aspiration
- ◆ Getting it right for children and young people
- ◆ achieve results through leadership, good governance and organisational effectiveness

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Report

8

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 February 2018**
 Report by: **Director, Health and Social Care
 Executive Director (Finance and Corporate Resources)**

Subject: **Substance Misuse Services - Review of Funded Establishment**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee of a review of South Lanarkshire Council's Substance Misuse Services (SMS)
- ♦ seek approval to alter the establishment and staffing levels of the SMS within each locality of South Lanarkshire to better meet the needs of clients and their families

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the developments to integrate South Lanarkshire's SMS and NHS Lanarkshire's Alcohol and Drug Service (LAaDs) and the integrated service to be known as the Community Addiction Recovery Service (CAREs) be noted;
- (2) that the staffing establishment to reflect the operational requirements for the CAREs across localities is realigned; and
- (3) that the changes to the Social Work Resources' establishment, as detailed in section 6.3, are implemented.

3. Background

- 3.1. The delivery of integrated alcohol and drug services has been deliberated upon nationally and locally since the inception of the Joint Future Agenda in 2002. There are many examples of integrated alcohol and drug services across Scotland. The proposed model for integration in South Lanarkshire includes co-location of teams within a defined locality and one Integrated Team Leader per locality who will manage across both Council and Health Services.
- 3.2. The Scottish Government, as part of its review of the national Drugs Strategy, has recommended the adoption of a "seek, treat and keep" approach to service delivery in order to promote recovery from addiction and reduce the number of alcohol and drug related deaths. This model will be facilitated by the introduction of a new national Drug and Alcohol Information System (DAISy) on 1 April 2018 which will require the entry of client identifiable information and follow the client through their treatment pathway.

- 3.3. In March 2017, it was agreed that the SMS provided by South Lanarkshire Council (SLC) and LAaDS would be managed by a joint funded integrated Substance Misuse Operations Manager. This post was subsequently appointed to on 1 September 2017.

4. Findings of the Review – Model of Service Delivery

- 4.1. The substance Misuse and Operations Manager undertook a review of the current delivery model and staffing arrangements for SMS and LAaDS. The review found that the current model of service delivery for clients affected by alcohol and drug problems in South Lanarkshire appears fragmented and does not always provide a holistic assessment of need, nor a clear treatment or care pathway for clients and their families to navigate through.
- 4.2. Clients are often assessed independently and/or referred between both services to achieve desired outcomes. LAaDS provide support with the physical and mental health components of care, psychiatric and physical health assessments and treatment, medical detoxification, stabilisation on methadone etc, while the social care elements of the care pathway are delivered by SMS, for example psychosocial interventions and income maximisation. This results in barriers to treatment engagement and retention, causing frustration for clients and their families as they try to navigate to the right service. It is also confusing for other agencies to determine which service their client should be referred to.
- 4.3. The benefits of integrating LAaDS and SMS will mean that holistic assessments of the clients' needs are undertaken and that health and social care interventions are delivered in an integrated way. This will ensure that treatment and care outcomes are maximised, for example enhancement of physical and mental health, income maximisation, improvement in community and family relationships, stable and safe housing options, reduction in criminal behaviour and increased opportunities for employment and training.
- 4.4. Integrating the LAaDS and SMS into one service – the CAREs, will streamline referrals, reduce waiting times, reduce barriers to treatment and improve retention rates.
- 4.5. It also has the potential to reduce duplication and thus increase capacity within the service for more outreach work (for example home visits), addressing the 'seek' elements of the new national Drug Strategy. This additional capacity should also ensure that the public protection elements of care are enhanced. These are of vital importance as most clients and their families who access these services have the greatest level of vulnerability, live in our most deprived communities and yet are less likely than other care groups to access our health and social care services.

5. Current Funded Establishments

- 5.1. A benchmark exercise was undertaken against a similar service that has already established an integrated model of delivery. An analysis was also undertaken of the locality population profiles (ages 16-65 years), referral rates, and alcohol and drug related deaths by the Research and Information Officer within the South Lanarkshire's Alcohol and Drug Partnership in December 2017.
- 5.2. The review highlighted a number of issues within each locality with a disparity of staffing across the areas to meet the demographics and demands as well as inconsistencies in service delivery to meet demand. This reinforced the need to redesign the service.

6. Employee Implications

- 6.1. In order to address the locality based needs, it is recommended that the current staffing profiles are revised as identified at paragraph 6.3 Table 1.
- 6.2. The outcome of the review recommends removing two Full-time Equivalent (FTE) SMS Team Leader posts and creating two FTE CARES Team Leader posts for Clydesdale and East Kilbride. These will be SLC (CAREs) Team Leader posts recruited to and employed by SLC for candidates with the skills and competence to work in an integrated team.
- 6.3. The table below identifies the establishment changes as a result of the service review and redesign for Council staff.

Table 1

Post (Social Work)	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3% (proposed posts)
Team Leader	2	2	Grade 3 Level 8	75-80	£19.64 - £21.16	£35,841 - £38,614	£93,402 - £100,628
Social Worker	5	7	Grade 3 Level 2 - 4	55-74	£14.60 - £19.35	£26,643 - £35,311	£243,010 - £322,071
Resource Worker	3	0	Grade 3 Level 2	55-65	£14.60- £16.94	£26,643- £30,914	£0
Substance Misuse Worker	9	10	Grade 2 Level 4	50-57	£13.58 - £15.04	£24,782- £27,447	£322,909 - £357,634
Social Work Assistants	6	5	Grade 2 Level 2- 3	36-48	£11.06 - £13.19	£20,183 - £24,070	£131,492 - £156,816
Total	25	24					£790,813 - £937,149

- 6.4. These posts have been evaluated using the Council job evaluation scheme.
- 6.5. Employees will be matched or redeployed to facilitate the structural changes identified and this will be undertaken in accordance with the Council's Collective Agreement and Matching Process.
- ## 7. Financial Implications
- 7.1. There are no financial implications for this redesign of the service as the changes in posts and moving to a locality model can be managed within the current budget allocation for the SMS.
- ## 8. Other Implications
- 8.1. A failure to redesign the current models of delivery may result in a failure of the service meeting its statutory requirements and national performance measures.

- 8.2. There is a statutory requirement that substance and alcohol services provided by Health and Council Services should be included in the Health and Social Care Partnership (HSCP).

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy function of strategy, nor does it recommend a change to existing policy, function or strategy, therefore, no impact assessment is required.
- 9.2. The trade unions have been consulted in relation to the review.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

12 January 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ deliver better health and social care outcomes
- ◆ protect vulnerable children, young people and adults
- ◆ get it right for children and young people

Previous References

- ◆ Executive Committee report dated 08 March 2017: Health and Social Care Integration – Proposals for the Substance Misuse Services

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Report

9

Report to:	Social Work Resources Committee
Date of Meeting:	7 February 2018
Report by:	Director, Health and Social Care

Subject:	Community Payback Order Annual Report 2016/2017
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide assurance to the Committee that our statutory duty to provide Scottish Ministers with an annual report on the operation of Community Payback Orders (CPO) has been fulfilled
- ◆ advise of the range and quality of the activities and projects reflected in the report.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the change to the annual reporting process be noted;
- (2) that the completion of the requirement to submit an annual report to Community Justice Scotland as detailed in Appendix 1, be noted; and
- (3) that it be noted that the report demonstrates a broad range of activities across the requirements of CPOs, in particular the Unpaid Work activities and projects with positive feedback from service users and recipients of work.

3. Background

- 3.1. Changes in legislation for Community Based Sentences came into effect on 1 February 2011. The result of that change was the introduction of Community Payback Orders which replaced Community Service Orders, Probation Orders and Supervised Attendance Orders. This enables courts to impose one or more of a range of requirements on the offender (for example supervision; unpaid work; behaviour change programme; alcohol or drug treatment).
- 3.2. The legislation also places a duty on local authorities to submit an annual report on the operation of the Community Payback Order (CPO) to Scottish Ministers. The report is required to be a combination of statistical information detailing the number of Community Payback Orders imposed by the courts in South Lanarkshire in the last financial year, the type of requirements imposed and a narrative of the activities and projects undertaken to allow them to fulfil their obligation to the court and their communities.

- 3.3. The Community Payback Order Report reflects the broad range of activities and projects undertaken across South Lanarkshire over the last financial year within communities and from our workshop. Recipients of the work undertaken by service users on CPO have also contributed to the report, reflecting the positive impact the projects have had on people's lives and communities.
- 3.4. The introduction of the Community Justice (Scotland) Act 2016 led to the establishment of Community Justice Scotland, a non departmental public body funded by and accountable to Scottish Ministers. The annual CPO report is now submitted directly to Community Justice Scotland.
- 3.5. The CPO report for South Lanarkshire Council was submitted to Community Justice Scotland by the required deadline of 31 October 2017.
- 3.6. CPO Annual Reports from all local authorities will be available on the Scottish Government website and we will make our report available on the South Lanarkshire Council website.

4. Local Context

- 4.1. Justice Services is part of the Community Justice Partnership (CJP) and reports on key performance indicators on a quarterly and annual basis to the Community Planning Partnership (CPP) and the Scottish Government.
- 4.2. In the South Lanarkshire Council area, the Unpaid Work Service (UWS) provides a dedicated service to deliver the conditions of CPOs with requirements for Unpaid Work.
- 4.3. Service delivery has three areas of focus:
 - ◆ providing service-users with Unpaid Work to meet the requirements of their Order within the relevant timescales and supervising the Unpaid Work
 - ◆ taking, arranging and organising referrals for Unpaid Work from the community, including individuals, community groups and agency projects
 - ◆ providing opportunities for 'meaningful activity' (30% of an individual's CPO Unpaid Work requirement can be fulfilled by meaningful activity other than Unpaid Work, for example learning skills to help secure employment such as CV writing)
- 4.4. All localities in South Lanarkshire receive service delivery from the UWS central base at Auchentibber Resource Centre, Blantyre. Additionally, there is a sub-location and workshop in Lanark.
- 4.5. Services are provided to male and female adults (over the age of 16) who are residents of South Lanarkshire (though there is a reciprocal arrangement in place with other councils if required). Some of the service users are in employment and, therefore, Unpaid Work requires to be flexibly delivered including options for service-users to carry out Unpaid Work in the evenings or weekends.
- 4.6. The UWS also requires to transport service-users to and from the locations required. For this purpose, the service leases six vehicles.
- 4.7. In terms of recommendations, the Committee is asked to note the completion of the requirement to submit an annual report to Community Justice (Scotland) as detailed in the appendix to the report.

5. Employee Implications

- 5.1. There are no employee implications as a result of the Community Payback Order Annual Report being published.

6. Financial Implications

- 6.1. There are no financial implications as a result of the publication of the Community payback Report.

7. Other Implications

- 7.1. There are no risk implications associated with this report.
- 7.2. There are no sustainable development implications associated with this report.
- 7.3. There are no other implications as a result of the publication of the Community Payback Order Report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. There is no requirement for an Equality Impact Assessment.
- 8.2. Customer and community consultation is noted within the text of the annual report.

Val de Souza
Director, Health and Social Care

15 January 2018

Link(s) to Council Values/Ambition/Objectives

- ◆ make communities safer, stronger and sustainable
- ◆ protect vulnerable children, young people and adults
- ◆ improve community safety

Previous References

- ◆ Social Work Resources Committee – 3 February 2016

List of Background Papers

- ◆ none

Contact for Further Information

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COMMUNITY PAYBACK ORDER ANNUAL REPORT

Financial Year: **2016/2017**

Local Authority: **South Lanarkshire Council**



Types of unpaid work projects and activities which have been carried out; the total number of unpaid work hours completed during the year; and information and examples that help to demonstrate how communities benefit from Unpaid Work.

This report illustrates key highlights on the full spectrum of the Community Payback Order (CPO) activities that have been undertaken during the period 01 April 2016 to 31 March 2017 by South Lanarkshire Councils Community Payback Unpaid Work Service.

Community Payback Orders with Unpaid Work Requirement

A total of 1264 CPOs were received during 2016/2017 in respect of 1003 offenders. 849 males and 148 females (6 gender unknown) received CPOs.

During this period a collective total of 103,555 hours of Unpaid Work were issued in respect of 869 CPOs with an Unpaid Work requirement. The work primarily focused on community and agency projects in addition to assistance in the delivery of work referrals received from individual members of the community. The primary objective being that all project work undertaken was targeted to benefit individuals and communities throughout South Lanarkshire.

Orders with Unpaid Work requirement

Order level	Number of Orders	Hours
1	481	35421
2	388	68704
TOTAL	869	104125

Fiscal Work Orders

During the reporting period 01 April 2016 to 31 March 2017 the Unpaid Work Service received 116 assessment requests and 40 new Fiscal Work Orders were granted, generating 1460 hours.

Project and Environmental work undertaken during 01 April 2016 to 31 March 2017

Long term projects continue to provide a wide range of benefits to local communities. While at the same time assisting service users to develop skills, through the use of role modelling and practical demonstration and training in the use of tools. Where required the service users were assisted to develop social and employment skills to pursue employment, training and social inclusion opportunities within their communities.

The following is an overview of some of the environmental project work that has been undertaken by the Unpaid Work Service during the reporting period.

Clydesmill Fire Station

The Unpaid Work Service continues to work in conjunction with the Scottish Fire and Rescue Services and Lanarkshire Beekeepers Association in the development of a community garden, recreational and sitting area and bee keeping facility. Phase1 saw the development and implementation of access pathways to identify community areas. The development of Phase 2 initiative enables the Scottish Fire and Rescue Services to secure further funding for the groundworks to provide green spaces within Communities. During Phase 2 the Unpaid Work Service provided ongoing labour and maintenance support.

This project has attracted Scottish Government attention and Justice Secretary, Michael Mathieson, visited this development in June 2016, due to the innovative nature

of the Project and strong community partnership working. This visit is demonstrated in the picture below published by the Scottish Government.

Clydesmill Fire Station, community garden Phase 2



Ground Maintenance

Throughout the year the Unpaid Work Service assisted with and managed the maintenance of grounds, including various seasonal tasks such as winter specific snow clearing and gritting, autumnal leaf and moss clearing and summer weeding and shrubbery cut backs for a wide range of community resources including churches, sheltered housing complexes, New Lanark Visitor Centre as well as public pathways maintenance across the authority. The work enhanced the aesthetic environment while at the same time facilitated health and safety in areas utilised for public recreation and accommodation through reducing risk from trips, falls and slips.

Braehead House

This project is an ongoing example of environmental work and extensive garden restoration work was undertaken at Braehead House Charity, a non-denominational Christian healing and retreat centre. The Unpaid Work Service is working alongside the charities volunteers assisting in the restoration of the centres grounds by installing and clearing pathways, trimming trees and assisting in the restoration of a garden area.

Carluke Cemetery

Carluke cemetery benefitted from ground and clearance work to enhance the cemetery prior to the memorial service commemorating the battle of the Somme. The visual improvement resulting from the work undertaken has had a positive effect on the area.

Langland Moss

The Unpaid Work Service remains involved for the general maintenance of this project work on a regular basis. Work undertaken within the reporting year has included assistance with the clearing up and re-establishment of picnic and communal areas following repeated incidents of vandalism.

This well established project and local Nature Reserve continues to attract large numbers of international and local visitors to the area, due to the diversity of wild life including rare species of insects, amphibians and flora and fauna specific to the rare peat land habitat. The friends of Langlands Moss in conjunction with Environmental Scotland received additional land during the year, increasing the area from 23 hectares to 52 hectares. The Unpaid Work Service has continued to play a vital role in the development and maintenance of this unique area.

Righead United Reformed Church, East Kilbride

Righead United Reformed Church benefitted from ground and clearance work to create a small garden area at the side of the grounds where the Unpaid Work Service installed some planters for growing vegetables and flowers. This was constructed in a way that wheelchair users can access and enjoy the garden. The improved garden area resulting from the work undertaken has had a positive effect within the church.

Clyde Walkway

This is a long term maintenance project which is being supported by the Unpaid Work Service on a routinely basis. For instance the work undertaken includes maintaining public pathways in the area ensuring accessibility primarily for the use of walkers and ramblers.

To date there has been significant work undertaken to maintain clearance along the pathway that runs along the length of the River Clyde within South Lanarkshire's boundaries with Dumfries and Galloway, North Lanarkshire and Glasgow City. Autumnal work included the opening up of overgrown walkways and clearing away storm damage in the form of broken or fallen trees. Low lying areas by the River Clyde are prone to flooding causing silt build up, requiring regular maintenance attention.

Bothwell Castle Walkway and Nature Trail

This is another example for continuous contribution of Unpaid Work Service in order to develop and maintain a system of pathways and ongoing shrubbery maintenance to improve the local environment and ensure public safety.

Strathaven Townmill Arts & Heritage Centre

Strathaven Townmill is a new project. The Unpaid Work Service is involved in improving and clearing out internal debris in preparation for the centre to be used by community groups safely.

Cadzow Glen

Cadzow Glen is also a new project. The tasks for this project involves landscaping work, preparing waste area for spring planting flowers for children and the friends of Cadzow Glen to improve the area. Existing paths and bridge are being maintained to allow general public use. The Unpaid Work Service worked in conjunction with land services and the community group.

Castlebank Gardens Horticultural Society

The Unpaid Work Service was involved in the creation of a rose and fairy sensory garden in Castlebank Park in Lanark. This work included removing many tree roots and overgrown bushes and weeds to clear an extensive area surrounded by woodlands. Additionally, edging, stonework and paths were created to allow the general public access to the area. Benches were installed to create a positive ambiance. Tree carvings were carried out by an independent company to encourage children to participate.

Please see picture below of work undertake within Castle Bank Garden in Lanark.



See further publicity material within the appreciation section of this report.

Morgan Glen

This project involves working in conjunction with a local counsellor and friends of Morgan Glen. The main support provided for this project included digging out the remains of an old lion statue. A natural gorge and woodland area that requires maintenance and development of the pathway system and natural horticultural environment within. Walkways have been developed on two levels and require ongoing maintenance to ensure safe and unrestricted access to the public. The work undertaken by the Unpaid Work Service is highlighted below.



Work Referrals

The Unpaid Work Service received 492 work referrals from the South Lanarkshire Community. These referrals came from a variety of resources including :

- Education Resources
- Housing and Technical Resources
- Sheltered Housing
- Counsellors
- Homeless Support Groups
- Charitable Organisations
- Community Groups

Examples of the work undertaken include:

House Removals

During this reporting period, house removals have been one of our most utilised service offered to individuals who require to move, often as a result of threat and or risk of harm due to poor social circumstances. The service required to be withdrawn for a short period as a result of financial and reputational risk to the local authority, due to

the abuse of claims made for loss or damage to goods by some householders. As a result the service reviewed it's procedures for this work. In line with outcomes reached following discussion with SLC Financial Risk Management Team the service introduced a more robust inventory recording management system and re-established links with several partners including Shelter Support Service, the Central Homelessness Team, Women's Aid, Blue Triangle Supported Accommodation and The Debra Charity shops in EK and Hamilton and Social Work Resources.

Painting

During 2016/2017 a significant number of referrals were received from a broad range of support groups and organisations, including Women's Aid and various local community church groups. Tasks vary from the decoration of individual rooms to whole premises. The Unpaid Work Service has long provided support and assistance to both individual householders and community organisations through the provision of supervised work squads to assist with the preparation and undertaking of painting and decorating tasks.

Wood Workshop

Despite ongoing challenges in relation to meeting and adhering to increasingly challenging health and safety requirements, the workshop continued to provide service consistency. The main focus of work is commission based construction, refurbishment and site placement of wooden benches and environmental planters to schools, community groups and sheltered housing complexes. In addition the workshop was busy over the winter months repairing and preparing garden furniture from sheltered housing and residential homes. This involved transferring furniture to the workshop for repair, staining/painting, cleaning courtyards and returning ready for use.

In addition smaller items have also been produced for schools, community projects and individuals including benches, bird houses and plant pots.

Wood Workshop Evening Service Provision

The evening wood workshop is a new addition to the service and currently operates on a Thursday evening. It has proved very popular and often has a waiting list due to employed service users being interested in increasing their attendance to complete their orders faster.

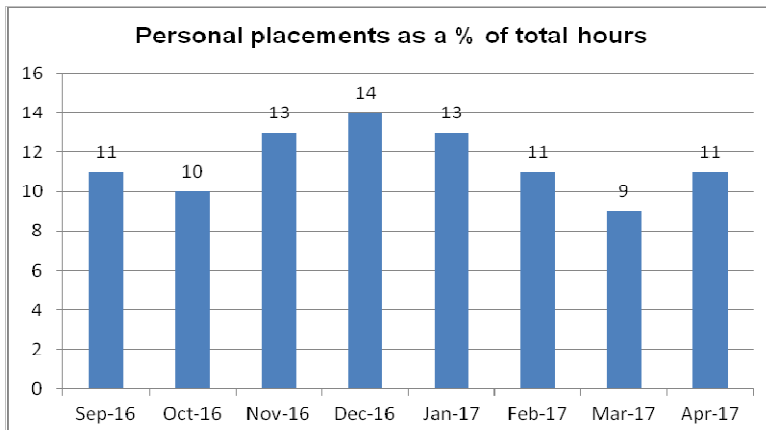
This is an example of work carried out at Kirkfield Bank Primary School, created by the service users within the workshop.



Personalised Placements

The Unpaid Work Service has further enhanced the usage of personalised placements during the year 2016-2017. New links have been established with various charitable organisations and re-established links with existing charitable organisations. New links include Oxfam, Lifestyles within Fairhill area, East Kilbride Hospice, Kirkton House and Loaves and Fishes Foodbank within the East Kilbride area.

This work has generated 7261 hours of Unpaid Work and the successful uptake and sustainment of placements is demonstrated below:



Feedback provided by both service users and placement providers, indicates that a number of people still continue to work on a voluntary basis after the expiry of the CPO. This is enabling them to maintain the pro social life changes they have developed during the duration of their order.

Community Laundry

The Community Laundry hosts personalised placements for service users subject to CPOs. The Community Laundry Service contributes to care packages for vulnerable adults. Through the provision of a door to door service to families and individuals who may be vulnerable, have health issues or be incapacitated, the service offers a valuable and meaningful contribution to the community. Its assistance in the promotion of independent living and alleviation of stress derived through the need for frequent/daily laundering arrangements, often carried out by family members and carers is invaluable.

Laundry assistance is also provided to The Haven, a registered charity that provides information and support to people affected by life-limiting illness. The service launders linen and towels use in the delivery of complimentary therapies.

This service was available Monday to Friday during 2016/17. The Laundry Service provided 333 service user sessions with 2173 hours of Community Payback Unpaid Work being completed.

Service users unable or not suitable to undertake work in a squad, may assist in the collection, laundering and return of laundry under the supervision of Home Care staff.

Quotes from people on CPOs and beneficiaries about the impact of the Unpaid Work on them and/or the community.

Customer and beneficiaries satisfaction remains central to our continued success. One of the significant benchmarks used to measure service delivery is our customer satisfaction survey. Feedback has been obtained through various routes and some of the work carried out by the Unpaid Work Service has been greatly appreciated by the partner agencies and communities. In addition to this, service user feedback also indicates positive benefits noted below.

Good Afternoon All

I attended the opening of the Wallace trail today at Castlebank Park. I have attached some pictures to let you see the grand job that has been done by many. Sylvia thanked South Lanarkshire Council for all their work and help with the project, she was most grateful to the Community Pay Back Team for all the work they did at the start of the project and throughout the project. A lot of hard work was done by all and I thought I would let you know how the Community and visitors to Lanark will benefit from it. Thanks to all of you and can you pass this on to all the workers from the Development Trust.

Regards

Catherine McClymont

Councillor Clydesdale North Ward (Scottish Labour)

Chair of Clydesdale Area Committee & Clydesdale Licensing Board

"There is no better example of the benefits of the Community Payback Scheme which helped lay the very foundation upon which this garden will be built. The preparatory work was carried out thanks to the Community Payback Scheme - including pathway, fencing and even a bee hive area.

Senior Officer Alan Fairbairn: SFRS

NEWS

Heritage becomes a landmark

Trail celebrates Wallace links

By David McCann
Senior Reporter

For the first time, a new trail in the heart of the city has been named after the famous Scottish hero. The Wallace Trail, which runs from the city centre to the Wallace Monument, is a 10km route that celebrates the life and times of the hero.

The trail is a new addition to the city's network of paths and is a testament to the hard work of the Community Payback Scheme. The trail is a new addition to the city's network of paths and is a testament to the hard work of the Community Payback Scheme.

It was a real pleasure to visit the community garden and see first-hand the great work being done by people on Community Payback Orders to turn this area of unmanaged ground into a valuable resource for the local community.

I very much enjoyed talking to the staff and partners who are involved in delivering this innovative project, as well as to the people completing unpaid work. I also enjoyed meeting some of the beneficiaries of the community garden, who were clearly very enthusiastic about the impact the project will have and I will look forward to hearing how the project progresses.

Please pass on my thanks to Sam, Linda, Kevin and all those involved within South Lanarkshire Council Social Work Resources for agreeing with the arrangements for the visit. I have also written to Station Manager Robert Davies to express my gratitude for the role of the Scottish Fire and Rescue Service in co-ordinating my visit.

Michael Matheson
MICHAEL MATHESON

100th Anniversary of the Scottish Government
100 years of progress

June 2016

Dear Sir,

I am writing to thank you and your colleagues for taking the time to organize my visit to the unpaid work community garden project at Clydesdale Community Fire Station in Cambuslang on 16 June.

It was a real pleasure to visit the community garden and see first-hand the great work being done by people on Community Payback Orders to turn this area of unmanaged ground into a valuable resource for the local community.

I very much enjoyed talking to the staff and partners who are involved in delivering this innovative project, as well as to the people completing unpaid work. I also enjoyed meeting some of the beneficiaries of the community garden, who were clearly very enthusiastic about the impact the project will have and I will look forward to hearing how the project progresses.

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Bert Walker
BERT WALKER

100th Anniversary of the Scottish Government
100 years of progress

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100 years of progress

100th Anniversary of the Scottish Government
100 years of progress

Lisa Allison, Supervising Officer within the Unpaid Work Service was nominated for recognition award for customer excellence, nominated by the Barncluith Sheltered Housing Complex for her exemplary work while co-ordinating and supporting unpaid work activities.

“On behalf of Netherburn Tenants and Residents Association I would like to thank you and your team for the help you have given us in our annual spring clean. This is the third year we have used your assistance and your assistance has been very thorough throughout. Your supervisors have also been very helpful. We are now looking at one or two projects which we may require your assistance. Once again we would like to thank you for your assistance” – John Wilson Chairperson (NTRA).

“Thank you very much for the extremely thorough job you carried out yesterday in part of the wood opposite the shop in Udston Road. This has always been an eyesore and quite honestly too big for us to do ourselves without help.” – Jim McHugh Secretary – Friends of Udston and Glenlee Wood.

Service User Feedback

	Strongly agree	Agree	Disagree	Strongly disagree
A better option than prison?	211	34	3	4
An opportunity to improve your life?	119	90	23	14
An opportunity to learn practical skills?	132	84	21	10

Following your completion of the Community Payback Order, how likely do you think it is that you will re-offend?

13 Very likely 4 Quite likely 220 Unlikely 13 Not sure

Some feedback provided by Service users when asked how they benefitted from CPOs is captured below:

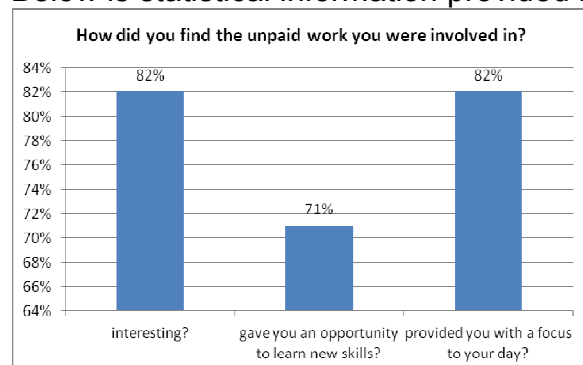
“As I am unemployed, it had improved my fitness and my drive to find a job and helped my confidence”.

“Helped me too learn more about myself, also new skills. I can now build paths from here to Landsend”.

“I enjoyed my placement, met new friends, learned new skills. Following my completion, I have offered to volunteer in the charity shop I was placed”.

“I felt I was giving something back to the community and felt better in myself”

Below is statistical information provided by Service users:



What Changes did undertaking Community payback make to your life?

- It helped me by letting me learn new things. The course also gave me an opportunity to work in the food industry if I wanted, as you need the certificate we received to do so.
- It gave me useful information and skills I really needed in order to apply for more

jobs in the future as well as building confidence in myself.

- It has given me an interest in gardening which in the past was never a subject I broached.
- It has helped me realise the consequences of my actions. I think the Community Payback has helped me get my life back on track and think it has made me appreciate others.

If you were in charge of the Community Payback service, what would you change to make it more effective?

- Employ more officers to cut out on stand down time
- Have more companies with training for work put in place as joblessness leads to hopelessness and offending behaviour.
- I think it's pretty effective as is. Perhaps more options for work would be beneficial, particularly for females.

Types of "other activity" carried out as part of the Unpaid Work or other activity requirement.

Community Payback Unpaid Work Service has developed over the 2016/2017 period. A number of community partner and in-house service initiatives have been or are in the process of being developed aimed at changing behaviour and addressing unmet need. Opportunities through which this might be met are numerous and varied including, health, education, parenting skills, employment and social integration. The service recognises that further development is required in order to ensure adequate opportunities can be made available to service users on an ongoing basis. 2016/2017 saw the development and introduction of several new "other activity" opportunities in addition to the enhancement of existing service provision'.

Activity Type	Hours Completed	Percentage of Total Hours
Education other	2,331.2	3%
Employment support	223.0	0%
Failed to attend	8.8	0%
Health/wellbeing support	1,482.1	2%
Leisure/recreation	547.0	1%
Literacy/numeracy	12.0	0%
Offending behaviour	1,093.7	2%
Permission not to attend	3.0	0%
Planned attendance	12.4	0%
Stood down	3,752.7	5%
Substance misuse support	102.1	0%
Unpaid work agency	8,458.6	12%
Unpaid work supervised	53,947.9	75%

Other activity opportunities delivered throughout 2016/2017 included:

Delivery of responsive interventions

The implementation of groupwork and individual interventions took place through the delivery of "Unlocking Your Potential" and "Living Life to the Full" groupwork programmes. These programmes are aimed at enabling group members to identify their skills and strengths to make positive changes to their behaviour, decision-making, lifestyle, relationships and communication. The responsive interventions were achieved through the completion of various individual and group work exercises as well as homework tasks assigned for the service users.

During this period this groupwork programme has been delivered on four occasions.

Feedback from services users has been very positive including **“all sessions were good and helpful”, “successful”, “stopped harming myself by being able to talk to others”, “enjoyable, well presented and relaxing”, “interesting”, “practical”, “making me think twice about my behaviour and emotional issues”.**

Come Dine With Me: This successful long term project was extended during 2016/2017. Delivered four days per week, the programme has been constructed to provide healthy eating and nutritional education through structured cookery learning experiences. Provision of the programme is shared on two days per week with Substance Misuse Services. Learning from this programme has been further enhanced through partnership arrangements with Community Learning and Clyde Food Hygiene colleagues who provide the opportunity for service users to obtain a, **Royal Environmental Health Institute of Scotland** certificate (REHIS) in food and kitchen hygiene, creating opportunity for employment in the hotel and restaurant industry.

Health and Wellbeing: support is provided in the form of health checks undertaken by the community nurses who provide a visiting service for Unpaid Work Service users. Service users are provided with the opportunity to engage in health checks including blood pressure, weight, diabetes and sexual wellbeing. The community nurses work with service users to ensure referrals are made, as required, to appropriate follow on health services. Many additional consultations are credited to other activity. Linked to this is Leisure and Recreation opportunities provided in partnership with Leisure and Culture Services. This support work is highly beneficial to individuals who are experiencing mental health issues including depression and anxiety and those who are in the recovery and maintenance phases of substance use programmes.

Sacro

Sacro were introduced to the Unpaid Work Service in December 2016. The aim of this involvement was to develop Other Activity and reduce Stand Downs particularly at weekends. Sacro at present deliver eight modules within a groupwork setting which includes modules on: Hate Crime, Impulsivity, Consequential Thinking and Emotional Management. These modules are delivered two days per week and Saturday and Sundays. Sacro also deliver an element of Unpaid Work on these days.

Since Sacro's involvement there has been a significant reduction in Stand Downs and an increase in the number of services who have been able to complete their quota of hours as "Other Activity". There has also been further opportunity for service users to increase the number of days which they are able to attend Unpaid Work which has enabled an increased the number of service users completing their orders within the timescale specified by the Court.

Sacro have also assisted in the development of our service related to Fiscal Work Orders. It was acknowledged that additional opportunities were required to enable individuals to complete their hours associated with their Fiscal Work Order. Sacro at present delivered a groupwork programme one day per week and an evening Unpaid Work Workshop superficially for those subject to Fiscal Work Orders.

Education: support provided opportunities to service users to gain literacy, numeracy and IT skills that might facilitate improved parenting skills and or employment opportunities. The Unpaid Work Service has a positive working partnership with Community Learning and Home School Partnership colleagues that it continues to build on. The introduction of a small computer suite based at the Auchentibber resource has allowed some small scale IT development and learning to take place. This facility is however recognised as being under used and further development is required.

Substance Misuse

Partnership with Substance Misuse Services and Harm Reduction Teams has been developed during this period. We acknowledge this area of work requires further attention and development.

Venture Trust and Community Police Project Partnership

During this period we have developed our working relationship with a number of statutory and non statutory organisations to increase opportunities for our service users to undertake other activities. This partnership is enabling the service to enhance its capacity to deliver a variety of other activities which are responsive to service users' multifaceted needs. Various agencies including Venture Trust, Community Police and Health Nurses who deliver workshops and/or clinics on a regular basis to our services user at our base at Auchentibber.

Health and Wellbeing Support

Health and Wellbeing support is provided by community practice nurses, who visit Auchentibber and Lanark Local Office on a monthly basis. Service users are provided with the opportunity to engage in health checks including blood pressure, weight, diabetes and sexual wellbeing. The community nurses work with service users to ensure referrals are made, as required, to appropriate follow on health services. Many of these additional consultations are credited to other activity. Linked to health and wellbeing is the Leisure and Recreation opportunities provided in partnership with Leisure and Culture Services. This support work is highly beneficial to individuals who are experiencing mental health issues including depression and anxiety and those who are in the recovery and maintenance phases of substance use programmes.

Activities carried out to consult prescribed persons and organisations, pursuant to Section 227ZL of the 1995 Act, and wider communities on the nature of Unpaid Work and other activities and how the consultation results helped determine which projects were undertaken.

Engagement and consultation with communities and community partners has taken place utilising various methods of engagement through Community Justice partnership pathways. For instance, Senior Managers through representation on the Safe South Lanarkshire Board represent the service and through participative representation on stemming sub groups, in particular the Anti Social Behaviour, Violence Reduction and Gender Based Violence groups actively promote and involve the Unpaid Work Service in conjunction with other justice service provision, in multi agency strategies to delivery service within local communities.

Various discussions took place between the Unpaid Work Service and the police in relation to community safety. These discussions resulted in an agreed pathway outline to facilitate direct referrals being made to the Unpaid Work Service from the police with a specific community safety remit attached, for example the clearing of shrubbery from areas of poor light and where anti social behavior is known to exist resulting in local people being afraid to utilize pathways at night. These discussions have now resulted in Police colleagues forging extremely good working relationship with the Unpaid Work Service and are now delivering groupwork programme on a monthly basis to individuals subject to CPO and Fiscal Work Order.

Close relationships with local Councilors have been further developed through visits to the Auchentibber base by various Councilors keen to develop knowledge of the provision the service might be able to provide in their localities. Such visits are encouraged and welcome and have resulted in community projects being supported by

the Unpaid Work Service.

The Placement Co-ordinators have consulted with a number of organisations throughout the year and the key features of these consultations are noted below:-

Friends of Langlands Moss, Friends of the Calder, Friends of Cadzow Glen, and Morgan Glen. Other community groups include: Netherburn Tenants and Residents Association, Mill United Football Club, Larkhall Growers Association, Pride Project in Uddingston and the TACT Hall in the maintenance of vegetable and fruit beds within their establishment.

There have been many referrals from sheltered housing complexes such as McClymont House, McKillop Gardens and McWhirter home. Most of these units required general maintenance of their gardens and for their garden furniture to be restored that was completed within the unpaid service workshop.

The Unpaid Work Service continues to assist churches with maintenance of their grounds and landscaping around their buildings.

Several councillors have contacted the unpaid service to request work to be completed within their local area.

The service has engaged with a broad range of community partners, including:

- Routes to Work
- VASLAN
- Police Scotland
- Fire and Rescue Service
- Elected members,
- Community Education
- Churches: of all faiths
- Leisure and recreation
- Adult and Older Peoples Social Work services
- SACRO
- Venture Trust
- Food Banks across South Lanarkshire
- Charity Shops
- Women's Aid
- Shelter
- Well being nurses

At this point there is a clear recognition that engagement with local community groups requires to be extended by the service in order to promote the benefits of partnership working and highlight the skills and assistance unpaid work can offer, in particular to victim and small local community groups and organisations. The service is aware that it requires extending its consultation process to include attendance at local community forums and committee meetings and encourage community project collaboration through promotion of information sharing.

Use by the courts of CPO requirements other than Unpaid Work, for example what, and in what way, different requirements are being used for those whose offending is driven by drug, alcohol and mental health issues; or how requirements such as programme or conduct are being used to address offending behaviour.

The table below provides a breakdown of the Community Payback Order requirements issued by the Court during the year 2016/17:

Requirement	Male	Female	Unknown
Supervision Requirement	603	103	0
Unpaid Work or Other Activity Requirement	759	102	8
Alcohol Treatment Requirement	2	1	0
Drug Treatment Requirement	0	1	0
Compensation Requirement	31	3	0
Conduct Requirement	216	30	0
MH Treatment Requirement	0	0	0
Programme Requirement	26	2	0
Residence Requirement	16	2	0

Note that some individual people (male/female) may be counted more than once if they have more than one order. There are some Orders with more than one conduct requirement so this is why the figures don't add up for this row.

Unpaid Work continues to be the most commonly used requirement, with Supervision remaining second most common. The use of Alcohol and Drug Treatment requirements remains very low despite the high number of service users who present with substance misuse issues related to their offending behaviour. However criminal justice social workers are utilising the appropriate supports for these issues in their routine case management through referrals to the local authority Substance Misuse Teams, Health Services and or Voluntary Organisations.

The use of Mental Health treatment and Residence Requirements also remains consistently low. Social workers report challenges in securing appropriate community mental health supports for service users who present with mental health issues, in particular ongoing involvement of service for those who are non-engaging and/or present with dual diagnosis and have a chaotic lifestyle. Integration and enhanced delivery of service will hopefully provide a more robust and joined up service provision for these vulnerable and often high risk service users.

Throughout 2016/2017 South Lanarkshire provided a range of specialist programme and service provision aimed at addressing more complex needs to reduce offending behaviour. The programmes delivered are detailed below.

The Road Traffic Group: This well established programme provides an educational input which raises awareness of the costs and impact of Road Traffic Offending on individual victims, the wider community, the offenders themselves, the emergency services, and the court.

Through this awareness raising process, participants have an opportunity to reflect on and change the attitudes and beliefs which underpin their offending behaviour, and thereby facilitate a reduction in the risk of further offending.

In addition to educational input aimed at addressing all aspects of Road Traffic Offending, the programme benefits from input from partner agencies Police Scotland, Scottish Fire and Rescue Service, the Ambulance Service and an Occupational Therapist who specialises in brain injury. The programme was enhanced in the last year following the development and inclusion of a professionally produced film, highlighting the impact that an acquired brain injury resulting from a Road Traffic Collision has had upon one victim and his family. The presentations from the

emergency services as well as the film are very powerful and without exception impact on the thinking of group participants. 20 service users successfully completed the 20 week programme which is delivered from two resources across South Lanarkshire located.

CHANGE: During the year 2016/17 two runs of the CHANGE Programme, involving males convicted of domestic abuse offences were delivered. A total of 16 men, 8 in each group completed the programme. In addition to delivering the group, training was provided to six Women's Aid Partner workers to provide direct partner support to the partners of those men undertaking the programme. CHANGE Case Management training was also provided to 10 social workers. The existing Case Management pack was reviewed and updated to ensure group participants are better prepared to attend the programme. As a result completion rates remain high.

Moving Forward: Making Changes

Moving Forward Making Changes (MFMC) is a behavioural programme offered to men convicted of sexual offences. The programme aims to get men to learn about and address their offending behavior to lead a fulfilling life which does not cause further harm to others. The programme is delivered in modules which are tailored to meet the participants' individual needs. The focus of the work is to increase confidence and self esteem, improve relationship and identify positive pro social goals and support the development of the skills to achieve these.

The participants have stated that the programme has provided them with an environment in which they could openly and transparently and safely discuss and address the underlying causes of their offending behavior. With the help of the other programme members and the facilitators they have learned skills to help them manage previous unhelpful thinking styles, improve emotional regulation and identify 'good life' goals to meet their needs in a non offending manner.

Unlocking Your Potential

This is a new development introduced by the Clydesdale Justice Team. This programme is being delivered jointly with Unpaid Work Service staff and has been well received by the service users. Two very successful groups have taken place since the beginning of 2017 and a further is scheduled in two weeks.

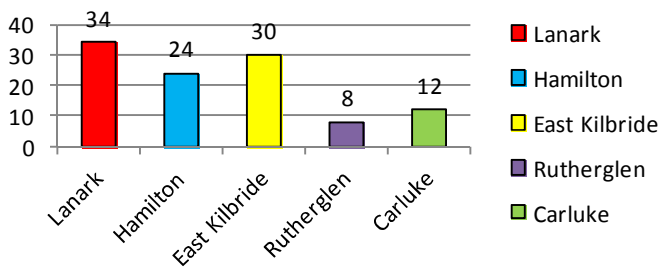
Women's Hub Service

Within South Lanarkshire, women who are subject to a statutory licence or who are involved in the Criminal Justice System including CPO, Bail Supervision, Diversion, Structured Deferred Sentence and Throughcare are offered additional support to meet their specific needs. Women's Hubs, located in Forth, Carluke, Hamilton, East Kilbride and Rutherglen deliver a comprehensive programme of education and activity based interventions utilising a multi agency partnership.

Since 01 April 2016 to 31 March 2017, 91 women have benefited from attending South Lanarkshire Council's women's hubs. Our aim is to offer women a place of safety, where services can be brought to them and they can be supported to become involved in community activities.

Breakdown of locality uptake is illustrated in the diagram below:

91 women have benefitted from attending women's hubs throughout the South Lanarkshire Area



Partnership working has played a significant role in ensuring the success of our hubs and women are supported by Venture Trust, Sacro, Circle mentoring services, NHS Keep Well Nurses, Healthy Valleys, Community Learning, South Lanarkshire Council's Money Matters, Benefit Advice and Substance Misuse Services who work alongside us in empowering women.

The Hub Service offer a range of activities within each locality ranging from therapeutic and holistic approaches, addressing healthy eating and exercising to talk therapy, mindfulness, and health and beauty encouraging women to look after themselves which increases their confidence and self esteem.

Carluke and Lanark Hub women participated in the Cancer Research 5k Race, this was a major achievement for many who made this their goal to make positive changes in their life to ensure they completed this. The social support the women receive from each other has strengthened their relationships and many report feeling a sense of belonging.

Other activities within the Hubs include arts and crafts which is both rewarding for women and relaxing. There are many enjoyable activities and women also share their skills, allowing others to learn something new. Our Christmas party, seen all Hubs get together with 30 women being in attendance. The picture shows the women making Christmas Holly wreaths and feedback was very positive for this event. This event demonstrates their ability to showcase their enhanced social inclusion skills. The hubs support the women to build coping skills looking at the underlying causes of each individuals offending behaviour, signposting and making appropriate referrals to ensure that women receive the right support for multiple needs that can be detrimental in reducing re-offending behaviour.

In addition their work with Community Learning was recognised and was endorsed through the Partner Agency winning an award in December 2016.



High Risk Offenders Team (HRO);

South Lanarkshire has a small specialist team that can provide more in depth and focused work for the highest risk and most complex service users who are subject to a statutory Order. This team provides support, guidance and mentoring opportunities to the wider Criminal Justice staff teams. This team has the capacity to respond swiftly to changes in service users' circumstances which have led to increased concerns and risks. This allows for a more robust and thorough case management plan to be put in place to reduce and manage the risk more effectively in the community.

Bail Supervision Service:

South Lanarkshire Social Work service operate Bail Supervision on behalf of North and South Lanarkshire Councils the aim of which is to reduce the numbers of people being remanded in custody, and to contribute to the community safety agenda by constructively addressing the risk of re-offending by people on bail. The service provides Supervised Bail Services to Hamilton, Lanark and Airdrie Sheriff Courts for people living in North and South Lanarkshire who appear on either summary or solemn matters

During the year 2016/17 the Bail Service staff completed 69 Bail supervision assessment reports, resulting in 48 orders being imposed on 34 male and 14 female court appearances. During this period it is encouraging to report that only two Bail Supervision Orders were breached. The vast majority of the Orders imposed were under summary proceedings with 6% solemn cases.

Diversion from Prosecution Service: Diversion from prosecution provides opportunities for adults and youths who are responsible for relatively minor crimes to make reparation to those harmed or affected by those crimes. Cases are referred by the Procurator Fiscal as an alternative to prosecution in the summary courts. Through a process of assessment, workers often identify a range of factors impacting on people's lives which have not previously come to the attention of professionals or agencies, such as, alcohol use, parenting problems, mental health and learning difficulties. The service is offered to any accused person over the age of 16 years.

This established service continues to be positively viewed and utilised by Procurator's Fiscal. From 01 April 2016 to 31 March 2017 the service received a total of 173 adult referrals comprising of 83 females and 90 males. The vast majority of those referred chose to engage with the service, with 134 of these assessments were successfully completed.

*I don't have reports on the above but I can tell you the following:

Number of diversion assessment reports requested: 173 (90 male/83 female)

Of the above, number of diversion assessment reports completed: 134 (69 male/65 female)

Number of diversion cases commenced: 58 (26 male/32 female)

Number of diversion cases successfully completed: 42 (19 male/23 female)*

Time to Grow Youth Justice: Following consultation with Tim Chapman, two social workers from East Kilbride locality developed a pilot group work programme based on the Time to Grow Model. The program was aimed at young men aged between 16-25 years who were subject to a CPO. The programme involved third sector contributions from, Violence Reduction Unit, Health and Homeless Team, Venture trust Scotland, Vaslan, ORB Outdoor Activity Resource and Cocaine Anonymous. Feedback from group participants indicated that through attending they were able to access educational and employment opportunities. One young person went on to complete a seven day health coaching and confidence building course at Rangers FC. Two other participants engaged with VASLAN one gaining his CSCS building site pass and is

now employed by the Scottish Welfare Fund delivering white goods, the other has secured employment with a removals company.

The pilot is currently being evaluated.

Drug Treatment and Testing Order: DTTO continues to deliver a multi agency service across South and North Lanarkshire. The service maintains positive links with local addiction services and third sector agencies with whom regular joint working takes place. A key focus of community partner working is in the provision of support during and following transition periods on completion of orders.

The SMART recovery programme has been utilised as a group work programme for those subject to a DTTO. A voluntary Smart Recovery Peer Support Group meets on a weekly basis and is well attended.

Through the period of 2016-17 there have been a further 44 service users in Lanarkshire made subject to 51 DTTO. A breakdown can be seen below:-

Lanarkshire Drug Treatment and Testing Order Service (DTTO)

	SLC	NLC	Total
Number of orders commenced	31	20	51
Number of individuals	26	18	44
Successfully completed within period	15	13	28
Number revoked	14	9	23
Number breached	1	2	3

The DTTO team began using the “Living Life To The Full” CBT based programme in 2016 which introduces service users to a ‘Plan, Action and Review’ process. Furthermore the DTTO Service developed a summer activity programme which incorporated a number of supported activities and leisure pursuits for service users. This was offered in a bid to encourage service user involvement with pro-social activities within their own communities and to reduce isolation.

Any issues affecting access to services which are provided by other partners (for example drug and alcohol services) and, where such issues have been identified, what work is underway to resolve them.

Staff Training and Development

South Lanarkshire Council is committed to provide responsive and accredited training to their staff and during 2016/2017. Some of the opportunities offered include LSCMI training, Structured Supervision Programme Training and Time to Grow Training. Various staff members have also completed SVQ Level 3 and Level 4 training courses. Staff members across all services have also completed Groupwork Training Living Life to the Full and Unlocking your Potential training programme.

Lanarkshire hosted Internet Offenders conference and Visor Awareness Training which was made available to all the Justice staff.

In the forthcoming year we will focus on Criminal Justice training and development provision including Youth Justice and the Whole Systems Approach, Risk management training and internet offending training.

ROSH/ MAPPA guidance

In light of the introduction of new MAPPA risk assessment and risk management templates, North and South Lanarkshire Councils and Lanarkshire CJA, invested in the

provision of training to support the implementation of this risk management process. Initiated early 2016 three learning events led by Professor Hazel Kemshall were held in May 2016, attended by Lanarkshire staff from across Criminal justice Social Work, Health, SPS, Housing and Police Scotland.

Unpaid Work Service Developments

During 2016/2017 phenomenal amounts of efforts have been invested to restore the Unpaid Work Service credibility and enhance its performance. Some of the initiatives which have been developed and implemented are summarised below.

New Induction Process

To improve the Unpaid Work Services performance in relation to Key Performance Indicators (KPIs) a new induction process was introduced in March 2017. This included joint working with Glasgow, Lanark, Hamilton and Airdrie Sheriff Court Social Work Teams who agreed to meet with services users on the date of sentencing. Services users now attend for induction the next day, of their court appearance, when they are inducted and commence their unpaid work placement. Since March 2017 there has been a noticeable improvement in relation to meeting KPIs and at present were are on track in relation to Scottish Governments targets.

Recruitment

During the past year, a focussed recruitment drive was successfully completed and implemented which resulted in numerous vacant positions being fulfilled in order to reduce risks associated to high case loads and improve performance and outcomes. The Unpaid Work Service has appointed four Social Work Assistants, two Team Leaders and four Placement Supervisors. It has also afforded an opportunity for the service to introduce a consistent and competent framework in relation to management and practice.

Training Pathways

Devoted attention has also been given to develop training pathways working in conjunction with the Training Development Officer as we recognise that we need to further strengthen and develop our staff knowledge and skill base.

Service deliver alignment to Localities

It was recognised that to improve performance and outcomes it was important to make changes to align our service to the four Localities within South Lanarkshire. This has been evident in the allocation of work to Case Managers. Each Case Manager is linked with a locality and manages service users from that area. Placement Supervisors have also been aligned to these four localities.

This change has improved working relationships between unpaid work and local office staff and increased the effective management of Combination Orders.

Completed by: Santosh Dade

Date: 08 June 2017

Contact for queries about the report

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Report

10

Report to:	Social Work Resources Committee
Date of Meeting:	7 February 2018
Report by:	Director, Health and Social Care

Subject:	Youth Sentencing Court
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Social Work Resources Committee that a Youth Sentencing Court is being piloted for a period of 18 months for 16-21 year olds at Hamilton Sheriff Court

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the piloting of a Youth Sentencing Court from 1 February 2018 for 16-21 year olds be noted.

3. Background

- 3.1. South Lanarkshire Justice Services are committed to the Whole System Approach (WSA), a Scottish Government programme for addressing the needs and managing the risks of young people involved in offending. This approach requires practitioners to work together to support young people and take early action at the first signs of any difficulty, rather than only getting involved when a situation has already reached crisis point.
- 3.2. Many young people appearing before the adult court struggle to comply with statutory orders, resulting in breach of orders and young people being placed in custody. South Lanarkshire Justice Services has been working in partnership with the Court Service to explore options to reduce reoffending and the use of custody for young people aged 16-21 years. The statutory disposals currently available to the court are outlined in Appendix 1.

4. Current Position

4.1. South Lanarkshire Project

- 4.1.1. South Lanarkshire Council has, in comparison with other local authority areas, a high proportion, of young people aged 16-21 years incarcerated in Polmont Young Offenders' Institution; presently, there are 35, which is approximately 10% higher than comparator council areas. A recent in-house scoping exercise indicated that young people are receiving community based disposals which they struggle to comply with. Findings are reflective of national research and are attributed to young people's chaotic lifestyles and maturity.

- 4.2. South Lanarkshire Council has been awarded Scottish Government funding of £219,999 for a period of 18 months to improve employability outcomes for young people involved in offending behaviour. £108,267 has been issued for the period 2017/2018 and £111,732 for the period 2018/2019. Funding has been provided to work with young people involved in offending behaviour, make connections with the third sector and improve employability outcomes for this group of young people.
- 4.3. Following a series of meetings between North and South Lanarkshire Justice Services and the Sheriff Principal, a decision was reached to pilot a Youth Sentencing Court for young people aged 16-21 years. A dedicated court, which will sit on a bi-monthly basis, will take place at Hamilton Sheriff Court as of 1 February 2018. Approximately 60% of service users attending Hamilton Sheriff Court are from South Lanarkshire and 40% are from North Lanarkshire.
- 4.4. The court aims to promote public protection and reduce victimisation through breaking the cycle of offending for this group. Recent research from Robinson, Leishman and Lightowler (2017) outlined that young people who are looked after or formerly looked after and accommodated are over represented in the Justice system. Social Work and partner agencies have a corporate parenting responsibility for many of these young people, who will be prioritised for available supports.
- 4.5. The Youth Sentencing Court will have two dedicated sheriffs and will take place in a smaller area of the court in Hamilton. Structured Deferred Sentences are being introduced as an early intervention disposal available to the Youth Sentencing Court for 16-21 year olds. Structured Deferred Sentences can be imposed in terms of section 202 of the Criminal Procedure (Scotland) Act 1995. A further breakdown of the details of the Youth Sentencing Court is attached at Appendix 2.
- 5. Detailed Breakdown of the Model and Structured Support Provided**
- 5.1. South Lanarkshire Council are seeking to pilot a specifically tailored model of Structured Deferred Sentence for 16-21 year olds as part of a Youth Sentencing Court in Hamilton. A Structured Deferred Sentence offers an additional disposal to the court and will most likely be imposed for a period of six months.
- 5.2. A Social Worker registered with the Scottish Social Services Council, who has the required skills to write court reports, is allocated to the young person. A court report and action plan is devised to provide a background to the offending behaviour and outline a plan to address underlying issues associated with the offending.
- 5.3. Progress with the plan is reviewed by the Sheriff Court on a four weekly basis. The young person, if compliant, can be admonished at the end of that period. If the young person does not comply with this Order, then they can be sentenced to the full range of disposals available to the court.
- 5.4. Interventions would be led by Justice Services as the young person is the subject of a court sanctioned disposal and Social Workers would be introduced at the earliest point of the young person being sentenced. The young person will be supported by a Social Worker who will attend at court and account for the progress the young person has made with this statutory disposal.

- 5.5. A Social Work Assistant would offer welfare based assistance such as supporting attendance at appointments to enhance compliance with the Order. The pilot is reflective of elements of other problem solving courts in Aberdeen and Forfar. The key difference with the Youth Sentencing Court is the specific link to employability which is strongly associated with a reduction in offending behaviour. The Social Worker and Social Work Assistant will link with the third sector and other agencies to ensure specific and relevant support is provided.
- 6. Evaluation**
- 6.1. In order to consider the effectiveness of Structured Deferred Sentences and the Youth Sentencing Court, the University of the West of Scotland, Criminal Justice Department have agreed to evaluate this initiative over an 18 month period. This will enable an independent appraisal of the effectiveness of the Youth Sentencing Court Pilot.
- 7. Target Group and Project Deliverables**
- 7.1. The target group are young people aged between 16-21 years who are involved with the justice system, have been convicted and are awaiting sentence. The target group, whilst a priority for many agencies, remains an unserved group in terms of employability, mainly because of the difficulties of connecting with the target group as a result of their chaotic backgrounds and keeping them connected in employability services.
- 8. Aims of the Pilot**
- 8.1 The aims of the pilot are as follows:
- ◆ to provide an alternative community based disposal in the form of a Structured Deferred Sentence to 50-60 young people aged between 16-21 years old
 - ◆ undertake suitability assessments using appropriate risk assessment tools
 - ◆ to provide intensive support packages to be tailored to individual needs at the point of contact with the justice system
 - ◆ offer social work support to individuals throughout the court process while arranging ongoing short term support and guidance as required
 - ◆ to develop pathways to training and employment pertinent to the individual. This will involve working closely with employability organisations including the third sector
 - ◆ to develop opportunities for meaningful reintegration and community involvement in a pro-social manner
 - ◆ to independently evaluate the effectiveness of this initiative with the assistance of the University of the West of Scotland
- 9. Employee Implications**
- 9.1. There are no employee implications from the introduction of this court. At the Executive Committee on 6 December 2017 approval was given for the recruitment of two Social Workers and a Social Work Assistant. The funding for these posts will be from the Scottish Government Grant.
- 10. Financial Implications**
- 10.1. There are no financial implications of this project as the costs will be met by the Scottish Government Grant funding.
- 11. Other Implications**
- 11.1. A failure to address offending behaviour of young people will increase risks in our communities. There is a reputational risk for South Lanarkshire Council if we are seen as an outlier for youth offending.

11.2. Public Protection risks are managed as only young people assessed as suitable will be processed through the youth sentencing court.

12. Equality Impact Assessment and Consultation Arrangements

12.1. There was no requirement for an equality impact assessment for the introduction of the Youth Court.

12.2. This initiative will run for the duration of the funding. The service will then be reviewed to establish a long term intervention model of delivery.

Val de Souza

Director, Health and Social Care

12 January 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ make communities safer, stronger and sustainable
- ◆ protect vulnerable children, young people and adults

Previous References

- ◆ Executive Committee report 6 December 2017: Structure Deferred Sentence and Youth Court Pilot for 16 to 21 year olds

List of Background Papers

- ◆ Scottish Government paper produced for the Youth Justice Improvement Board, "Children and Young People in Custody in Scotland: looking behind the data", authors Jennifer Leishman, Claire Lightowler and Gill Robinson

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Appendix 1

Appendix 1: Detailed Background Information relating to the Unpaid Work Service

Context of Criminal Justice Services

South Lanarkshire Justice Service is a statutory service fulfilling an essential role in the Criminal Justice System. The introduction of Community Justice (Scotland) Act 2016 dissolved the Community Justice Authorities (CJA) and introduced new governance arrangements in the form of Community Planning Partnerships (CPP). A new funding formula was introduced at this time. South Lanarkshire Council (SLC) funding allocation for 2017/2018 was £5,269,583.

Accountability

Social Work Justice Services are part of the Community Justice Partnership (CJP) and report on key performance indicators on a quarterly and annual basis to the (CPP) and the Scottish Government. Justice Services are delivered in accordance with the National Outcomes and Standards for Social Work in the Criminal Justice System (2010).

Pan-Lanarkshire Services

There are several services that are jointly delivered by SLC and North Lanarkshire Council (NLC) and are referred to as Pan-Lanarkshire Services. A review of Pan-Lanarkshire Justice Services commenced in June 2017. SLC Justice Services currently host the Court and Drug Treatment and Testing Order (DTTO) service for both North and South Lanarkshire Councils. NLC Justice Services host Throughcare. The outcomes of reviews of these services are likely to have an impact on how these services are delivered and also on future funding for Justice Services in SLC. The reviews are scheduled for completion by November 2017.

Statutory Duties

Social Work Justice Services are underpinned by statutes imposing legislative duties to deliver their services. Multi Agency Public Protection Arrangements (MAPPA) are delivered in terms of the Management of Offenders (Scotland) Act 2005 and Community Payback Orders (CPO) and Fiscal Work Orders (FWO) are delivered in terms of the Criminal Justice and Licensing (Scotland) Act 2010. Court Reports including an assessment of suitability for a CPO with an Unpaid Work requirement are completed in terms of Section 27 (1) (a) of the Social Work (Scotland) Act 1968.

Community Payback Order

The CPO came into force in 2011 and replaced Community Service Orders, Probation Orders and Supervise Attendance Orders. The legislation introduced a "Presumption Against Short Sentences" (PASS) which were viewed by the Scottish Government as ineffective in meeting needs to reduce offending while in custody. The presumption against short term custodial sentences has substantially increased the use of the Unpaid Work element of the CPO since 2011.

People sentenced to a CPO can be ordered to carry out between 20 and 300 hours of Unpaid Work. A level 1 Order can last from 20-100 hours and should be completed within 3 months. A level 2 Order can last between 101-300 hours and should be completed within 6 months.

Up to 30% of an Order can consist of activity other than Unpaid Work. Other Activity can include service users learning skills to help secure employment, for example how to write a Curriculum Vitae (CV).

Requirements of the Community Payback Order

The CPO must contain one or more of the following requirements:

- ◆ an element of unpaid work or other activity
- ◆ offender supervision

It may also contain any of the following 7 requirements:

- ◆ compensation
- ◆ programme
- ◆ mental health treatment
- ◆ drug treatment
- ◆ alcohol treatment
- ◆ residence
- ◆ conduct

Unpaid Work is the most common disposal introduced by the court and in SLC a dedicated service delivers this work on behalf of the court.

Fiscal Work Order (FWO)

In July 2015, under the legal framework of Criminal Justice and Licensing (Scotland) Act 2010, the Scottish Government, along with partners in the Crown Office and Procurator Fiscal Service and local authority Criminal Justice Social Work departments, made FWOs available in all 32 local authorities across Scotland. FWOs provide Procurators Fiscal with the option of offering an "alleged offender" a period of community-based reparative work (of between 10 and 50 hours), completion of which discharges the right to prosecute for the related offence.

By extending the range of measures available to prosecutors in dealing with offences which do not require a court hearing, FWOs are designed to benefit victims and communities through the speedier and more appropriate resolution of cases. They provide constructive community work activities or programmes for "alleged offenders" with the aim of encouraging personal and social responsibility and self-respect.

Appendix 2

Youth Court

What is the Youth Court Pilot

The Youth Court meets at Hamilton Sheriff Court once per fortnight and aims to target young people aged over 16 and under 21 years from North and South Lanarkshire Council. Approximately 60% of service users attending Hamilton Court are from South Lanarkshire and 40% are from North Lanarkshire.

The Court aims to promote public protection and reduce victimisation through breaking the cycle of offending for this group. Recent research from Robinson, Leishman and Lightowler (2017) outlined that young people who are looked after or formerly Looked After and Accommodated are over represented in the Justice System. Social Work and partner agencies have a corporate parenting responsibility for many of these young people, who will be prioritised for available supports.

The Court will be able to take advantage of the additional funding for Structured Deferred Sentences currently available in South Lanarkshire.

How it works

The Youth Court is not a soft option for young people involved in frequent and serious offending behaviours but rather a Court tailored to responding proportionately to the behaviours displayed by this group of young people. Potential candidates for the Youth Court will be frequent or serious offenders and NOT young people who could otherwise be remitted to the Children's Hearing for disposal, or who do not require intensive inputs.

Young people appearing for sentencing (and where appropriate review) will attend a small dedicated Court where the relatively intimate environment offers an opportunity for a discourse to take place between the young person and the Sheriff. Discourse can encourage a young person to feel they have a working relationship with the Sheriff and be more invested in the complying with the Order. Two Sheriffs will be dedicated to this Court which will allow for continuity of judicial office and in the relationship between sentencer and offender. The A dedicated Court Social Worker will also attend the Youth Sentencing Court at the point of sentence and offer advice, guidance and support to the young person as well as providing verbal reports to the Sheriff where this is required.

Young people will primarily be identified post conviction, but can be identified at the pre-sentencing stage by Procurator Fiscals, Sheriffs or Court Social Workers. Young people can also be identified post conviction by the Criminal Justice Social Workers (CJSW) who will within 7–14 days, complete an expedited court report, to assess and outline the suitability of this young person for the Youth Sentencing Court.

With the cooperation of Police Scotland and COPFS, new cases against potential candidates could also be directed to the specialist court, at Undertaking/Cited Court stage. The possibility of electronically monitored bail, both at pre and post conviction stage, for qualifying offenders, is also being investigated, and there would be encouragement to Sheriffs to consider such approaches.

Sheriffs have the full range of disposals available to them including the option of a Structured Deferred Sentence (SDS) outlined below.

Structured Deferred Sentence

A Structured Deferred Sentence would be available for a young person who is not suitable for remittance back to the Children's Hearing System. A Structured Deferred Sentence is an opportunity for a young person to engage with a specified action plan that will be tailored to meet their individual needs, based upon their LSCMI or YLS/CMI initial risk/needs (**Medium - High**) and will take place prior to the final disposal of their case at Court. They will be provided with a tailored action plan and supports for the required period of time, with regular four weekly reviews of progress taking place between the Sheriff and the young person. The hope will be that if the young person engages and makes progress during the period of deferment, the Sheriff will take this into consideration when making their final disposal which could be that they are admonished.

A Structured Deferred Sentence allows increased support over a period of time, most likely 6 months but tailored to meet the needs of the individual offender. A worker will be allocated to the young person during the period of deferment and will where possible attend the 4 weekly reviews with the young person, and provide reports and recommendations to the Sheriff.

The worker will assess the issues associated with involvement in offending behaviours, engage in individual work with the young person and make referrals to agencies offering supports to address underlying issues.

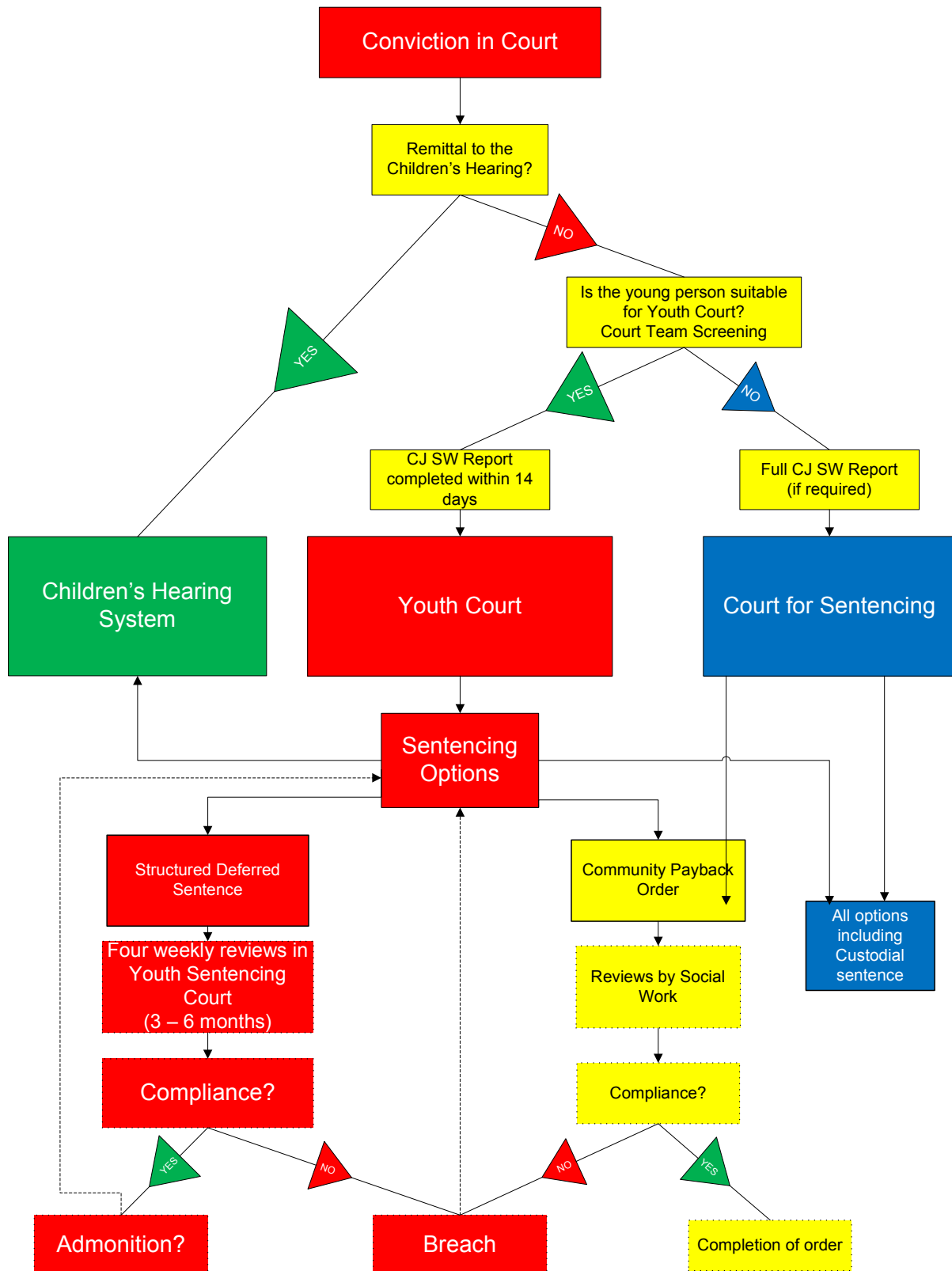
The following are examples of available supports but this is not an exhaustive list:

- ◆ **Employability:** Skills Development Scotland and Access to Industry to help the young person enhance their employability and offer training opportunities and promote constructive use of their free time.
- ◆ **Substance Misuse Issues:** Facilitate and support access to specialist resources including the Integrated Addiction Services and Addiction supports for young people with substance related difficulties.
- ◆ **Health:** Make links with local health centres and ensure registration with a G.P. Where appropriate support referrals and attendance for mental health supports.
- ◆ **Therapeutic Interventions:** Enable access to interventions such as mindfulness to assist with young people who may have experienced trauma.
- ◆ **Accommodation:** Assist with the completion of housing application forms and support the young person to access relevant supported accommodation projects in both North and South Lanarkshire.

Evaluation

In order to consider the effectiveness of the Youth Sentencing Court, the University of the West of Scotland, Criminal Justice Department, have agreed to evaluate this initiative over an 18 month period. This will enable an independent appraisal of the effectiveness of the Youth Sentencing Court Pilot.

FLOW CHART: Youth Court



Report

11

Report to:	Social Work Resources Committee
Date of Meeting:	7 February 2018
Report by:	Director, Health and Social Care

Subject:	Update of Social Work Resources' Risk Register and Risk Control Plan
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present an update on the Risk Register and Risk Control actions for Social Work Resources

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the contents of the Resources' Risk Register be noted; and
- (2) that it be noted that the outstanding Risk Control Actions will be progressed by relevant officers.

3. Background

- 3.1. The Council's Risk Management Strategy 2016 – 2019 promotes consideration of risk in service delivery, planning and decision making processes. The Strategy requires Resources to record and review risks and control actions regularly. Social Work Resources follow the guidance in developing, monitoring and updating the Risk Register on an ongoing basis.
- 3.2. The purpose of the Register is to ensure that the Resource is fully aware of its top risks; that these risks are prioritised; and that controls are in place to eliminate or minimise the impact of the risks.
- 3.3. The Resource scores the risks in accordance with the Council scoring mechanism, based on likelihood and impact. This results in risks being scored between one and nine (low – high).
- 3.4. Risks are scored on their inherent risk (risk if we do nothing) and their residual risk (risk after applying controls).
- 3.5. The last update of the Social Work Resources' Risk Register was reported to the Social Work Resources Committee on 23 November 2016.
- 3.6. The Council's top Risk Register and Risk Control Plan has been reviewed. This work was completed in September 2017.

- 3.7. The Central Risk Management Team annually review Resource compliance with the Risk Management Strategy. The compliance template was amended in 2016/17 with a top score of 42. The outcome of the 2016/17 review identified that Social Work Resources achieved 100% compliance, scoring 42 out of a possible 42.
- 3.8. A separate Strategic Risk Register for South Lanarkshire Integration Joint Board (IJB) has been developed and reported to the Performance and Audit Sub Committee of the Integration Joint Board on 29 August 2017 and for approval by the IJB on 12 September 2017.

4. Resource Risk Management

- 4.1. Each Resource has a Resource Risk Management Group which has responsibility for the promotion and management of risk.
- 4.2. The Social Work Resources' Risk Management Group continues to meet on a quarterly basis. The risk reporting agenda within Social Work Resources is co-ordinated through the Senior Management Team and supported by the Service Development Manager who attends the Risk Sponsors Group.
- 4.3. The work of the Group over the last year has focused on the review and update of the Resource Risk Register, and ensuring that the Register reflected the Council Plan and individual Service Plans.

5. Risk Register

- 5.1. Work has been completed by the Resource Risk Group to finalise the review of the Resource Risk Register. The update gave consideration to risks at a Service level, as well as strategic Council risks.
- 5.2. The Resource Risk Register will be monitored on an ongoing basis to allow new risks to be added and for the control measures and scores of the existing risks to be reviewed in light of new information.
- 5.3. Risks can result from internal or external influences, with examples being the impact of projected funding cuts or legislative changes or the impact of internal service changes.
- 5.4. The development process for the Resource Plan requires a risk assessment process to be undertaken as appropriate resulting in some actions within the Resource Plan having a corresponding risk identified within the Risk register.
- 5.5. The main change to the Register is summarised below:
 - ◆ inclusion of the Historic Child Abuse Inquiry on the Social Work Risk Register which has also been included as one of the Council's top risks.
- 5.6. Risks scored seven to nine are considered to be high risks and these are monitored closely. The top risks identified for the Resource, that is, those that are residually scored as being high, are attached at Appendix 1.
- 5.7. A clear link has now been made to the Council's top risks. Top risk rankings and Resource specific risk implications are noted within the appendix.
- 5.8. Risks evaluated residually as being medium or low risk will be monitored to ensure that they continue to be adequately managed.

6. Insurance Hotspots

- 6.1. A review of claims carried out for the period 1 April 2014 to 31 December 2016 identified the following insurance hotspot areas for Social Work Resources:
- ◆ accidents at work
 - ◆ mobile phone security
 - ◆ slips, trips and falls including those in winter weather
 - ◆ risks associated with vehicle incidents
- 6.2. The following progress has been made with actions included in the hotspot action plan:
- ◆ Social Work Resources' nomination to the Drivers' Safety Group confirmed
 - ◆ review of level of encryption on mobile devices to maintain data security undertaken

7. Other Implications

- 7.1. South Lanarkshire Council aims to be risk embracing, that is it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.
- 7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a high residual risk exposure as this would indicate instability but a low residual risk exposure should also be avoided as this indicates lack of innovation.
- 7.3. South Lanarkshire Council's ideal risk exposure should be consistent with an acceptable tolerance of:
- ◆ no more than 20 per cent of residual risks at a high level
 - ◆ around 40 per cent to 50 per cent of residual risks at a medium level
 - ◆ around 30 per cent to 40 per cent of residual risks at a low level
- 7.4. Social Work Resources' risk exposure is detailed in Table One below:

Table One – Social Work Resources' Risk Exposure

Residual risk score	Number of risks	Percentage of risks
High (7, 8 or 9)	6	35
Medium (4, 5, or 6)	7	41
Low (1, 2, or 3)	4	24
	17	100

- 7.5. Table One shows that Social Work Resources' risk exposure is slightly outwith the ideal profile outlined above.
- 7.6. Social Work Resources has ensured that all inherent risks scored at a high level have cost effective control measures in place. Where further control measures are required, these are included within the Resource risk control plan.

8. Risk Control Actions

- 8.1. There were no risk control actions due for delivery between April and September 2017.
- 8.2. Progress with completion of Resource Risk Control Actions is monitored on a monthly basis by the Central Risk Management Team. This is also reviewed by the Resource Risk Group.

- 8.3. There are currently 2 risk control actions due for completion during the remainder of 2017/18.
- 9. Major Projects, Partnerships or Change**
- 9.1. Within Social Work Resources, 2 partnerships have been identified. One of these is considered to be high risk, that is, the South Lanarkshire Health and Social Care Partnership. The remaining, that is the Community Justice Partnership, has been assessed as being low risk.
- 9.2. Appropriate risk management arrangements are in place for the high level partnership. See 3.8 above.
- 10. Next steps**
- 10.1. The Resource Risk Management Group will continue to meet on a quarterly basis. The Risk Register will be reviewed on an ongoing basis by the Group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided to Committee on an annual basis.
- 11. Employee Implications**
- 11.1. Time will be required by the Resource Risk Management Group in the management of the Resource Risk Register and Risk Control Plan.
- 12. Financial Implications**
- 12.1. During the year, if any new initiatives are identified which would help mitigate any particular risk faced by the Resource, some financial assistance may be available from the Risk Management Fund. This is managed through a bid being submitted and assessed against set criteria.
- 12.2. During the current financial year, the Resource made a successful risk management bid for the following initiative:
- ♦ A £20k contribution from the Risk Management Fund supported additional security measures at Auchentibber.
- 13. Other Implications**
- 13.1. Failure to demonstrate that risk is actively considered and managed cannot only lead to avoidable financial loss but could also affect delivery of services and could affect the Resources' reputation.
- 13.2. There are no implications for sustainability in terms of the information contained in this report.
- 13.3. There are no other risks associated with this report.
- 14. Equality Impact Assessment and Consultation Arrangements**
- 14.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and, therefore, no impact assessment is required.

- 14.2. Consultation on the content of this report has been undertaken with members of the Social Work Resources' Risk Management Group.

Val de Souza
Director, Health and Social Care

27 December 2017

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Social Work Resources Committee 23 November 2016

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Social Work Risk Register 2017

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
1	Reduction in Council funding resulting in difficulties maintaining frontline services. (Top Council risk) <ul style="list-style-type: none"> • Money Matters mitigating implications of the welfare reform agenda. • Failure to achieve Resource savings targets • Failure to collect care and grant income 	9	<ul style="list-style-type: none"> • Ongoing monitoring of Money Matters service on Improve • Active participation in the Efficiency agenda • Annual budget meetings • Service reviews and redesign • Assessment and care management arrangements and income maximisation opportunities • Review grants to voluntary organisations • Review service user prioritisation in terms of accessing service and support • Support carers in their caring role • Target resources on those with critical/substantial needs • Work in partnership with voluntary organisations to provide early intervention and preventative supports. 	8
2	The Council is not sufficiently prepared to deliver the Integration Joint Board strategic directions set out in the Strategic Commissioning Plan 2016 - 19 (Top Council risk) <ul style="list-style-type: none"> • Implications for Children and Justice Services • Governance and accountability arrangements • Locality Planning models • Locality Service delivery models • Budgets and finance • Reputation 	9	<ul style="list-style-type: none"> • Children's health services in the partnership • Director, Health and Social Care and senior management team in place • Locality planning arrangements established and locality senior managers appointed • Strategic Commissioning Plan in place • Strategic Needs Assessment activity underway • Performance Reporting Framework in place 	7

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
3	<p>Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan (LOIP) (Top Council risk)</p> <ul style="list-style-type: none"> • Failure to deliver on the Community Planning Partnership priorities. • Health and Social Care Partnership • Getting It Right for South Lanarkshire Children's Partnership • Carers Strategy/Advocacy Partnership • Corporate Parenting Strategy • Competing demands from range of partnerships 	8	<ul style="list-style-type: none"> • Key performance measures identified • Structure reporting streams with individual partnerships • Clear terms of reference for partnership groups and sub groups • Clear action plans and progress plans. • Health and Social Care Partnership is a stand-alone identified risk • Carers Strategy and the partnership working being reviewed as part of the Carers Act 2016 	7
4	<p>Procurement practice and management of contracts (Top Council risk)</p> <ul style="list-style-type: none"> • Inadequate monitoring of contracts for social care • Failure to deliver statutory duties, that is, protect vulnerable children, young people and adults if social care contract not in place • Failure to recognise that procurement of care and support services is a complex area and requires special consideration within a public body's overall approach to the procurement of goods and services leading to service failure 	9	<ul style="list-style-type: none"> • Governance arrangements in place • Standard model contracts in place • Monitor Care Inspectorate reports on purchased services • Deficiency in care meetings in place for poor gradings of care providers 	7

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
5	Information Management not subject to adequate control (Top Council risk) <ul style="list-style-type: none"> • Ineffective records management practices could lead to data breaches • Poor information recording within client index systems • Systems not geared towards sharing relevant information across partners 	9	<ul style="list-style-type: none"> • Regular audits of case file activity undertaken • Data sharing protocols are in place with partners to ensure appropriate sharing of information about service users • Electronic Documents Records Management System (EDRMS) is embedded in case file practice in all localities • SWISplus training team dedicated to training staff in use of client index system • Contract monitoring in place with external providers ensuring their data protection obligation followed • Annual audit checklists • Information Governance Board GDPR action plan 	7
6	Potential liability arising from claims of historic child abuse (Top Council risk) <ul style="list-style-type: none"> • Perceived failure on the authority and predecessor authority to fulfil its obligations in relation to looked after children • Potential disclosures to the inquiry which result in the Council as the successor authority being liable • Claims for compensation • Damage to the reputation of the Council • Potential periods of the inquiry uninsured 	9	<ul style="list-style-type: none"> • Cross Council Steering Group established • Review of historical records pertaining to current section 21 notices completed • Level of insurance cover exists in relation to predecessor authorities 	7

