



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 20 November 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, 28 November 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, Joe Lowe, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross, Bert Thomson, Margaret B Walker, Jared Wark, David Watson

Substitutes

Alex Allison, Gerry Convery, Geri Gray, George Greenshields, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Eileen Logan, Mark McGeever, Carol Nugen, Mo Razzaq, Josh Wilson

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 10
Minutes of the meeting of the Social Work Resources Committee held on 19 September 2018 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 3 **Social Work Resources - Revenue Budget Monitoring 2018/2019** 11 - 18
Joint report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 **Social Work Resources - Capital Budget Monitoring 2018/2019** 19 - 22
Joint report dated 31 October 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources - Workforce Monitoring - August and September 2018** 23 - 28
Joint report dated 23 October 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)

Item(s) for Decision

- 6 **Investing to Modernise - Phase 2, Clydesdale** 29 - 34
Report dated 8 November 2018 by the Director, Health and Social Care. (Copy attached)
- 7 **Whole System Approach - Social Work Resources' Funding Update and Establishment Changes** 35 - 40
Joint report dated 26 October 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Prioritisation Framework** 41 - 48
Report dated 6 November 2018 by the Director, Health and Social Care. (Copy attached)

Item(s) for Noting

- 9 **South Lanarkshire Health and Social Care Partnership - Major Incident Preparedness and Resilience** 49 - 52
Report dated 9 November 2018 by the Director, Health and Social Care. (Copy attached)
- 10 **Development of Strategic Commissioning Plan 2019 to 2022** 53 - 58
Report dated 2 November 2018 by the Director, Health and Social Care. (Copy attached)
- 11 **Chief Social Work Officer Annual Report 2017/2018** 59 - 92
Report dated 16 October 2018 by the Director, Health and Social Care. (Copy attached)
- 12 **Notification of Contracts Awarded** 93 - 96
Report dated 15 November 2018 by the Director, Health and Social Care. (Copy attached)

Urgent Business

13 Urgent Business

Any other items of business which the Chair decides are urgent.

Exclusion of Press and Public

14 Exclusion of Press and Public

It is recommended that the Committee makes the following resolution:-

"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 is likely that there will be disclosure of exempt information in terms of Paragraphs 5 and 14 of Part I of Schedule 7A of the Act."

Item(s) for Noting

15 Scottish Historical Child Abuse Inquiry

- Exempt information in terms of Paragraph 5 of Part I of Schedule 7A of the Act
- Exempt information in terms of Paragraph 14 of Part I of Schedule 7A of the Act

16 Mr X v South Lanarkshire Council

- Exempt information in terms of Paragraph 5 of Part I of Schedule 7A of the Act
- Exempt information in terms of Paragraph 14 of Part I of Schedule 7A of the Act

For further information, please contact:-

Clerk Name: Joyce McDonald

Clerk Telephone: 01698 454521

Clerk Email: joyce.mcdonald@southlanarkshire.gov.uk

SOCIAL WORK RESOURCES COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 19 September 2018

Chair:

Councillor Maureen Chalmers (Depute)

Councillors Present:

Robert Brown, Jackie Burns, Janine Calikes, Graeme Campbell, Gerry Convery (*substitute for Councillor Cowie*), Mary Donnelly, Fiona Dryburgh, Allan Falconer, Geri Gray (*substitute for Councillor Horsham*), Eileen Logan (*substitute for Councillor Carmichael*), Katy Loudon, Joe Lowe, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross (ex officio), Margaret B Walker, Jared Wark, David Watson

Councillors' Apologies:

John Bradley (Chair), Archie Buchanan, Andy Carmichael, Margaret Cowie, Mark Horsham, Hugh Macdonald, Bert Thomson

Attending:

Finance and Corporate Resources

C Fergusson, Head of Finance (Transactions); H Goodwin, Finance Manager (Resources); H Lawson, Legal Services Manager; G McCann, Head of Administration and Legal Services; 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

M Kane, Planning and Performance Manager; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

Also Attending:

I Beattie, appointed Head of Health and Social Care

Chair's Opening Remarks

The Chair introduced Ian Beattie, who would take up the post of Head of Health and Social Care in October 2018, to the Committee.

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 20 June 2018 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 2018/2019

A joint report dated 31 August 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 17 August 2018 against budgeted expenditure for 2018/2019 for Social Work Resources, together with a forecast for the year to 31 March 2019.

As at 17 August 2018, there was an overspend of £0.467 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £1.000 million at 31 March 2019. The overspend was due to pressures within Children and Family Services as a result of residential school/external placements and fostering placements. In addition, the Adult and Older People Services' budget was experiencing pressures in respect of Direct Payments.

The position would be closely monitored and work was being undertaken to identify ways to minimise and manage those costs.

The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.467 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2019 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

4 Social Work Resources - Capital Budget Monitoring 2018/2019

A joint report dated 28 August 2018 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 2018/2019 and summarising the expenditure position at 17 August 2018.

The Committee decided: that the report be noted.

5 Social Work Resources - Workforce Monitoring - May to July 2018

A joint report dated 14 August 2018 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 May to July 2018:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 9 June 2018

The Committee decided: that the report be noted.

[Reference: Minutes of 20 June 2018 (Paragraph 3)]

6 Social Work Resource Plan - Quarter 4 Progress Report 2017/2018 and Social Work Resource Plan 2018/2019

A report dated 30 August 2018 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2017/2018 and 2018/2019.

Details were provided on:-

- ♦ progress made at the end of quarter 4, covering the period April 2017 to March 2018, in implementing the priority projects identified in the 2017/2018 Resource Plan
- ♦ the Resource Plan for 2018/2019, attached as Appendix 2 to the report, which outlined the:-
 - ♦ objectives and actions for 2018/2019
 - ♦ capital and revenue resources
 - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2018/2019 Resource Plan would be submitted to a future meeting of the Committee.

The Committee decided: that the Quarter 4 Progress Report 2017/2018, attached as Appendix 1 to the report, together with achievements made by the Resource during 2017/2018, be noted.

The Committee recommended to the Executive Committee: that the Social Work Resource Plan for 2018/2019 be approved.

[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 7) and Minutes of 7 February 2018 (Paragraph 6)]

Councillor Burns left the meeting during this item of business

7 Social Work Resources' Funding Update and Establishment Changes

A joint report dated 5 September 2018 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted on:-

- ♦ the successful bid to the Scottish Government for the Caledonian System Roll Out Fund
- ♦ the proposed re-alignment of the Social Work Reception Team
- ♦ the requirement to increase management capacity across the Home Care Service

The Scottish Government launched the Caledonian System Roll Out Fund on 18 April 2018 and the Council successfully secured £0.317 million to deliver a programme over a 17-month period. The programme was designed to reduce re-offending in men who had been convicted of domestic abuse related offences, whilst also offering integrated services to women and children.

The programme would be delivered in partnership with Women's Aid, CIRCLE and South Lanarkshire's Gender Based Violence Partnership. The total cost of the programme was £0.395 million, with the remaining £0.078 million being funded from the Council's Section 27 Grant for Criminal Justice Services.

The Scottish Government had extended this funding for a number of local authorities for a period of up to 6 years and it was anticipated that the Council's funding would be extended beyond the initial 17-month period.

To deliver the programme, it was proposed that the following posts be added to the Social Work Resources' staffing establishment for a period of 17 months:-

- ◆ 0.5 Full-time Equivalent (FTE) post of Team Leader on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615)
- ◆ 2 FTE posts of Social Worker on Grade 3, Level 2-4, SCP 61-74 (£29,162 to £35,312)
- ◆ 0.5 FTE post of Clerical Assistant on Grade 1, Level 1-3, SCP 20-27 (£15,949 to £17,683)

As a result of increasing levels of work within the Social Work Reception Teams (SWRT) and the implementation of the locality model, a review of the service was undertaken in 2017.

The outcome of the review was a recommendation to re-align the work of the SWRT to the locality model and re-locate staff from central based to local offices. This approach would provide each locality service team with greater autonomy to respond to the increased level of referrals, based on their knowledge of local needs and services and provide greater flexibility in targeting and meeting local service needs.

As a result, the budget for the central resource was apportioned to localities, based on demand and need and required a re-alignment and re-designation of posts. To support this service re-design, the following SWRT establishment changes were proposed:-

- ◆ establishment of 1 FTE post of Team Leader on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615)
- ◆ establishment of 2 additional FTE posts of Social Worker on Grade 3, Level 2-4, SCP 61-74 (£29,162 to £35,312)
- ◆ deletion of 6 FTE posts of Social Work Assistant on Grade 2, Level 2-4, SCP 37-57 (£20,494 to £27,446)
- ◆ establishment of 5 FTE posts of Family Support Worker on Grade 2, Level 1-4, SCP 33-57 (£19,307 to £27,446)

All costs in relation to the SWRT re-alignment would be met from existing budget allocation.

The Home Care Service was regulated by the Care Inspectorate, with the Home Care workforce regulated by the Scottish Social Services Council (SSSC). The quality and standard of the Service was monitored against a suite of recently updated Health and Social Care Standards and SSSC Codes of Practice.

Due to this increased scrutiny of the Service and increased demand due to demographics, there was additional pressures on the team and, in particular, the role of the Team Leader. In order to meet statutory requirements in relation to assessments and support plans, it was proposed that the current Team Leader capacity be increased by 3 FTE posts on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615).

The cost of the additional Team Leader posts would be met from the re-alignment of the current financial allocation to the Council from the South Lanarkshire Integration Joint Board in accordance with its financial regulations.

The Committee decided: that the proposed establishment changes, as detailed in the report, be approved.

8 Use of Alternative Procurement Solution for Adult Supported Living Contract

A joint report dated 21 August 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the use of an alternative procurement solution for the Adult Supported Living contract.

Adult Supported Living described a broad range of housing and support options for vulnerable adults assessed as requiring care and support. The Council currently funded the delivery of a range of Supported Living services for 342 adults with learning, mental health and physical disabilities. Those services were, in the main, delivered by externally commissioned providers.

There were currently 30 service providers, with the 3 main geographical providers, The Richmond Fellowship Scotland, Key Community Support and Living Ambitions, accounting for 53% of all service provision.

Following discussion between Social Work Resources and Finance and Corporate Resources' Procurement Services and Legal Services, it had become apparent that traditional procurement arrangements such as a Framework or Dynamic Purchasing System did not provide sufficient flexibility to meet service requirements.

The Social Care (Self-directed Support) (Scotland) Act 2013 imposed a duty on local authorities to provide 4 options to all adults, children and carers eligible for support or provided with services. Those options, as detailed in the report, were intended to support the flexibility and creativity allowed under the social welfare and wellbeing duties relating to both adults and children.

Section 19 of the Act stated that local authorities must take steps to promote the availability of the options for Self-directed Support by making available to supported persons a wide range of support when choosing options. This included the promotion of a variety of providers of support and the variety of support provided by the local authority and other providers.

Having considered the advantages and disadvantages of a Framework or Dynamic Purchasing System, together with amendments to the Public Contracts (Scotland) Regulations 2015, it was proposed that a 'Procured Service Agreement' approach be taken. This approach incorporated the most advantageous aspects of the Framework and Dynamic Purchasing System, as detailed in the report.

The Committee decided: that the use of a 'Procured Service Agreement' for the Adult Supported Living contract be approved.

9 Thematic Inspection – Self-directed Support

A report dated 9 August 2018 by the Director, Health and Social Care was submitted advising that the Health and Social Care Partnership and its partner organisations would undergo a formal inspection of Self-directed Support (SDS) by the Care Inspectorate, as part of its national programme of activity, in autumn 2018.

Information was provided on the stages of the inspection which included:-

- ◆ a staff survey provided by the Care Inspectorate
- ◆ a professional discussion with key stakeholders
- ◆ the submission of an advanced information and Position Statement, which was essentially a self-evaluation by the Council against the national Quality Indicator Framework (attached as Appendix 2 to the report)
- ◆ the evaluation of 13 of 28 Quality Indicators with an indicative scoring being applied using the 6 point scale outlined in Appendix 1 to the report
- ◆ the submission of a Pre-Inspection Return (PIR) covering key information on SDS personnel, organisational charts and a case file sample
- ◆ the submission of an evidence bank/log to support the Position Statement

- ♦ the commencement of on-site activity on weeks commencing 22 and 29 October 2018 which would involve the scrutiny of case files and meeting staff, senior managers, Integration Joint Board senior officers, service providers, service users, carers and other relevant stakeholders

A Core Preparation for Inspection Team, with the Chief Social Work Officer as the lead officer, had been established and was holding weekly meetings to review progress against a project plan.

The Committee decided: that the planned actions to prepare for the Care Inspectorate inspection of Self-directed Support be noted.

10 Urgent Business

There were no items of urgent business.

Report

3

Report to: **Social Work Resources Committee**
 Date of Meeting: **28 November 2018**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources - Revenue Budget Monitoring
 2018/2019**

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 2018 to 12 October 2018 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2019

2. Recommendation(s)

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

- (1) that the overspend of £0.599m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2019 of a potential overspend of £1.000m, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the second revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019. 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 12 October 2018, there is an overspend of £0.599m against the phased budget. The financial forecast for the revenue budget to 31 March 2019 is a potential overspend of £1.000m.

- 5.2. The Resource has identified pressures within Children and Families Services due to the number of residential school/external placements and fostering placements in the first 6 months of the current year. The estimate of the potential full year pressure remains at approximately £1.000m. The Resource is currently looking at these pressures in conjunction with the other services of the Resource to identify ways to minimise and manage these costs.
- 5.3. In addition, Adult and Older People Services is experiencing pressures in respect of Direct Payments. This will continue to be monitored over the coming months.
- 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

22 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Social Work Resources Committee of 19 September 2018

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 12 October 2018

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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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 12 October 2018 (No.8)

Social Work Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 12/10/18	Actual 12/10/18	Variance 12/10/18		% Variance 12/10/18	Note
	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>									
Employee Costs	84,034	84,034	0	41,802	41,921	(119)	over	(0.3%)	
Property Costs	2,677	2,677	0	1,596	1,472	124	under	7.8%	
Supplies & Services	6,091	6,091	0	2,629	2,662	(33)	over	(1.3%)	
Transport & Plant	4,591	4,591	0	2,410	2,331	79	under	3.3%	
Administration Costs	1,514	1,514	0	570	612	(42)	over	(7.4%)	
Payments to Other Bodies	17,757	18,257	(500)	9,164	9,575	(411)	over	(4.5%)	
Payments to Contractors	94,461	94,961	(500)	46,678	47,029	(351)	over	(0.8%)	
Transfer Payments	754	754	0	416	552	(136)	over	(32.7%)	
Financing Charges	267	267	0	53	39	14	under	26.4%	
Total Controllable Exp.	212,146	213,146	(1,000)	105,318	106,193	(875)	over	(0.8%)	
Total Controllable Inc.	(60,740)	(60,740)	0	(18,772)	(19,048)	276	over recovered	1.5%	
Net Controllable Exp.	151,406	152,406	(1,000)	86,546	87,145	(599)	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 12 October 2018 (No.8)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 12/10/18	Actual 12/10/18	Variance 12/10/18		% Variance 12/10/18	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	14,975	14,975	0	7,512	7,679	(167)	over	(2.2%)	1
Property Costs	321	321	0	257	248	9	under	3.5%	
Supplies & Services	525	525	0	311	292	19	under	6.1%	
Transport & Plant	622	622	0	326	273	53	under	16.3%	2
Administration Costs	275	275	0	165	182	(17)	over	(10.3%)	
Payments to Other Bodies	8,374	8,874	(500)	5,030	5,395	(365)	over	(7.3%)	3
Payments to Contractors	4,203	4,703	(500)	2,241	2,563	(322)	over	(14.4%)	4
Transfer Payments	741	741	0	409	542	(133)	over	(32.5%)	5
Financing Charges	17	17	0	12	11	1	under	8.3%	
Total Controllable Exp.	30,053	31,053	(1,000)	16,263	17,185	(922)	over	(5.7%)	
Total Controllable Inc.	(370)	(370)	0	(94)	(171)	77	over recovered	81.9%	6
Net Controllable Exp.	29,683	30,683	(1,000)	16,169	17,014	(845)	over	(5.2%)	

Variance Explanations

- 1. Employee Costs**
This overspend is a result of turnover being less than anticipated.
- 2. Transport and Plant**
This underspend has arisen as a result of service changes leading to a reduced requirement for transport.
- 3. Payments to Other Bodies**
This overspend is due to the increase in demand for external foster placements.
- 4. Payments to Other Contractors**
This overspend is due to the increased demand for children's residential school and secure placements.
- 5. Transfer Payments**
This overspend is due to payments being made to carers to support the welfare of young people and is mainly in relation to an increase in demand for kinship care, some of which have resulted in payments relating to previous financial years.
- 6. Income**
This over recovery relates to the higher than budgeted income from the Home Office for services provided to unaccompanied asylum seeking children.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 12 October 2018 (No.8)

Adults and Older People Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 12/10/18	Actual 12/10/18	Variance 12/10/18		% Variance 12/10/18	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	56,900	56,900	0	28,353	28,593	(240)	over	(0.8%)	1
Property Costs	1,643	1,643	0	946	858	88	under	9.3%	2
Supplies & Services	5,006	5,006	0	2,168	2,219	(51)	over	(2.4%)	3
Transport & Plant	3,595	3,595	0	1,892	1,863	29	under	1.5%	
Administration Costs	374	374	0	201	222	(21)	over	(10.4%)	
Payments to Other Bodies	9,041	9,041	0	3,952	3,986	(34)	over	(0.9%)	a
Payments to Contractors	90,246	90,246	0	44,431	44,466	(35)	over	(0.1%)	a
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	36	36	0	24	17	7	under	29.2%	
Total Controllable Exp.	166,841	166,841	0	81,967	82,224	(257)	over	(0.3%)	
Total Controllable Inc.	(54,068)	(54,068)	0	(15,444)	(15,645)	201	over recovered	1.3%	4
Net Controllable Exp.	112,773	112,773	0	66,523	66,579	(56)	over	0.1%	

Variance Explanations**1. Employee Costs**

This overspend is a result of Home Care recruitment for future vacancies to maintain staffing levels, partly offset by vacancies which are in the process of being filled.

2. Property Costs

This underspend relates mainly to savings generated with the installation of energy efficient boilers within day care and residential units and reduced demand for heating in the current climatic conditions.

3. Supplies and Services

This overspend is attributable to the requirement to purchase new and to replace existing assistive technology equipment, which is used to support service users to remain at home.

4. Income

This over recovery is a result of non-recurring income received from service users in respect of prior year care costs being higher than budgeted.

Budget Virements

- a. Budget realignment in relation to Carers Act funding. Performance and Support (£0.880m). Payments to Other Bodies £0.758m, Payments to Contractors £0.122m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 12 October 2018 (No.8)

Justice and Substance Misuse

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 12/10/18	Actual 12/10/18	Variance 12/10/18		% Variance 12/10/18	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	5,511	5,511	0	2,738	2,583	155	under	5.7%	1
1Property Costs	66	66	0	51	49	2	-	3.9%	
Supplies & Services	94	94	0	46	58	(12)	over	(26.1%)	
Transport & Plant	119	119	0	65	68	(3)	over	(4.6%)	
Administration Costs	424	424	0	35	45	(10)	over	(28.6%)	
Payments to Other Bodies	237	237	0	139	182	(43)	over	(30.9%)	
Payments to Contractors	12	12	0	6	0	6	under	100.0%	
Transfer Payments	6	6	0	3	5	(2)	over	(66.7%)	
Financing Charges	10	10	0	8	8	0	-	0.0%	
Total Controllable Exp.	6,479	6,479	0	3,091	2,998	93	under	3.0%	
Total Controllable Inc.	(5,384)	(5,384)	0	(3,066)	(3,066)	0	-	0.0%	
Net Controllable Exp.	1,095	1,095	0	25	(68)	93	under	372.0%	

Variance Explanations

1. Employee costs

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

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 12 October 2018 (No.8)

Performance and Support

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 12/10/18	Actual 12/10/18	Variance 12/10/18		% Variance 12/10/18	Note
	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>									
Employee Costs	6,648	6,648	0	3,199	3,066	133	under	4.2%	1,a
Property Costs	647	647	0	342	317	25	under	7.3%	
Supplies & Services	466	466	0	104	93	11	under	10.6%	
Transport & Plant	255	255	0	127	127	0	-	0.0%	
Administration Costs	441	441	0	169	163	6	under	3.6%	
Payments to Other Bodies	105	105	0	43	12	31	under	72.1%	a
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	7	7	0	4	5	(1)	over	(25.0%)	
Financing Charges	204	204	0	9	3	6	under	66.7%	
Total Controllable Exp.	8,773	8,773	0	3,997	3,786	211	under	5.3%	
Total Controllable Inc.	(918)	(918)	0	(168)	(166)	(2)	over recovered	1.2%	a
Net Controllable Exp.	7,855	7,855	0	3,829	3,620	209	under	5.5%	

Variance Explanations**1. Employee costs**

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

Budget Virements

- a. Budget realignment in relation to Carers Act funding. Adults and Older People £0.880m. Employee Costs (£0.040m), Payments to Other Bodies (£0.400m), Income (£0.440m).

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	28 November 2018
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Capital Budget Monitoring 2018/2019
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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 2018 to 12 October 2018

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £0.640million, and expenditure to date of £0.006million, be noted.

3. Background

- 3.1. This is the second capital monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019. Further reports will follow throughout the year.
- 3.2. The budget reflects the approved programme for the year (Executive Committee, 28 February 2018), exceptions approved during 2017/2018 and monies carried forward for projects from 2017/2018. It also includes budget adjustments approved by the Executive Committee during 2018/2019 and the proposed adjustments recommended to the Executive Committee on 21 November 2018.
- 3.3. The report details the financial position for Social Work Resources in Appendix A and details the most recent budget adjustment.

4. Employee Implications

4.1. None

5. Financial Implications

- 5.1. The total capital programme for Social Work Resources for 2018/2019 is £0.640million. Anticipated spend to date was £0.001million, and £0.006million has been spent (0.94% of full budget). This represents a position of £0.005million ahead of profile.

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

31 October 2018

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Executive Committee, 28 February 2018
- Social Work Resources Committee, 19 September 2018

List of Background Papers

- Financial ledger to 12 October 2018

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 2018-2019
Social Work Resources Programme
For Period 1 April 2018 – 12 October 2018

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work - Other	320	320	0	640	1	6
TOTAL	320	320	0	640	1	6

For Information Only

Budget Adjustments proposed to Executive Committee 21 November 2018

- Arran House, East Kilbride – Phase 2 £0.320m

Report

5

Report to: **Social Work Resources Committee**
 Date of Meeting: **28 November 2018**
 Report by: **Executive Director (Finance and Corporate Resources) and Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – August and September 2018**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for August and September 2018 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 August and September 2018 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.

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 August and September 2018.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of September 2018 for Social Work Resources.

The Resource absence figure for September 2018 was 5.4%, which represents an increase of 0.1% when compared to the previous month and is 1.0% higher than the Council-wide figure. Compared to September 2017, the Resource absence figure has increased by 0.3%.

Based on the absence figures at September 2018 and annual trends, the projected annual average absence for the Resource for 2018/2019 is 5.5%, compared to a Council-wide average figure of 4.4%.

For the financial year 2018/2019, the projected average days lost per employee equates to 12.0 days, compared with the overall figure for the Council of 9.4 days per employee.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 263 referrals were made this period, an increase of 24 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were 23 accidents/incidents recorded within the Resource this period, a decrease of 3 when compared to the same period last year.

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

There were 6 disciplinary hearings held within the Resource this period, a decrease of 12 when compared with the same period last year. There was 1 grievance hearing, a decrease of 1 when compared with the same period last year. There was 1 Dignity at Work complaint raised within the Resource this period, a decrease of 1 when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 26 leavers in the Resource this period, a decrease of 14 when compared with the same period last year. Exit interviews were held with 5 employees.

5. Employee Implications

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

6. Financial Implications

- 6.1. All financial implications are accommodated within existing budgets.

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. 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.
- 8.2. 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

23 October 2018

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 – 19 September 2018

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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E-mail: Janet.McLuckie@southlanarkshire.gov.uk

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019
April	4.8	5.0	5.3	April	6.6	5.6	6.2	April	5.4	5.2	5.6	April	4.3	3.9	4.1
May	5.3	4.9	5.1	May	6.9	4.1	6.2	May	5.8	4.6	5.4	May	4.4	4.2	4.2
June	5.2	5.3	5.2	June	6.2	4.6	6.3	June	5.5	5.1	5.6	June	4.1	3.9	4.3
July	5.0	4.8	5.2	July	5.7	4.9	6.4	July	5.3	4.8	5.6	July	3.3	3.0	3.4
August	4.8	4.9	5.0	August	5.4	4.7	5.9	August	5.0	4.8	5.3	August	3.6	3.2	3.6
September	4.3	5.0	5.0	September	5.3	5.2	6.1	September	4.7	5.1	5.4	September	4.1	4.0	4.4
October	4.7	4.2		October	5.6	5.8		October	5.0	4.8		October	4.4	4.1	
November	5.1	4.4		November	5.4	5.9		November	5.2	4.9		November	4.9	4.8	
December	5.6	5.6		December	6.1	6.1		December	5.8	5.7		December	4.9	5.1	
January	5.5	5.5		January	5.5	7.3		January	5.5	6.1		January	4.5	5.0	
February	5.8	6.1		February	4.8	5.8		February	5.4	6.0		February	5.0	5.0	
March	5.6	5.7		March	4.8	6.5		March	5.3	5.9		March	4.7	4.7	
Annual Average	5.1	5.1	5.2	Annual Average	5.7	5.5	6.2	Annual Average	5.3	5.3	5.5	Annual Average	4.4	4.2	4.4
Average Apr-Sep	4.9	5.0	5.1	Average Apr-Sep	6.0	4.9	6.2	Average Apr-Sep	5.3	4.9	5.5	Average Apr-Sep	4.0	3.7	4.0

No of Employees at 30 September 2018	1815	No of Employees at 30 September 2018	1054	No of Employees at 30 September 2018	2869	No of Employees at 30 September 2018	15106
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For the financial year 2018/19, the projected average days lost per employee equates to 12.0 days.

SOCIAL WORK RESOURCES

	Aug-Sep 2017	Aug-Sep 2018
MEDICAL EXAMINATIONS		
Number of Employees Attending	84	103
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	18	6
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	95	103
REFERRALS TO EMPLOYEE SUPPORT OFFICER	33	38
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	9	13
TOTAL	239	263

CAUSE OF ACCIDENTS/INCIDENTS	Aug-Sep 2017	Aug-Sep 2018
Specified Injuries*	0	1
Over 7 day absences	0	1
Minor	3	3
Near Miss	3	0
Violent Incident: Physical****	18	11
Violent Incident: Verbal*****	2	7
Total Accidents/Incidents	26	23

*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	Aug-Sep 2017	Aug-Sep 2018
Total Number of Hearings	18	6

Time Taken to Convene Hearing Aug - Sep 2018

0-3 Weeks	4-6 Weeks	Over 6 Weeks
1	3	2

RECORD OF GRIEVANCE HEARINGS	Aug-Sep 2017	Aug-Sep 2018
Number of Grievances	2	1
Number Resolved at Stage 1	1	1
Number Resolved at Stage 2	1	0

RECORD OF DIGNITY AT WORK	Aug-Sep 2017	Aug-Sep 2018
Number of Incidents	2	1
Number Resolved at Formal Stage	2	0
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	Aug-Sep 2017	Aug-Sep 2018
Career Advancement	1	2
Travelling Difficulties	0	2
Further Education	0	1
Childcare/caring responsibilities	1	0
Other	3	0
Number of Exit Interviews conducted	5	5

Total Number of Leavers Eligible for Exit Interview	40	26
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Percentage of interviews conducted	13%	19%
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Report

6

Report to:	Social Work Resources Committee
Date of Meeting:	28 November 2018
Report by:	Director, Health and Social Care

Subject:	Investing to Modernise – Phase 2, Clydesdale
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on current planning proposals around future care provision in the Clydesdale area
- ◆ outline consultation, to date, together with that proposed, moving forward

2. Recommendation(s)

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

- (1) that Lanark is agreed as the location of the hub for the modernisation of care facilities as detailed at 3.9;
- (2) to note the consultation process, to date, and future proposals; and
- (3) that a report, to specify the actual configuration of services following consultation, be submitted to a future meeting of the Committee.

3. Background

- 3.1. Previous reports to Social Work Resources Committee highlighted the need to review the existing residential care home configuration in South Lanarkshire and, in this respect, there has been £18m identified to re-provide alternative facilities. The most recent report, of 20 June 2018, identified the first phase of this re-provision, when it was noted that there would be a proposed change to the existing care home provision in the Hamilton locality. It was also agreed that proposals for future phases of investment would be brought to Social Work Resources Committee and this report forms part of that commitment.
- 3.2. The new model would provide a range of alternative supports which would include traditional residential care home beds; transitional care (intermediate care) beds; access to special housing; technology enabled houses; telehealth/telecare demonstration capability; base for community outreach support – including third sector and carers information points, as well as ensuring the new facilities would be increasingly integrated with wider community supports.
- 3.3. This new model for the Hamilton locality was subsequently supported at the South Lanarkshire Integrated Joint Board meeting of 11 September 2018.

- 3.4. Previous reports have highlighted the current infrastructure of McClymont House, which is ageing in layout, condition and space standards, all of which impacts on the current service provided. Whilst the quality of care continues to be of a very high standard, the environment makes it challenging and impacts on the Council's ability to deliver the quality and variability of care required now and for the future. The replacement of McClymont House will ensure compliance with current and future care standards.
- 3.5. Moreover, the existing model of care, which had been relatively unchanged for the last 20 years, does not lend itself to supporting people to stay at home as long as they wish and where it was safe to do so.
- 3.6. It is also recognised that the range of community based Health and Social Care Services has been extended in that time and, in turn, they are able to support more people with significant health and social care needs in their own homes. Accordingly, the number of people who would previously have met the criteria for care in a traditional 'residential care home' setting is reducing. Rather, when people reach a stage of no longer being able to be cared for in their own home, they typically have a range of health and social care needs that increasingly cannot be met in a 'residential' home where no nursing staff are employed.
- 3.7. Taking the foregoing in mind, some early discussion with community groups and elected members has looked at what an alternative range of care options may most appropriately look like for the Clydesdale area. This work will be described in a wider paper looking at the model for all Health and Social Care Services in the Clydesdale area, however, this paper is to provide early notice of the work that will specifically be looking at the future provision of care home beds.
- 3.8. These discussions have identified that Lanark is still seen as the area where the main 'hub' should be for a facility which offers 24 hour care with supported beds. In turn, this should be linked to a range of alternative care units in other townships in Clydesdale which could support local provision of extended care arrangements beyond that routinely available in a person's own home. It is recognised that this 'hub and spoke' approach would be the model best suited to provide the most accessible level of care in the Clydesdale area, recognising challenges with transport and local access. One option of how this may look is outlined at Appendix 1 to this paper, albeit it would be open to re-shaping dependent upon local consultation and availability of appropriate accommodation.
- 3.9. The proposal would be that the re-provided McClymont House should provide services in keeping with the 'principles' previously set out which seek to maximise outcomes for individuals. These would include circa 22 beds, providing a range of traditional residential care; transitional/intermediate care; and also a base for supported rehabilitation options – including maximising use of telehealth and telecare, as well as a base for community outreach support – including third sector and carers' information points.
- 3.10. The existing McClymont site would not allow for a 'tandem build' and as such, it is proposed to undertake a further round of consultation with local groups and representatives as well as staff/residents/relatives within McClymont House to agree the most appropriate location for the new facility as well as the best location for the respective 'spokes' in local townships.

- 3.11. Further work is also ongoing in looking to identify similar opportunities to offer a range of options to support more people to be able to access transitional/intermediate care in other areas and, to this end, reports relating to Larkhall/Stonehouse, East Kilbride and Rutherglen/Cambuslang will be brought to future meetings of the Committee.

4. Employee Implications

- 4.1. The new Services proposed would mean additional jobs beyond those currently available in the existing McClymont House facility. The nature of these posts would be identified as part of agreeing the final model of care and associated 'spokes' across the wider Clydesdale area.

5. Financial Implications

- 5.1. The specification of the replacement facility and spokes will be subject to consultation. The financial implications of the proposal will be dependent on the final agreed specification, and will be brought back to future committees.

6. Other Implications

- 6.1. One of the key strategic imperatives of the Council is delivering services which are focused on people and their needs as outlined in the Council Plan – Connect.
- 6.2. The model proposed offers increased choice to deliver against this aspiration. Therefore, the main risk would be in not considering the increased options outlined, the needs and preferences of the people of South Lanarkshire would be difficult to meet.
- 6.3. The model proposed supports a more sustainable way of providing services to the people of South Lanarkshire and will provide more flexibility to manage changing demand.
- 6.4. There are no other issues associated with this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. Initial discussion has been held as part of the strategic commissioning process, as well as some dedicated briefing sessions with elected members from the Clydesdale area, a further process of consultation would be required.
- 7.2. This will be undertaken as part of the design of the new facility in Lanark, the most appropriate site for the development and also in identifying appropriate venues for the linked services available in each of the townships in the wider Clydesdale area.
- 7.3. Trade Union consultation has been undertaken as part of the overall modernising care facilities and will be ongoing as part of the process.
- 7.4. An Equality Impact Assessment will be undertaken as part of the final agreed specification of the proposal.

Val de Souza
Director, Health and Social Care

8 November 2018

Link(s) to Council Values/Objectives

- ◆ deliver better Health and Social Care outcomes for all
- ◆ improve health, care and wellbeing
- ◆ improve later life
- ◆ protect vulnerable children, young people and adults
- ◆ ambitious, self-aware and improving
- ◆ focused on people and their needs

Previous References

- ◆ Social Work Resources Committee Report – Investing to Modernise South Lanarkshire Care Facilities – 20 June 2018

List of Background Papers

- ◆ none

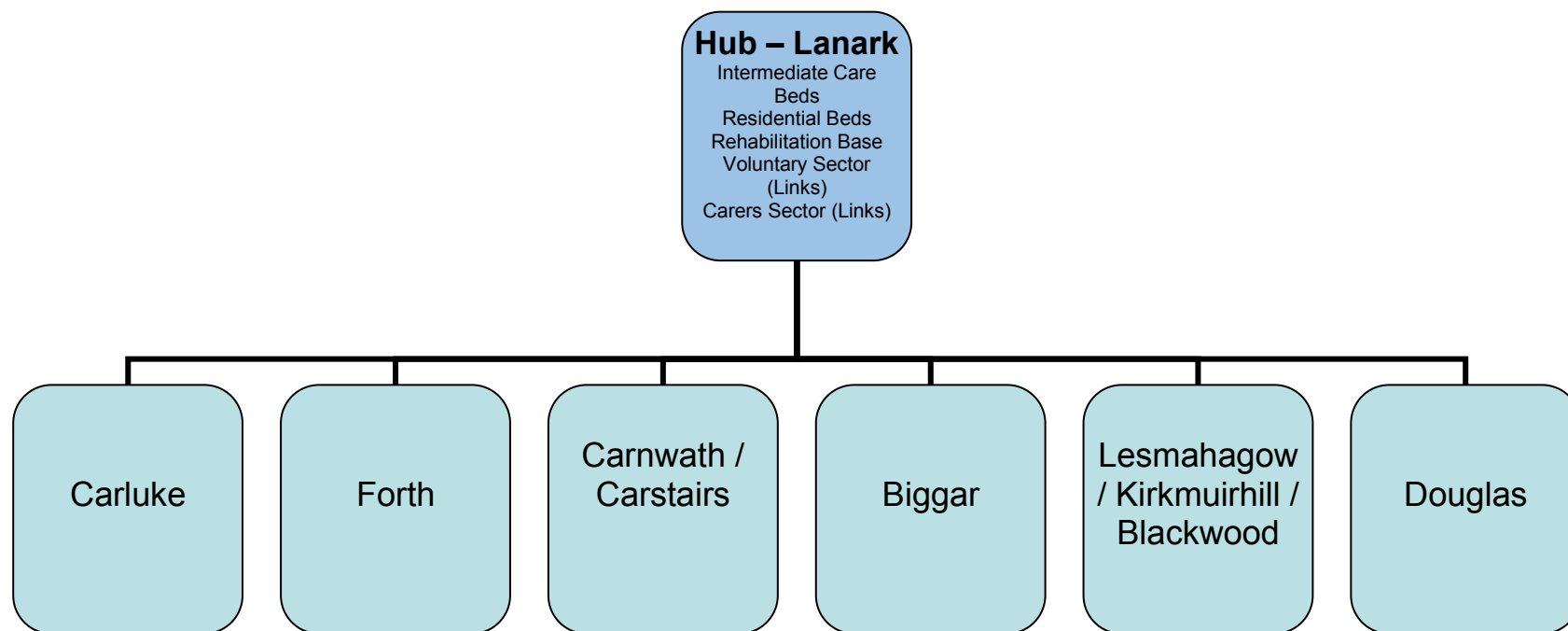
Contact for Further Information

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

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Report

7

Report to: **Social Work Resources Committee**
 Date of Meeting: **28 November 2018**
 Report by: **Director, Health and Social Care**
Executive Director (Finance and Corporate Resources)

Subject: **Whole System Approach - Social Work Resources' Funding Update and Establishment Changes**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that the Scottish Government has identified new funding of £25,000 to be disbursed to each local authority for a two year period to support the re-invigoration and extension of the Whole System Approach to offending by young people
- ◆ advise the Committee that there is a requirement to increase management capacity across the Unpaid Work and Justice Service
- ◆ seek approval for changes to the establishment to support the continued roll-out of changes to the SWiSplus system and associated practice development

2. Recommendation(s)

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

- (1) that the content of the report in respect of the Whole System Approach Funding and additional increase in management capacity in the Unpaid Work and Justice Services be noted;
- (2) that the changes in the establishment of a 0.5 Full-time Equivalent (FTE) Whole System Approach Co-ordinator and 0.5 FTE Team Leader for a fixed term period of two years identified in Section 8 be approved; and
- (3) that a post of 1 FTE Team Leader be permanently added to the establishment as detailed in Section 8 of this report.

3. Background - Whole System Approach

3.1. The Scottish Government has identified new funding of £25,000 to be disbursed to local authorities for 2018/2019 and 2019/2020. The funding has to be used to support the re-invigoration and extension of the Whole System Approach (WSA) to offending by young people. Since the inception of a WSA in 2011, striking successes were achieved in terms of reductions in offence referrals to the Children's Hearing System and reductions in the numbers of young people appearing in court and custody. Recent indications are that numbers are going in a different direction and concerns have been expressed that children are again being drawn into formal systems such as the Scottish Children's Reporter Administration (SCRA) where this is unnecessary.

- 3.2. The new funding available is for local authorities to re-energise WSA for children up to the age of 18. Wherever possible, funding should be used to extend support to young people up to 21 and up to 26 for care experienced young people.
 - 3.3. South Lanarkshire Council (SLC) recently developed a WSA Youth Justice Strategy and Action Plan 2017-2030 specifically for children and young people involved, or at risk of becoming involved, in offending.
 - 3.4. The strategy incorporates key aspects of the [Children and Young People \(Scotland\) Act 2014](#) and also Scottish Government guidance [“Preventing Offending: Getting it Right for Children and Young People” \(2015\)](#).
 - 3.5. South Lanarkshire’s [Children’s Service Plan](#) reflects youth justice priorities and has a Partnership vision which states that children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.
 - 3.6. Youth Justice is driven forward by the Getting it Right for Every Child Strategic Group and focuses on all facets of a WSA, including Early and Effective Intervention (EEI), Care and Risk Management (CARM), developments in Secure Screening, Diversion from Prosecution, and the Structured Sentencing Court for Young People (SSCYP).
- 4. Background - Unpaid Work and Justice Services**
- 4.1. New legislation relating to a presumption against short term custodial sentences has been introduced, which will result in an increase of additional referrals to the Unpaid Work Service, as Sheriffs apply this legislation and avoid short term custodial sentences as appropriate.
 - 4.2. There has been an increase in the requirement for management capacity, which has resulted from extending the Service to a seven day service and the frequency of use of the Service.
 - 4.3. The Service is currently auditing the four locality case files. The audit of the first locality has identified some practice improvement recommendations that are required and can be rolled-out to the four localities.
 - 4.4. The Care Inspectorate has commenced a national programme of Justice Inspections. Given the increase in requirements of management capacity and practice improvements that require to be implemented, additional resources are required.
- 5. Background – SWiSplus**
- 5.1. The statutory framework for Social Work Services is contained in a raft of different pieces of legislation. This legislative framework is both complex and ever changing and requires Social Work Resources to manage and change service delivery in-line with new requirements.
 - 5.2. SWiSplus is the primary information system used by Social Work staff within SLC. It is used to record data relating to service users, worker involvement, care planning and service provision activity.

- 5.3. The SWiSplus system aims to support appropriate information sharing within the South Lanarkshire Health and Social Care Partnership (SLHSCP) and partner agencies, with a key focus on providing better co-ordinated intervention and speedier services to those who need them.

6. Current Position

- 6.1. Progress has been made with the implementation of a WSA but South Lanarkshire, similar to the national picture, is experiencing an increasing number of challenges to maintaining the improvements widely recognised from this approach. There has, for example, been a recent increase in the volume of referrals to SCRA on offence grounds.
- 6.2. Progress has been made in ensuring that a WSA is reflected in the Corporate Parenting Strategy in South Lanarkshire, however, there is a need to continue to embed and extend a WSA to young people up to the age of 21 and 26 years.
- 6.3. Youth Justice is reflected in both the Children's Service and the Community Justice Plans, however, it would be helpful to review and enhance the focus on Youth Justice issues to continue to improve outcomes for young people in this area.
- 6.4. The SWiSplus Team Leader has previously been approved on a temporary basis and has been temporarily funded since 2014.

7. Proposed Changes

- 7.1. In order to ensure that the required progress is achieved at both a strategic and operational level, it is proposed that the Scottish Government funding is used to recruit a 0.5 FTE temporary WSA Co-ordinator. The funding is temporary and as such it is proposed that the WSA Co-ordinator is established for a period of two years. The Co-ordinator will have responsibility for leading on improving outcomes in all aspects of the WSA. Specifically they will be tasked with:
- ◆ re-invigorating the ethos of a WSA and being a key member of the steering group
 - ◆ continued strategic and operational development of a WSA
 - ◆ embedding risk assessment training
 - ◆ continuing to develop a Care and Risk Management Approach
 - ◆ ensuring a WSA is more embedded in the Children's Service and the Community Justice Plan
- 7.2. In order to ensure the required progress in the Unpaid Work and Justice Services, it is proposed that a 0.5 FTE temporary Social Worker Team Leader post is established for a period of two years.
- 7.3. Major change programmes such as SDS, Mental Health and Children and Justice are making significant demands on the SWiSplus resource. It is now felt appropriate to make the Team Leader post within SWiSplus permanent.

8. Employee Implications

- 8.1. The employee implications for implementing the re-aligning of this service is detailed in the table below:

Post	Current number of posts (FTE)	Proposed number of posts (FTE)	Grade	Hourly Rate	Annual Salary	Gross Cost (inc on costs)
Team Leader (temporary)	0	0.5	Grade 3 Level 8	£20.21 - £21.16	£36,881 - £38,615	£24,027 - £25,158
WSA Co-ordinator (temporary)	0	0.5	Grade 4 Level 2	£21.16 - £22.13	£38,614 - £40,385	£25,157 - £26,310
Team Leader (SWiSplus) (permanent)	1*	1	Grade 3 Level 8	£20.21 - £21.16	£36,881 - £38,615	£48,055 - £50,315
Total	1*	2				£97,239 – £101,783

*This is already funded on a temporary basis

9. Financial Implications

- 9.1. The maximum cost of the reconfiguration of staffing is approximately £51,468. The Scottish Government Grant will fund the 0.5 FTE WSA post and the additional cost of the 0.5 FTE Social Worker Team Leader will be met by Section 27 Grant.
- 9.2. The full cost of funding the Team Leader SWiSplus posts is £48,055 - £50,315. This is already funded within the Social Work budget and, therefore, there are no additional financial implications.

10. Other Implications

- 10.1. Failure to provide localities with resources commensurate with identified needs, risks the Council not meeting its statutory requirements and would result in reputational damage and result in untimely responses to service user needs.
- 10.2. The recommendations within this report would protect vulnerable children, young people and adults, strengthen Partnership working and community leadership.
- 10.3. There are no sustainable development implications associated with this report.
- 10.4. There are no other issues associated with this report.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. 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.
- 11.2. Trade Union colleagues have been consulted and updated in regard to the proposals contained within this report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

26 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration
- ◆ Protect vulnerable people, young children and adults

Previous References

Social Work Resources Committee of 19 September 2018

List of Background Papers

- ◆ Whole System Approach to Youth Justice Re-invigoration and Extension Funding 2018-2020 Scottish Government

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:	28 November 2018
Report by:	Director, Health and Social Care

Subject:	Prioritisation Framework
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ highlight to the Committee the need to bring forward an updated response to the requirement to have a Prioritisation Framework for Social Care Services
- ◆ note that the Council has previously agreed to adopt the Joint Scottish Government and COSLA Guidance on Eligibility which ensures that resources are targeted at those most in need
- ◆ consider how the subsequent introduction of the Social Care (Self-Directed Support) (Scotland) Act 2013, the Carers (Scotland) Act 2016 and from April 2019, free personal care for under 65's necessitates a need to reconsider and update the Prioritisation Framework
- ◆ consider the interface between Self-Directed Support and the Council's duty under Best Value legislation to ensure that Services are delivered both safely and cost effectively

2. Recommendation(s)

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

(1) that it be endorsed that:-

- ◆ the threshold point at which services must be delivered for all adults will be at the National Guidance's "Substantial" level of need
- ◆ similarly, a modified version of the Scottish Government's eligibility Framework for Carers be adopted and the threshold point at which services must be delivered be set at the "Substantial" level of need
- ◆ the provision of aids, equipment and adaptations be prioritised to those people assessed as being a medium to high risk
- ◆ the upper benchmark value of a personal Self-directed Support budget be the equivalent of the cost of a residential placement for that cohort of service user taking account of the exceptions noted in the body of this report

(2) that it be noted that the recommendation detailed above will be submitted to the South Lanarkshire Integration Joint Board for approval.

3. Background

- 3.1. In 2009, the Scottish Government and COSLA issued Guidance under Section 5(1) of the Social Work (Scotland) Act 1968 which required local authorities to adopt a common standard eligibility framework for older people. The Guidance was intended to “focus first on supporting those people who are in most urgent need” and ensure that finite resources were targeted at ensuring the most urgent needs were met in a timely manner. Whilst the Guidance focused on older people, there was scope to apply the guidance to all adults.
- 3.2. The Guidance directed that, where need was identified through an assessment, the needs were stratified in to four levels of risk:
 - ◆ low
 - ◆ moderate
 - ◆ substantial
 - ◆ critical
- 3.3. Where the needs are assessed to be at the low or moderate level, the Guidance indicates that these needs should be met through Universal Services, advice or guidance and there is likely to be little or no need for the provision of Social Care Services. Substantial or critical needs occur where there are significant risks to an individual’s independence or health and wellbeing likely to call for the immediate or imminent provision of Social Care Services.
- 3.4. The challenges arising from demographic change and constrained resources requires the Committee to consider how the Council will meet future demand. This report proposes that setting a threshold for eligibility will be one of the components required to meet this challenge. Population forecasts for South Lanarkshire over the next 10 years indicate that the number of over 65’s will increase by around 50% and the number of over 85’s by around 100%. This demographic pressure is already evident in the levels of demand for Services and in the number of adults subject to Guardianship Orders for example. To continue with the current approach to meeting assessed needs, would require growth in budgets such as care and home and equipment to be at least 3% per annum for the foreseeable future. At the same time, the current workforce is ageing and the 25 – 64 years working population is projected to fall significantly over the same time period. A targeted approach to both helping people to remain independent and to, thereby, defer the impact of ageing and ill-health, whilst supporting the most vulnerable within the available financial and workforce resources, is required.
- 3.5. From April 2019, the Scottish Government is introducing further legislation to extend Free Personal Care to under 65’s. The intention of this extension is to ensure that adults with significant support needs receive the help they need promptly. Given the original 2009 national eligibility guidance was introduced to ensure that Free Personal Care for older people was targeted effectively, it would seem appropriate to apply the principles of this guidance to all adults going forward.

- 3.6. The Health and Social Care Partnership (HSCP) is currently subject to an inspection of its Self-Directed Support (SDS) arrangements by the Care Inspectorate. The HSCP's self-evaluation work to develop the associated Position Statement and subsequent verbal feedback from the inspection team has raised questions about the practical application of the Council's existing eligibility criteria. The Council has endeavoured to support people at all levels of the National Eligibility Criteria where there has been resource to do so. This is resulting in people with low/moderate needs being provided with budgets similar to those with substantial/critical needs which is not a sustainable position. This indicates that there is a need for greater clarity about the threshold point at which a personal budget would be generated.
- 3.7. It is, therefore, proposed that the emphasis on Council resources being targeted at the substantial and critical levels of need is restated. Since the original guidance was published, planning assumptions, along with financial and workforce challenges have evolved. For example, in 2009, there was a six week timescale to support the safe discharge of a clinically fit individual from hospital. This has now become a 72 hours maximum target highlighting the need to have sufficient care at home resource available to meet this urgent and growing demand.
- 3.8. It is important to note that people assessed as having low or moderate needs will continue to benefit from support from the HSCP and its partners. As well as the medical, nursing and Allied Health Professionals (AHPs) support provided, people will continue to access a range of other services which the Partnership and the Council support. This will include advice on housing options, money matters advice, carers services and support from third and voluntary sector partners as well as the provision of preventative measures such as occupational therapy equipment and alert alarm systems. The increasing opportunities to make use of a Telecare and Telehealth approach will support people to self-manage their care and live independently with a reduced need for other services at the lower end of the risk spectrum and more intensive services to be provided for those with the greatest levels of need.
- 3.9. An essential and growing strand of the HSCP's work is services which support a rehabilitative approach including intermediate care. These models respond positively to people's wish to retain and regain their independence that may be compromised through illness or injury. The use of a prioritisation model helps to ensure a distribution of resources that supports short-term but often intense interventions. It also helps to sustain prompt access to services for the increased numbers of particularly older people with more substantial needs arising from their co-morbidities and increased dependence.
- 3.10. The Carers (Scotland) Act 2016 also establishes a duty on the local authority to set local eligibility criteria and an eligibility threshold where they must provide services to carers. Eligibility criteria are to be set locally to enable local authorities and Committees to provide support to carers in different caring situations across a whole range of life circumstances. Local eligibility criteria will help local authorities and IJBs to prioritise support and to target resources as effectively and efficiently as possible.

3.11. The Scottish Government has issued detailed guidance to support local authorities and Committees in setting local eligibility criteria. The guidance also summarises the different ways of supporting carers if the carer's needs do not meet the local eligibility criteria. The Scottish Government guidance provides five stages of impact/risk and a range of indicators (domains) relevant to carers' lives. The stages are:

- ◆ caring has no impact – no risk
- ◆ caring has low impact – low risk
- ◆ caring has moderate impact – moderate risk
- ◆ caring has substantial impact – substantial risk
- ◆ caring has critical impact – critical risk

The indicators (domains) are:

- ◆ health and wellbeing
- ◆ relationships
- ◆ living environment
- ◆ employment and training
- ◆ finance
- ◆ life balance
- ◆ future planning

3.12. The Carers Act Guidance directs local authorities to consult with carers to determine the eligibility framework and threshold parameters. To this end, a consultation process was carried out over March 2018 facilitated by Lanarkshire Carers Centre and South Lanarkshire Carers Network. A substantial cohort of carers through 12 carer information/support groups contributed to the process. The carers were supportive of the set Government model of a four-tier framework (low, moderate, substantial and critical) but noted that the two higher tiers could be merged. They supported the proposal to establish the threshold point for the provision of services to carers at the top tier. The suggested model is illustrated below:



- 3.13. It is, therefore, proposed that the Council adopts this amended version of the Scottish Government Eligibility Framework and sets the threshold where Services must be delivered at the “Substantial” impact level.
- 3.14. It is proposed that the Committee applies similar criteria to the provision of equipment, aids and adaptations. This provision is a key strand of the HSCP’s work to support people to live independently and safely. Following assessment by an Occupational Therapist (OT), a variety of interventions may be provided from small pieces of equipment and handrails; through to hospital beds, specialised mattresses, stairlifts and adaptations, such as level access shower rooms and ramps.
- 3.15. It should be noted that the general approach of the Occupational Therapy Service is to offer the minimum necessary intervention that supports the person safely. The provisions recommended takes account of the individual’s prognosis and factors such as the suitability of the accommodation to ensure that cost effective and durable solutions are provided. Unfortunately, in some instances, a property may not be suitable for adaptation and a move will be recommended. In such circumstances, more substantial works would be deferred until a new property is identified.
- 3.16. The Occupational Therapy Service has adopted a model of risk assessment that classifies risk into three categories; low, medium and high. It is proposed that support is prioritised to the two higher levels of risk to ensure that those with the greatest level of need are able to benefit from a timeous service. Those individuals with the lowest level of need will be offered advice and guidance by the OTs as to how they might address the issues identified. A degree of professional judgement will also be applied to ensure that decisions support activity that avoids greater cost to the Council or NHS at a future date.
- 3.17. The further proposal of this report is to establish a benchmark to support practitioners, service users and carers to clarify the parameters of the Council’s contribution to the costs of their care. The core principles of assessment being needs led, identifying risks and being outcome focused will continue to be the bedrock of the HSCP’s approach. Once needs and risks have been identified and stratified in accordance with the prioritisation framework, there will be a range of options available to keep the person safe and meet their identified outcomes. To meet the Council’s duty to achieve Best Value, to ensure resources are accessible to those in need and to ensure the Service operates within the available resources, there is a need to ensure care planning models are cost effective.
- 3.18. There are already agreed financial limits for older people’s care. These include the agreed rate for personal care in residential care of £174 per week and the Council’s maximum contribution under the National Care Home contract of £553 per week for a nursing home placement. For someone living in the community, nursing costs are already met by the NHS through the District Nursing Service for example. The average cost of a care home placement for a person aged over 65 is £440 per week. Whilst other care groups do not, as yet, have such well established financial limits, there are approved rates for care homes and supported living models which will provide an equivalent benchmark.

- 3.19. It is proposed that the average cost of a care home placement is used as a benchmark for the Council's maximum contribution toward an adult's care. This benchmark will not be a fixed amount as the cost of residential care varies over a significant range and professional judgement and supported by service user and care consultation will be applied to individual circumstances. The actual benchmark position for an individual person will be based on their assessed need and the typical cost of a residential placement to meet those needs. This approach is compliant with the principles of SDS and provides an equivalence model that offers choice and control to the Supported Adult and their carers. This equivalence position will complement the current SDS Resource Allocation System which generates a personal budget in accordance with assessed need and is calibrated to take account of the cost of a typical complex care package.
- 3.20. There will be a cohort of people for whom this model will not be applicable. This would include end of life care where every effort is made to support a person to remain at home or in a homely setting over this difficult time. Another example would be where a person has particularly complex needs and a bespoke commissioning arrangement is necessary to meet their outcomes. There are few people in this latter group and multi-disciplinary assessment is effective at identifying those individuals who require a more specialised approach.
- 3.21. It is recognised that the proposed prioritisation process could impact on existing service users who receive services for low/moderate needs. To take account of this, the revised arrangements will be applicable to new assessments and future care reviews so as to phase in the changes and dovetail the changed priorities with the Self-Directed Support process.

4. Summary and Next Steps

- 4.1. As noted in the body of this report, there are requirements to establish a prioritisation framework with eligibility criteria and thresholds to ensure that finite resources are targeted at those most in need. Such a framework assumes that Universal Services, rehabilitation and re-ablement Services and Community Planning Partners will provide support to people who are assessed as being at low or moderate risk.
- 4.2. This report proposes a model to ensure that the prioritisation framework in South Lanarkshire is brought up-to-date to take account of new legislation such as the Carers (Scotland) Act and Self-Directed Support. It also reflects the need to respond to changing priorities of ensuring that resources are available to support people to live independently and safely and ensure the interface and flow between community and Acute Services is optimised.
- 4.3. Following approval of this report, the HSCP will develop more detailed guidance and an associated learning and development programme for practitioners to enable full implementation of these arrangements from April 2019.

5. Employee Implications

- 5.1. Employees will be supported with practitioner's guidance for implementation of Eligibility/Prioritisation.

6. Financial Implications

- 6.1. The financial implications of the prioritisation framework will depend on individual service users' needs going forwards. However, as an estimate of the cost reduction that could be realised, we have used a sample of assessments from 2017/18 for new service users. Based on this sample, it is estimated that a potential 15% level of cost avoidance be achieved by implementing the Prioritisation Framework to all service users, as detailed in the report. Other services may see varying reductions in costs. Within home care a sample review suggests a potential 10% of cost avoidance could be achieved, but this will be dependent on the individual service users and further work would be required to validate this.
- 6.2 Taking an estimate of the budgets that the Prioritisation Framework could be applied to (including equipment and adaptations and the upper benchmark on personal SDS budgets) potentially costs of £3m could be avoided.
- 6.3 As detailed above, the actual cost avoidance is conditional on a number of factors, as the individual service needs going forwards can be unpredictable. The costs avoided by implementing the Prioritisation Framework could contribute towards managing future financial pressure associated with the increasing demand for care services, including the increase in uptake of SDS.
- 6.4 The profiling of the implementation on the Prioritisation Framework, if approved, will determine the level of cost avoidance over future financial years in the medium term, with values detailed above being achieved once the framework is applied to all service users. The needs of service users is variable and these potential reductions are therefore estimates.

7. Other Implications

- 7.1. There are risks associated with the demographic growth and the resources available to meet needs.
- 7.2. In order to sustain service delivery, priority requires to be directed to those most in need.
- 7.3. The Prioritisation Framework for equipment and adaptations falls within ambit of the Fairer Scotland Duty which came into force and applies to the IJB as well as the Council. The implementation plan for Social Care Services may also be caught by the duty. This duty obliges the IJB to have due regard to the desirability of exercising its functions in such a way as to reduce inequalities of outcome arising from socio-economic disadvantage. The duty applies to strategic decisions such as Strategic Policy Development; Allocating Resources; and Commissioning among others. The Fairer Scotland Duties will be taken into consideration as part of other impact assessment requirements, for example equalities as detailed below.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. An equality impact assessment will be undertaken to ensure that there are no negative impacts on the protected characteristic groups.
- 8.2. Briefing sessions have been established for elected members and will be rolled-out to Locality Managers as guidance is further developed.

Val de Souza
Director, Health and Social Care

6 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Deliver better health and social care outcomes for all
- ◆ Improve later life

Previous References

- ◆ Social Work Resources Committee Report 25 November 2009
- ◆ Social Work Resources Committee Report 17 February 2010

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

Report to:	Social Work Resources Committee
Date of Meeting:	28 November 2018
Report by:	Director, Health and Social Care

Subject:	South Lanarkshire Health and Social Care Partnership - Major Incident Preparedness and Resilience
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that South Lanarkshire Health and Social Care Partnership is currently reviewing its Service Resilience, including business continuity, and preparedness for major incidents in the context of work being progressed by NHS Lanarkshire and nationally by the Scottish Government

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the completed and planned actions to review Service Resilience and Major Incident Preparedness be noted.

3. Background

3.1. There have been a number of high profile major incidents with mass casualties and mass fatalities in the UK and abroad over the last three years which have highlighted the importance of organisational emergency Preparedness and Resilience. These include the Manchester and London terrorist attacks and the Grenfell Tower fire in 2017. The other two major business continuity challenges during 2017/2018 which affected NHS Lanarkshire (NHSL) included the cyber-attack and the severe winter weather during February.

3.2. Scottish Government (Health and Social Care Directorates) and the Scottish Trauma Network are currently leading work to develop a national plan for NHS Boards and Health and Social Care Partnerships (HSCP) on responding to major incidents with mass casualties (MI-MC) in Scotland. South Lanarkshire Health and Social Care Partnership (SLHSCP) represents the HSCP chief officers group on the national MI-MC group. The new national plan is predicated on NHS Scotland responding as a single entity in a coordinated and integrated manner with HSCPs. The specific role for SLHSCP during a MI-MC, like the other HSCPs, will be focused on enabling discharges from hospital to create capacity if necessary, rehabilitation, ensuring access to bereavement and psychological support, and repatriation of casualties.

Further information on the work of the national group is outlined in the Scottish Trauma Network Major Incidents with Mass Casualties Bulletins Numbers 1 to 4, which are available on request.

- 3.3. At local level, SLHSCP is working closely with corporate bodies, NHSL and South Lanarkshire Council (SLC) resilience leads to ensure an appropriate level of preparedness for a range of adverse events, including winter planning and pandemic flu.

4. Actions

- 4.1. There has been a review of all SLHSCP business continuity plans by locality managers, overseen by Resilience Managers from NHSL and SLC.
- 4.2. NHSL is reviewing its major incident and MI-MC preparedness which includes the health services in all SLHSCP localities.
- 4.3. A joint training session was held on 14 September 2018 with South Lanarkshire Health and Social Care Managers to review the setting up of rest and treatment centres (for the so-called 'walking wounded' or casualties with non-serious injuries) across South Lanarkshire.
- 4.4. There are planned Resilience sessions for staff from both North and South Lanarkshire HSCPs, which are focused on winter planning. Two of these sessions were held on 26 October 2018 and a further two took place on 7 November 2018. These sessions have been planned and led by SLC Resilience Managers. They will be followed by local table top exercises in each locality during November 2018.
- 4.5. All business continuity and major incident locality plans will be reviewed late November 2018, to reflect any learning from the events.

5. Employee Implications

- 5.1. There are no employee implications associated with this report.

6. Financial Implications

- 6.1. There are no financial implications associated with this report.

7. Other Implications

- 7.1. There are no additional risks associated with this report.
- 7.2. There are no sustainable development or risk issues associated with this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. There are no equality issues associated with this report.
- 8.2. There is no consultation requirements associated with this report.

Val de Souza
Director, Health and Social Care

9 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Protect Vulnerable Children, People Young and Adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Work with Communities and partners to promote high quality thriving and sustainable communities

Previous References

- ◆ none

List of Background Papers

- ◆ The Scottish Trauma Network Major Incidents with Mass Casualties Bulletins Numbers 1 to 4.

Contact for Further Information

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Report

10

Report to:	Social Work Resources Committee
Date of Meeting:	28 November 2018
Report by:	Director, Health and Social Care

Subject:	Development of Strategic Commissioning Plan 2019 to 2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on the proposed work to develop the next three year Strategic Commissioning Plan 2019 to 2022

2. Recommendation(s)

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

- (1) that the contents of the report be noted; and
- (2) that the progress to date and planned work to reach a final draft Strategic Commissioning Plan 2019 to 2022 be noted.

3. Background

- 3.1. As part of finalising the Regulations and Orders to support the Public Bodies (Joint Working) (Scotland) Act 2014, Integration Joint Boards (IJBs) were required to prepare and agree three year Strategic Commissioning Plans (SCPs) to enable integration arrangements to 'go live' within local partnerships.
- 3.2. The main purpose of SCPs is to set out how IJBs will plan and deliver services for their area over the medium term, using the integrated budgets under their control. SCPs also provide clarity to the parties (Council and NHS Board) regarding what they are required to operationally deliver and this sits alongside annual Directions issued by the IJB.
- 3.3. In preparing and publishing SCPs, IJBs must ensure stakeholders are fully engaged in the preparation, publication and review of the SCP, in order to establish a meaningful co-productive approach, to enable Integration Authorities to deliver the nine national outcomes for health and wellbeing, and achieve the core aims of integration.
- 3.4. In March 2016, South Lanarkshire IJB approved its first SCP covering the planning period 2016 to 2019. This plan was very much seen as a first iteration, setting out the key priorities for the future development of Health and Social Care Services in South Lanarkshire.
- 3.5. In providing assurance to the IJB that the strategic intentions outlined within the SCP were being implemented, Annual Performance Reports covering the period 2016/2017 and 2017/2018 have been presented as an outline of progress.

3.6. The current Plan is in its final year and, in view of this, an update was tabled to the IJB at the its meeting in June 2018, outlining the proposed work that would be undertaken in developing the next iteration of the SCP for the period 2019 to 2022.

3.7. A project plan with associated milestones was tabled to this effect.

4. Progress to Date

4.1. Progress with the development of the Plan is in-line with the original project plan. Since the last update to the IJB, a number of important pieces of work have either been progressed or are scheduled.

4.2. One of the cornerstones of developing the Plan, is the commitment to engage with all key stakeholders. This has been undertaken in line with the IJB Participation and Engagement Strategy and, in particular, the National Standards for Community Engagement. In September 2018, the first round of locality consultation sessions took place in each of the four localities. Each of the four events was very well attended, with around 120 people participating in each event. Attendance comprised of 50% of places being allocated to Health and Social Care staff, with the remaining 50% made up of members of the public, Carers, third sector – covering a range of voluntary organisations, the independent sector and Elected Members.

4.3. The events themselves focused on sense checking the 10 priorities agreed as part of the 2016 to 2019 Plan (Appendix 1); what is working well across localities; the main challenges and learning points, and the key changes that should be reflected in the new Plan.

4.4. Detailed feedback has been recorded from each of the four events. However, by way of summary, the key messages were:

- ◆ consensus across each of the four sessions that the current priorities are still relevant, although feedback indicated that 10 priorities is a lot and perhaps some could be incorporated into others
- ◆ increasing the focus on mental health and wellbeing
- ◆ models of self care and self management require more of a focus, in particular enabling the public to look after their own health and wellbeing
- ◆ developing different models of intermediate care to support people to remain at home
- ◆ seven day services are cross cutting and apply throughout all the themes as a principle
- ◆ although there are multiple points of contact, the principle of single points of contact is very much seen as a priority with the focus being on co-ordination across services
- ◆ more work required in developing the enablers to integration, for example, shared information systems, co-location in shared buildings and more integrated management systems
- ◆ other issues which stimulated a lot of good discussion and were deemed to be relevant within the new Plan were transition between children and adult services; developing the knowledge and access to Self-Directed Support packages of care, and the connection between Children and Justice Social Work services and locality planning for all the other services delegated to the Health and Social Care Partnership

- 4.5. In addition to the above, further participation and engagement activity has taken place through input to the four locality third sector forums in September and the launch of an online public consultation on the Plan and future priorities. The electronic survey and public information supporting this went live on 12 October 2018 and will run for six weeks. The feedback from this will be incorporated into the final iteration of the Plan.
- 4.6. Alongside this, but of equal importance, is the strategic needs assessment data being considered and looking at the relationship between this and what the public and stakeholders have provided by way of feedback. An updated needs profile is being developed with the key messages from this being included in the Plan. Similar profiles have already been developed for each locality and will also be updated accordingly.

5. Future Planned Developments

- 5.1. A further round of stakeholder consultation sessions are planned for the beginning of December as follows:
- ◆ Hamilton – 5 December 2018
 - ◆ East Kilbride – 6 December 2018
 - ◆ Rutherglen/Cambuslang – 10 December 2018
 - ◆ Clydesdale – 12 December 2018
- 5.2. At these sessions, the intention will be to provide feedback on the September events, update on progress with the development of locality plans and overall SCP. It is also the intention to provide feedback on the public consultation and, in particular, the responses of members of the public by locality. At the same time, there will be the opportunity to review some of the needs profiling data.
- 5.3. In addition to the foregoing, the offer remains, whereby members of the Senior Management Team will be available to meet with stakeholders, organisations and interest groups with regards to the development of Health and Social Care Services.

6. Related Strategic Imperatives

- 6.1. Alongside the above, there has been a range of new policy imperatives that the IJB should be sighted on, given their impact on Health and Social Care Services and which require to be referred to in the SCP. These include, for example:
- ◆ Scotland's public health priorities – the six priorities agreed include healthy places and communities, early years, mental wellbeing, harmful substances, poverty and inequality and healthy weight and physical activity
 - ◆ community planning and engagement – the continuing importance and contribution of Health and Social Care Services to the Community Planning Partnership priority of tackling poverty
 - ◆ digital technology – realising the opportunities for Health and Social Care Services and the wider people in utilising digital technology as an enabler to improve health and wellbeing
 - ◆ housing policy – Rapid Rehousing Transition Plan/Homelessness
 - ◆ prioritisation – developing a framework for the prioritisation of services delivery and need

- 6.2. The importance of an agreed SCP cannot be overstated as this provides the necessary strategic direction through which the IJB can then issue 'Directions' to the parties from an implementation perspective. Flowing from the new Plan, will be an updated set of 'Directions' which gives the necessary clarity to ensure that the parties are aware of the IJB strategic direction and how to operationally deliver the same. In turn, progress reports against each of the Directions can be provided to the Performance and Audit sub-committee of the IJB. Updated Directions require to be issued annually at the beginning of a new financial year. However, the IJB also has the authority to issue in-year Directions should the requirement arise to progress a commissioning intention.

7. Employee Implications

- 7.1. There are no employee implications associated with this report.

8. Financial Implications

- 8.1. There are no financial implications associated with this report.

9. Other Implications

- 9.1. This paper does not describe any other new implications.
- 9.2. There are no risk or sustainability issues associated with this paper.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. An Equality Impact Assessment will be undertaken as the Plan is developed.
- 10.2. Planned consultation arrangements are as outlined above.

Val de Souza
Director, Health and Social Care

2 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Deliver better health and social care outcomes for all
- ◆ Improve health, care and wellbeing
- ◆ Make communities safer, stronger and sustainable
- ◆ Focussed on people and their needs
- ◆ Accountable, effective, efficient and transparent

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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The Current 10 Priorities

No	Theme
1	Statutory/Core Work
2	Early intervention, prevention and health improvement
3	Carers Support
4	Models of self-care and self-management
5	Seven day services
6	Intermediate care to reduce reliance on hospital and residential care
7	Suitable and Sustainable Housing
8	Single points of contact
9	Mental health and wellbeing
10	Enablers to support better integrated working

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	28 November 2018
Report by:	Director, Health and Social Care

Subject:	Chief Social Work Officer Annual Report 2017/2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline the content of the Chief Social Work Officer Annual Report 2017/2018

2. Recommendation(s)

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

- (1) that the Chief Social Work Officer Annual Report 2017/2018 be noted.

3. Background

3.1. There is a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer (CSWO). He/she 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. The CSWO has a responsibility for overall performance improvement and the identification and management of corporate risk insofar as these relate to social work services.

3.2. The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. The report follows a standardised reporting framework and timeframe to ensure key issues are highlighted and to aid learning and the sharing of information nationally. A summary report is also published annually by the Scottish Government.

4. CSWO Report

4.1. The report is split into 7 sections which are briefly outlined below:

4.2. Introduction

4.2.1. Introduces the purpose of the report and contextualises the role of the CSWO.

4.3. CSWO's Summary of Performance

4.3.1. Key challenges, developments and improvements during the year - this section provides the national context in which social work services are being delivered and details the key legislation and strategies which currently frame that delivery. The details of the CSWO's priorities for the service are confirmed as:

- ◆ Public Protection for Children and Adults
- ◆ Multi-agency Public Protection Arrangements
- ◆ Self-Directed Support (SDS)
- ◆ the implementation of Community Justice
- ◆ the requirements of the Children and Young People (Scotland) Act 2014
- ◆ the implementation of the Carers (Scotland) Act 2016
- ◆ announced and unannounced inspections

4.3.2. A brief narrative is provided on the progress of these priorities which highlights key developments and achievements. Examples include the positive evaluation of the Transforming Care After Treatment programme which focussed on how people are supported to live with, and beyond, their diagnosis and the joint Adult Support and Protection self evaluation which was undertaken with the Care Inspectorate.

4.4. Partnership Working – Governance and Accountability Arrangements

4.4.1. This section details the vision, values and objectives of South Lanarkshire Council and how these link to the work of Social Work Resources. It includes an overview of the role and responsibilities of the CSWO and the systems, structures and reporting arrangements which assure the quality of Social Work Services. Responsibilities are outlined in relation to the Integrated Joint Board, Children's Services, Public Protection, Community Planning and in relation to the Corporate responsibilities of the Council.

4.4.2. Partnership working forms the foundation of Social Work Resources' approach to supporting and protecting vulnerable adults and children. Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work and this is a key responsibility of the CSWO. The report highlights the Resource's Participation and Involvement Strategy built upon the principles of citizen leadership and provides examples of the range of methods used to engage with service users and carers such as the extensive consultation undertaken by the Autism Resource Coordination Hub in developing the Local Autism Action Plan 2018-23.

4.5. Social Services Delivery Landscape

4.5.1. Within this section, the macro environment is outlined together with an overview of the services delivered in 2017/18.

4.5.2. Illustrated are some of the challenges that require strategic and operational responses, including the projected rise in older people's population, the impact of economic downturn and the health of South Lanarkshire's residents (being below the Scottish average as a whole). Against this backdrop, the demand for Social Care Services continues to be high.

4.5.3. Also detailed, is Social Work Resources' role in service provision including, in addition to in-house services, commissioned and contracted services provided by the independent, voluntary and private sector.

4.6. Resources

4.6.1. This section provides an overview of the resources available to provide social services within South Lanarkshire.

4.6.2. The total revenue budget for the delivery of Social Care Services for 2017/18 is also outlined. The budget of £139,844 million was allocated as follows:

Adult and Older People	£104.931m
Children and Families	£26.081m
Justice and Substance Misuse	£ 1.023m
Performance and Support	£ 7.809m

4.6.3. Also detailed are some of the financial pressures that Social Work Resources has managed over 2017/2018 and the Resources' risks as highlighted in the Resource Risk Register.

4.7. Service Quality and Performance including delivery of statutory functions.

4.7.1. Service performance and monitoring are intrinsic to the CSWO's role. The CSWO is active in overseeing the quality of services and is responsible for ensuring that staff are appropriately supported to carry out their professional duties.

4.7.2. This section highlights the range of performance measures for which the CSWO has responsibility, for example, taking forward recommendations from inspection reports, Care Inspectorate evaluations, quarterly reporting through the Council's IMPROVE system and case file audit activity.

4.7.3. The CSWO is also responsible for the delivery of statutory functions and the range of this responsibility is also included, for example risk management, Guardianship orders and effective governance arrangements for the management of Adult Support and Protection and Child Protection.

4.8. Workforce

4.8.1. Social Services is a diverse sector in terms of job roles, career pathways and service structures. The CSWO has a key leadership role in relation to workforce planning and development, from both a local authority and partnership perspective.

4.8.2. This section details the CSWO responsibility and activity in ensuring that Social Work Resources' staff and that of external providers adhere to the standards of conduct and practice within the sector and are equipped to support service users.

5. Employee Implications

5.1. There are no employee implications associated with this report.

6. Financial Implications

6.1. There are no financial implications associated with this report.

7. Other Implications

7.1. There are no risks associated with this report.

7.2. There are no sustainable development issues associated with this report

7.3. There are no other issues associated with this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. The 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.
- 8.2. Consultation with carers and service users is referenced in the report.

Val de Souza
Director, Health and Social Care

16 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Improve later life

Previous References

- ◆ Social Work Resources Committee of 15 November 2017

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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South Lanarkshire Council
CSWO Annual Report
2017/2018

	South Lanarkshire CSWO Report 2017/2018	
Section	Title	Page Numbers
1.	Introduction	
2.	CSWO's Summary of Performance – Key challenges, developments and improvements during the year	
3.	Partnership Working – Governance and Accountability Arrangements	
4.	Social Services Delivery Landscape	
5.	Resources	
6.	Service Quality and Performance including delivery of statutory functions	
7.	Workforce a) Planning b) Development	

Section 1

Introduction

- 1.1. The requirement for every local authority to appoint a professionally qualified CSWO (CSWO) is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of a number of statutory requirements in relation to the posts, roles and duties with which local authorities must comply.
- 1.2. Local authorities have a statutory requirement to appoint a professionally qualified CSWO (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, both commissioned and directly provided. The CSWO has responsibility for overall performance improvement and the identification and management of corporate risk, insofar as these relate to Social Work Services.
- 1.3. The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. A summary report is also published annually by the Scottish Government to aid learning and the sharing of information nationally.
- 1.4. The aim of [Social Work Resources](#) is to promote social welfare and provide effective assessment, care and support to meet the needs of vulnerable people in South Lanarkshire. Within South Lanarkshire we are committed to providing responsive and accessible services, with defined standards for service provision and to supporting people to maximise their potential, maintain their independence and improve outcomes.
- 1.5. All local councils have a duty under the Social Work Scotland Act 1968 to assess a person's community care needs and, where appropriate, to arrange any services they may require. South Lanarkshire Social Work Resources, in partnership with community planning partners, voluntary organisations and independent providers, offer a range of services designed to enable, support, improve and protect the Health and Social Care of those using our services. Throughout 2017/18 Social Work Resources activities included:
 - ◆ processing over 40,000 referrals
 - ◆ providing assessment, specialist assessment and support
 - ◆ providing targeted services to vulnerable children, young people and adults
 - ◆ providing home care, day care, community support services
 - ◆ providing respite and residential services
 - ◆ enabling carers to continue in their caring role
 - ◆ assessment and monitoring the protection of vulnerable children and adults
 - ◆ supporting those subject to requirements within justice and mental health legislation
- 1.6. Social Work Resources commission a wide range of private, not for profit, voluntary sector providers. We have access to fifty four independent care homes, sixteen of which are registered to support a range of adults (learning, physical and sensory disability, mental health, addictions). We have access to eleven independent care homes from children and young people across the Council area. Additionally, we have a range of Home Care, Day Care and Supported Living providers operating across our localities.
- 1.7. As CSWO I will continue to progress our priorities of:
 - ◆ Public Protection for Children and Adults
 - ◆ multi-agency Public Protection arrangements
 - ◆ Health and Social Care Integration
 - ◆ Self-Directed Support (SDS)

- ◆ the implementation of the Community Justice model
- ◆ the requirements of the Children and Young Peoples Act 2014
- ◆ the implementation of the Carers (Scotland) Act 2016
- ◆ announced and unannounced inspections

1.8. The ongoing development of Social Work Services and our achievements rely on the continued commitment of our staff and partners both within the council and with the wide range of external partners within the community. The support and commitment of the council's Elected Members across all parties is also recognised who have been advocates for the service. I would like to thank everyone for their efforts during 2017-18 and I look forward to working together during the year ahead.

Liam Purdie
Chief Social Work Officer

Section 2

CSWO's Summary of Performance Key Challenges, developments and improvements during the year

2.1. Key Challenges

- 2.1.1. Within South Lanarkshire, Social Work Resources continue to operate against a backdrop of significant change and innovation including: financial constraints and austerity; increasing expectations of services and for services to be delivered in new ways; issues arising from the models of delivery and the complexities in the market approach to care; challenges in approaches to commissioning and procurement; changes to the welfare system, medical advances and changes in the demography profile of our people.
- 2.1.2. The Integration of Health and Social Care, the ongoing implementation of the 10 year Self-Directed Support Strategy, the Community Empowerment (Scotland) Act 2015, the redesign of Criminal Justice Services, the further implementation of the Children and Young People Act and the Carers Act and have all placed demands on Social Work Resources.

2.2. Health and Social Care Partnership

- 2.2.1. The Scottish Government has also preserved the statutory role of the CSWO within the terms of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 2.2.2. The Health and Social Care Partnership continue to work hard to deliver Health and Social Care Services which are focused on the needs of the people who use them. In South Lanarkshire, the Strategic Commissioning Plan (SCP) was approved in March 2016, covering the planning period 2016-19 and is very much seen as a plan to further the journey towards better integrated services, to support the achievement of [the nine National Health and Wellbeing Outcomes](#).
- 2.2.3. Social Work Resources play a key role in operationally delivering a number of the ambitions set out within the SCP including re-ablement, the ongoing development of integrated locality teams and supporting the most vulnerable people who may be at risk of harm.
- 2.2.4. A review of progress has taken place to sense check the existing priorities within the current plan in light of the emerging/new priorities impacting on the Partnership. This has provided a refreshed focus for the Partnership to achieve its priorities and acted as a staging post towards the full review of the Strategic Commissioning Plan which will take place in 2019.
- 2.2.5. A key focus for the Partnership is the Building and Celebrating Communities (BCC) programme. As well as making sure people are independent where possible, BCC encapsulates our overall vision by concentrating on what exists within our communities and working alongside those communities to identify what they can do to grow, thrive and improve the lives of people in South Lanarkshire.
- 2.2.6. The most recent [annual report](#) provides an overview of performance in relation to the integration functions outlined in the South Lanarkshire Integration Scheme and Strategic Commissioning Plan 2016-19.

2.3. Children and Young People (Scotland) Act 2014

- 2.3.1. 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. It introduced additional supports for children and young people who are looked after in care to ensure they have the same opportunities as other young people.
- 2.3.2. Social Work Resources together with partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare.
The Act aims to ensure that:

- ◆ children's rights influence design and delivery of policy and services
- ◆ there are improvements to the way services work to support children and young people
- ◆ the role of early years support to children, young people and their families is strengthened
- ◆ there is better permanence planning for looked after children

2.4. **Mental Health (Scotland) Act 2015**

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

2.5. **Community Empowerment (Scotland) Act 2015**

2.5.1. The Community Empowerment (Scotland) Act 2015 gave a statutory purpose for the first time to community planning – to focus on improving outcomes and tackling inequalities in outcomes – including in those communities experiencing the poorest outcomes. The Community Planning Partnership (CPPs) has produced the first [Community Plan](#) and [Neighbourhood Plans](#) which set out priorities for improvement with a view to reducing inequalities of outcomes which result from socio-economic disadvantage.

2.6. **Community Justice (Scotland) Act 2016**

2.6.1. The Community Justice (Scotland) Act 2016 provides the legislative change needed to establish the new community justice model in Scotland. 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

2.6.2. Within South Lanarkshire strategic planning and service delivery is the responsibility of the Community Justice Partnership including the third sector who have produced a local [Community Justice Outcomes and Improvement Plan 2017-22](#).

2.7. **The Carers (Scotland) Act 2016**

2.7.1. The Carers (Scotland) Act 2016 is perhaps the most important piece of legislation in supporting and continuing the commitment to carers, bringing new legal rights for carers and young carers. It redefines the meaning of carer in Scotland and there is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. The Carers Act introduces, amongst other things:

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

2.8. **Limitation (Childhood Abuse) (Scotland) Act 2016**

2.8.1. The Limitation (Childhood Abuse) (Scotland) Act 2016 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 was raised
- ◆ the act or omission to which the injuries were attributable constituted abuse
- ◆ the action is brought by the person who sustained the injuries

- 2.8.2. As part of the national Scottish Child Abuse Inquiry a Child Abuse Enquiry Working Group has been set up within South Lanarkshire by the CSWO.
- 2.9. **The Children and Young People (Information Sharing) (Scotland) Bill 2017**
- 2.9.1. The Children and Young People (Information Sharing) (Scotland) Bill changes to the information sharing provisions in Part 4 of the Children and Young People Act in response to the Supreme Court's finding and intensive engagement with stakeholders which took place in 2016. It also makes changes to Part 5 of the 2014 Act in order to keep the information sharing provisions of Parts 4 and 5 in alignment.
- 2.9.2. The Bill aims to bring consistency, clarity and coherence to the practice of sharing information about children's and young people's wellbeing across Scotland. It ensures that the rights of children, young people and parents are respected when information is shared under Part 4 (Provision of Named Persons) and Part 5 (Child's Plan) for the purpose of promoting, supporting or safeguarding children's or young people's wellbeing.
- 2.10. **The Child Poverty (Scotland) Act 2017**
- 2.10.1. The Child Poverty (Scotland) Act 2017 provides a definition of: relative, absolute, combined low income and material deprivation, and persistent poverty. It sets out child poverty targets to be met by March 2030 with interim targets to be met in the financial year beginning the 01 April 2023. The interim targets state that by 2023, of children living in households in Scotland:
- ◆ less than 18% fall within Section 3 (relative poverty)
 - ◆ less than 14% fall within Section 4 (absolute poverty)
 - ◆ less than 8% fall within Section 5 (combined low income/material deprivation)
 - ◆ less than 8% fall within Section 6 (persistent poverty)
- 2.10.2. Local authorities and Health Boards also have a duty to report annually on their activity and contribution to reducing child poverty.
- 2.11. **Developments and Improvements**
- 2.11.1. In addition to the challenges and opportunities initiated by legislation the CSWO has overseen standards and improvements in a range of Social Work activity including that linked to Care Inspectorate and other external audit activity.
- 2.11.2. A Social Work Governance Group is now established and provides assurance in relation to the delivery of safe, effective, person-centred social work practice in the delivery of its statutory duties. The group provides assurance to the Council, the Integrated Joint Board (IJB) and to staff that governance is being discharged in relation to the statutory duties and quality of care requirements. It supports localities in ensuring Social Work governance is understood and applied at a locality level.
- 2.12. **Self evaluation of the Unpaid work service**
- 2.12.1. The Unpaid Work Service is part of South Lanarkshire Council's Criminal Justice Social Work Service. The Service invited the Care Inspectorate to assist with a Progress Review in January 2018. Three phases of activity have been completed. These were:
- ◆ Phase 1: Case File Audit (Completed: 15-19 January 2018)
 - ◆ Phase 2: Self-evaluation Report, based on nine quality indicators from the [Guide to Self-Evaluation for Community Justice in Scotland](#). (Submitted: 09.02.2018)
 - ◆ Phase 3: Fieldwork, which included approximately 30 interviews, focus groups and observations of employees, service-users and key stakeholders
- 2.13. **Children and Justice Service Re-design**

- 2.13.1. The Head of Children and Justice Services and CSWO undertook a review of the current management arrangements and management structure across the Children and Justice Service. This involved two management development sessions and three workshop activities.
- 2.13.2. The new structure enhances capacity at a Service Manager level. This will result in an additional Service Manager Children and Justice Services. The additional Service Manager will increase the current management complement from three to four. This will allow the Children and Justice Service to be aligned to each locality and complement the Health and Social Care locality structure.
- 2.14. Adult Support and Protection Self Evaluation**
- 2.14.1. A joint Adult Support and Protection self evaluation was undertaken with the Care Inspectorate in advance of six national themed inspection areas the Care Inspectorate would be leading across local authorities during 2018/19.
- 2.14.2. Standards for Inspection of Children's Services**
- In 2017, the Scottish Government's child protection improvement programme set out a vision for a child protection system in Scotland that places the wellbeing of children at the heart of everything it does. As part of this review, Care Inspectorate worked with partners to develop a revised model of inspection that takes a more focused look at vulnerable children and young people. Future inspections will focus on the experiences and outcomes of children and young people in need of protection and those who are subject to corporate parenting responsibilities. Engagement and consultation with stakeholders continues as the new model, quality improvement framework and shared dataset is developed.
- 2.15. Health and Social Care Standards**
- 2.15.1. Following extensive consultation, the new Health and Social Care Standards were published by the Scottish Government in June 2017. They will be in use from April 2018 and are intended both as a tool for inspection and as a tool for improvement by organisations across Health and Social Care.
- 2.15.2. The new standards set out what individuals can expect from a wide range of services including day care for children in early years, care at home for adults, hospitals, clinics and care homes. They are aligned to human rights principles and focus on dignity and respect; wellbeing; compassion; being included; and services being responsive and supportive.
- 2.16. Realigning Children's Services Programme**
- 2.16.1. The Realigning Children's Services Programme has worked in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children. The Programme is now coming to an end in South Lanarkshire and two areas of improvement have been identified by the Children's Service Partnership based on the data; the mental health of young adults and children under the care of Social Work Resources who are looked after at home. Sub groups have been established to take this work forward and will report to the Children's Services Strategy Group.
- 2.16.2. Alongside this activity the CSWO has continued to lead an active improvement agenda within Social Work Resources and across the Partnership including:
- a) Transforming Care after Treatment (TCAT) and Lanarkshire's Cancer Strategy**
- this work has been taken forward through NHS Lanarkshire's Cancer Strategy (2013-2016) is now very firmly embedded in 'Achieving Excellence' the Healthcare Strategy for Lanarkshire. A key focus is how people in Lanarkshire affected by cancer are supported to live with, and beyond, their diagnosis. 'Achieving Excellence' clearly sets out the aim of having an integrated Health and Social Care system (a joined up approach) with a focus on prevention, anticipation and supported self-management (NHS Lanarkshire, 2017). It is the self-management aspect that has underpinned the two year Transforming Care after Treatment (TCAT) Project in Lanarkshire

- this project was local authority led with South Lanarkshire Health and Social Care Partnership working with North Lanarkshire Health and Social Care Partnership. The project supported adults affected by cancer through the use of a small individual budget to achieve 'good outcomes' after the main part of their cancer treatment had ended. The two year project ceased in October 2017
- an evaluation report has been written and the project has evaluated very well. Discussions are currently taking place in terms of how to embed the learning and sharing across the Health and Social Care workforce as well as with Third Sector colleagues

b) See Hear

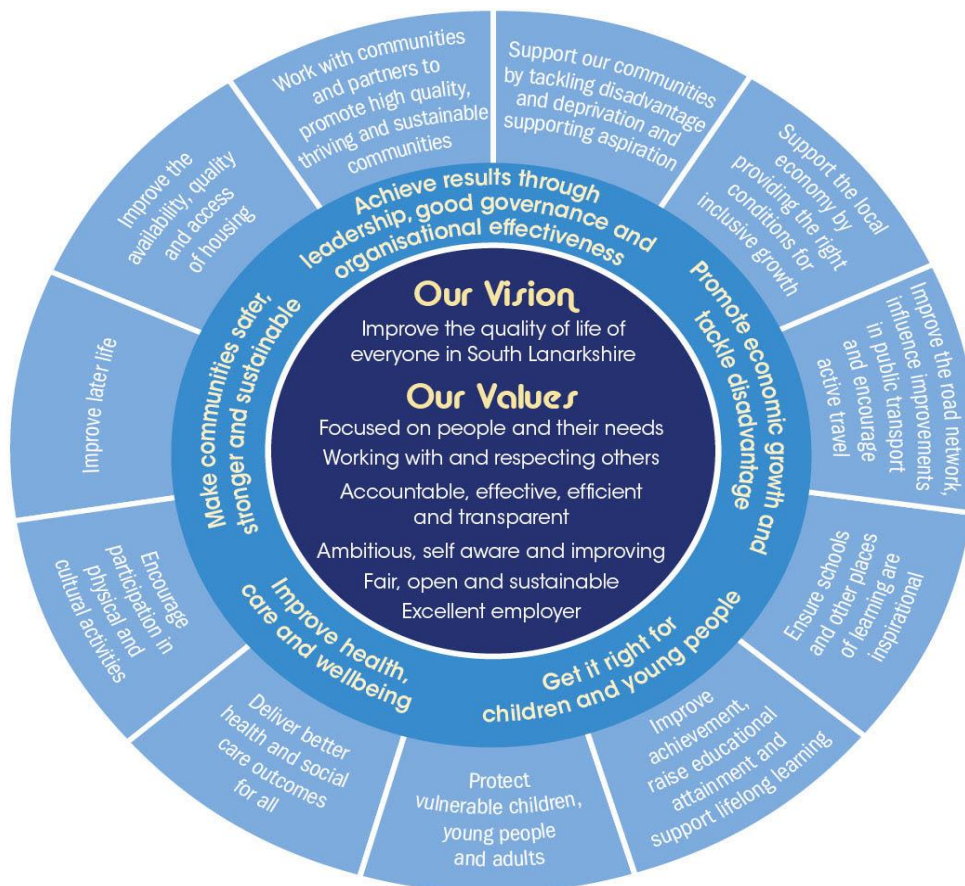
- See Hear is the National Sensory Impairment Strategy for Scotland, the first of its kind in the UK (covering 2014-2024). The framework has seven key recommendations, which aim to improve the lives of children and adults with a sensory impairment in Scotland. These recommendations are being taken forward through a multi-agency approach in South Lanarkshire, alongside the findings from local research.
- a draft action plan has been developed and a strategic multi-agency working group established (with sub-groups progressing areas of work). Quarterly progress is measured through Social Work Resources' management performance reporting system
- other details of key successes and improvements that were achieved in 2017/18 are included in Social Work Resource Plan. A link to the Resource Plan is available in the following Section 3.

Section 3

Partnership Working – Governance and Accountability Arrangements

3.1. South Lanarkshire Council

- 3.1.1. Social Work Resources is one of five Council Resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources and Housing and Technical Resources. All Resources work together in support of the Council Plan - [Connect 2017-22](#).
- 3.1.2. 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, shown below, links our Vision and Values to our 11 Objectives and to work in our wider communities and with public partners.
- 3.1.3. 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 skills for learning, life and work. This leads to better prospects and improved life chances for South Lanarkshire's young people and the economy as a whole.



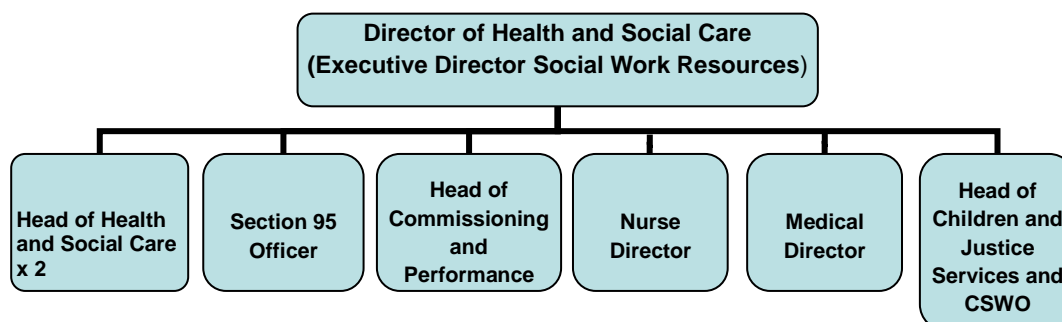
- 3.1.4. Each Resource prepares an annual Resource Plan which details the work, achievements and ongoing performance activity. Here is the link to [Social Work Resource Plan 2017-18](#)
- 3.1.5. There are 64 Council Members representing the 20 multi-member wards across South Lanarkshire. The current composition of the Council is:

Scottish Labour Party	Scottish National Party	Conservative /Unionist	Independent	Scottish Liberal Democrats Party	Independent Group	Total
17	25	14	1	1	6	64

3.2. Social Work Resources

- 3.2.1. The principle role and purpose of the Social Work Service is contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across South Lanarkshire, often meaning that many of our service users do not engage with us on a voluntary basis.
- 3.2.2. Social Work Committee deals with the majority of the business relevant to the CSWO role as well as maintaining strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups. The Committee consists of twenty six elected members.

3.3. Health and Social Care Partnership



- 3.3.1. Within the South Lanarkshire Health and Care Partnership, the Director, Health and Social Care has the additional role of the Executive Director Social Work Resources. They cannot hold the office of CSWO.
- 3.3.2. The CSWO holds the position of the Head of Children and Justice Services, is a member of the Senior Management Team (SMT) and a standing member of the IJB. The Board has eight voting members, four of whom are elected Council Members and four NHS Lanarkshire Board non-executive members. In addition, the board has representation from the third sector, independent sector, service user and carers and the trade union. Child and Family and Justice Social Work Services are not currently included in the South Lanarkshire Integration scheme and lie outside the Health and Social Care Partnership. A Performance and Audit Sub-Group assists with the governance and accountability arrangements of the Board. The key areas of work which are led by the IJB relate to:
- ◆ the approval and implementation of the strategic commissioning plan
 - ◆ the establishment of locality planning
 - ◆ the finalisation of governance and accountability arrangements
 - ◆ the production of an annual performance report

3.3.3. Each locality planning area is developing locality profiling information and looking at the priorities emerging from this which will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan.

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

3.4. Partnership Structures

3.4.1. The CSWO is a member of a number of influential decision-making forums through which they have a significant leadership role in shaping the overall strategic direction of services.

3.4.2. Key forums which the CSWO attends and influences include:

Structure	Role
Council	The CSWO attends: <ul style="list-style-type: none"> ◆ Senior Management meetings ◆ Heads of Service meetings ◆ Social Work Committee ◆ Good Governance Group ◆ Learning and Developments Board ◆ Corporate Management Team meetings (as appropriate) ◆ other Council Committees (as appropriate)
Integrated Joint Board	The CSWO; <ul style="list-style-type: none"> ◆ is a standing member of the IJB ◆ attends Health and Care Senior Management Team meetings ◆ attends Support, Care and Governance Group (Depute Chair)
Children's Services	The CSWO is a member of: <ul style="list-style-type: none"> ◆ Getting it Right for South Lanarkshire's Children (GIRSLC) Partnership Board ◆ GIRSLC Strategy Group (Chair) - which develops the Partnership's Children's Services Plan ◆ oversees the work of Children's Services Planning sub-groups for example, Corporate Parenting, Continuous Improvement Group
Public Protection	The CSWO is a member of; <ul style="list-style-type: none"> ◆ Chief Officers' Group ◆ Child Protection Committee ◆ Adult Protection Committee as required ◆ MAPPA Strategic Oversight Group (Chair on rotation)

Structure	Role
Community Planning	<p>The CSWO attends:</p> <ul style="list-style-type: none"> ◆ Community Planning Partnership Board (as appropriate) ◆ Safer South Lanarkshire Steering Group ◆ South Lanarkshire Community Justice Partnership (Chair) ◆ Lanarkshire Alcohol and Drugs Partnership (ADP) (Depute Chair)

3.5. User and Carer Engagement

- 3.5.1. Partnership working forms the foundation of Social Work Resources' approach to supporting and protecting vulnerable adults and children. Legislative duties in establishing the Health and Social Care Partnership also reinforce the importance of joint working; ultimately working towards a more seamless approach for people in receipt of services and support. This has been further reinforced by the requirements of SDS legislation and the Children and Young People (Scotland) Act 2014, which reaffirms the importance of the Getting it Right for Every Child approach.
- 3.5.2. Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work. The Participation and Involvement Strategy outlines our approach, which is built upon the eight principles of citizen leadership: [Citizen Leadership](#).
- 3.5.3. A range of tools and approaches are used to engage service users and carers at all levels within Social Work. From representation of key third sector groups within planning and decision making processes, Carers Act Programme Board and the Young Voices Group (for children and young people who are looked after and accommodated), to supporting and empowering service users and carers to identify and achieve their individual desired outcomes through the assessment, support planning and review process.
- 3.5.4. Example of participation and involvement activity in 2017/18 includes;
- ◆ the development of locality planning groups through Health and Social Care Integration
 - ◆ the autism resource coordination hub actively engaged in consulting users and carers via a three month long consultation process which took place between Sept. – Dec. 17, using survey and focus groups to capture the views of the autism community. Their comments will form the foundation of the Local Autism Action Plan 2018-23
 - ◆ IJB website has been developed to provide news information and essential links for the public, professionals and partners. The site also includes information on how to get involved in shaping local Health and Social Care Services
 - ◆ Carers Scotland Act 2016 consultation activity has been undertaken through an extensive carers survey, a consultation event and focus groups for carers and young carers
 - ◆ the development of South Lanarkshire Snakes and Ladders, a game to assist adults with learning disability to better understand the assessment and process of Self Directed Support

"When our son was first placed, our worker went above and beyond to help and support us we had a lot of contact and we couldn't fault the service"

Carer

- ◆ in partnership with the Service User and Carer Network, four carers were supported in speaking to a Mental Health Officer (MHO) seminar on their experience of being assessed to be suitable Guardians, to aid the practice of MHOs. Service users are also supported to give talks to the Under-Graduate and Masters students who are training to be Social Workers
- ◆ a Digital Passport is under development with the aim of empowering people with profound and multiple learning disabilities whose main form of communication is non-verbal
- ◆ 288 people attended the Annual Learning Disability Conference which included the topics of Human Rights, Internet Safety, bogus callers/scams, Let's Talk About Health and Digital Passports
- ◆ 692 responses to Home Care Survey which was undertaken with all users of the Home Care Service, with help for service users if required. 99% responded that quality of the Home Care Service is good or very good




- ◆ 194 people completed a Day Care attender's survey. 97% of service users rated their support plans as excellent, very good or good. 100% of service users said the care workers are excellent, very good or good
- ◆ over 100 people attended a consultation event in partnership with PAMIS (Promoting a More Inclusive Society) who support children with profound disabilities, and South Lanarkshire Health and Social Care Partnership which took place in 29 November 2017. The topics for the event included celebrating PAMIS 25th anniversary, the Carers (Scotland) Act 2016 and Self-Directed Support
- ◆ advocacy for Adults and Older People
- ◆ support and engagement with a range of carer organisations in the area that provide information and raise carer issues at local and national level



- ◆ engagement with young people and other stakeholders in relation to corporate parenting

- ◆ engagement with Young Carers
- ◆ advocacy for Children and Young People supported through the work of **Who Cares? Scotland** as a key partner in Children's Services
- ◆ engagement of children and young people in developing a young person's version of the South Lanarkshire Children's Service Plan 2017-20

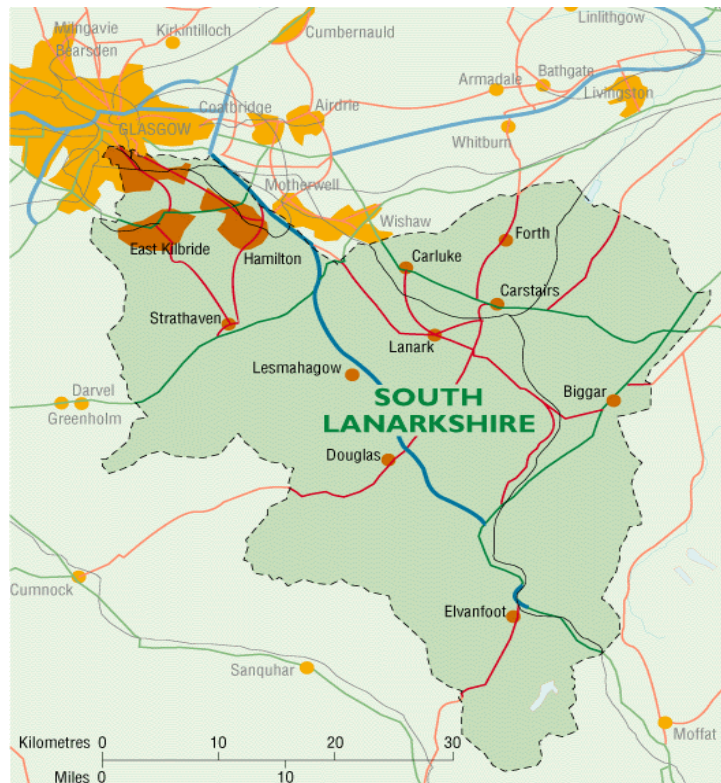


"We spoke with residents however some had difficulty expressing their views so we observed how staff interacted with them. We found the home relaxed and homely. Staff had obviously built good relationships and knew the support needs of the residents who lived there. We observed very good interactions; residents were happy and comfortable in staff company. Staff gave residents time they needed to walk around and there was no sense of hurrying anyone."

Care Inspector

Section 4

Social Services Delivery Landscape



4.1. South Lanarkshire

- 4.1.1. South Lanarkshire Council is one of the most diverse local authorities in Scotland, covering a geographical area of 180,000 hectares and a population of 317,100. Overall, this makes South Lanarkshire the fifth largest local authority in Scotland.
- 4.1.2. There are four towns in South Lanarkshire with a population in excess of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population over 1,000. These four towns form the basis of the four locality planning areas that support our Health and Social Care Partnership and are:
 - ◆ Hamilton, Blantyre and Larkhall
 - ◆ East Kilbride and Strathaven
 - ◆ Clydesdale
 - ◆ Rutherglen and Cambuslang
- 4.1.3. South Lanarkshire has been significantly affected by recession. The unemployment rate within the area has been above the Scottish average and the gap has been widening. For those in employment hourly pay is below the Scottish average. It is estimated that approximately 20,000 people in South Lanarkshire are earning less than the living wage.
- 4.1.4. There are also significant issues of deprivation within South Lanarkshire, with the most recent Scottish Multiple Deprivation Index (SMDI) showing that 62 areas in South Lanarkshire are in the 15% most deprived areas in Scotland and 21 of those areas are in the 5% most deprived areas of Scotland.
- 4.1.5. In 2016 the total population of South Lanarkshire was estimated at 316,378. This is projected to rise by 1.5% to reach 321,175 by 2026. However this rise is just over a third of the projected

population increase over this period for Scotland as a whole. For all age groups other than those under 14 years (0.9% increase) and over 65 years, the population will decline. Those over 65 years will show the most significant increase with the population of 65 to 79 year olds projected to rise by 26.1%, those aged 80 to 84 years rising by 22.4% and those aged 85 and over rising by 50%.

- 4.1.6. The health of the people of South Lanarkshire is not as good as the average for Scotland as a whole, with relatively more people in South Lanarkshire reporting that their day-to-day activity is 'limited a lot' by a health condition. South Lanarkshire residents have lower life expectancy than the Scottish average and they do not enjoy as many years of good health. This is particularly evident within communities identified as economically, socially and environmentally deprived. In the most deprived areas, poor health is a significant problem with one in four of all people saying they have a long-term health condition. Death rates for some conditions such as heart disease and stroke match the Scottish average, for others such as cancer they are above the national average.

4.2. **South Lanarkshire Social Work Resources**

- 4.2.1. The social services workforce delivers essential support every day to some of our most vulnerable people. Social Services encompass a wide range of support and services delivered by statutory, voluntary and private organisations. Services are there for people at all stages of life and in all kinds of circumstances. Whilst services are available when people need them and seek them out, it is important to recognise that many services are also required to assess and manage risk, to proactively intervene to protect people and to provide therapeutic interventions as well as care and support.
- 4.2.2. Social Work Resources employs approximately 3,000 staff and provides a broad range of In-house Services to the most vulnerable people in South Lanarkshire. This covers all client groups: children, families, adults and older people, carers and includes services for people with learning and physical disabilities, 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. Our services operate across the four main local offices together with a range of our own registered services that are matched into these localities.
- 4.2.3. In addition, Social Work Resources also has a lead partnership role in commissioning services for people who require support and recognises that positive outcomes can be achieved through partnership work with a range of agencies. Services commissioned are required to be innovative and build on the assets and strengths of individuals and communities. Social Work Resources can commission services from a range of providers and record occupancy levels for all care homes. Monitoring of all registered care services operating in the area using the Care Inspectorate data is regularly undertaken.
- 4.2.4. Social Work Resources also oversees relevant inspection reports for external providers, ensuring graded inspections, requirements and recommendations are tracked. When performance is weak a co-ordinated improvement action plan is put in place with the provider to ensure remedial action is taken. Service user placement in the service is reviewed and no new placements are made until performance has improved.

4.3. **Service delivery**

- 4.3.1. Demand for Social Work and Social Care Services continued to be high throughout 2017-18 and the main areas of activity which the CSWO oversees were:

4.4. **Adult and Older People**

- ◆ worked with 2,087 people to promote independence as part of the Supporting Your Independence approach (rehabilitation and enablement)
- ◆ provided 13,369 items of equipment to people to enable them to stay at home
- ◆ supported 2,845 carers through our two carers organisations
- ◆ at any time can support up to 252 older people with a home like environment in the Council's own residential homes and up to 1,569 older people in private or voluntary care homes
- ◆ provided Adult Support and Protection. Activity showed decreased demand this year in relation to adults under 65. We supported 814 inquiries which led to 138 investigations. For adults over the age of 65 demand increased and we supported 1151 inquiries leading to 167 investigations
- ◆ monitor local authority Welfare Guardianship Orders. Visits have been maintained at a good level over the course of the year within 94% within timescale
- ◆ monitor private Welfare Guardianship Orders. Demand remained high with 91% of visits being completed within timescale
- ◆ supported 998 people with a learning disability to live in their own communities
- ◆ worked with 5,407 adults with a physical disability who were referred to the physical disability teams
- ◆ worked with 686 individuals with a mental health problem who were referred to Community Mental Health Teams

4.5. **Children and Justice**

- ◆ protected 781 children through child protection investigations. At 31 March 2018, there were 152 children on the Child Protection Register
- ◆ prepared 561 reports for children who were supported through the Children's Hearing system
- ◆ supported 214 children and young people in foster placements on a full-time basis
- ◆ supported the 549 children who were looked after by the Council. Of these children: 271 or 49% were looked after at home; (114 of these with friends and relatives); 214 or 39% were looked after by foster carers/prospective adopters. 12% children were in residential and/or secure accommodation, 50 or 9% in the Council area, 14 or 3% in residential schools 15 or 2.7% required specialist, out of area placements to meet their needs
- ◆ supported 580 people to complete a Community Payback Order, including providing the opportunity for personal development or learning opportunities
- ◆ supported 650 individuals through providing Substance Misuse Services, following a referral for alcohol or drug misuse
- ◆ prepared 1,528 reports for the Courts

4.6. **Across all Service Areas**

- ◆ Money Matters Advice Service helped residents of South Lanarkshire to claim over £23.6m in benefits and over £4.4m in backdated payments. Over the same period Money Advisors have also helped people to deal with over £8.4m debt. The Service has four dedicated Welfare Rights Officers for Carers
- ◆ we continue to work with our Procurement Services to ensure there is sufficient market capacity for Care Homes, Home Care, Support Living, Telecare etc

Potential space for infographic?

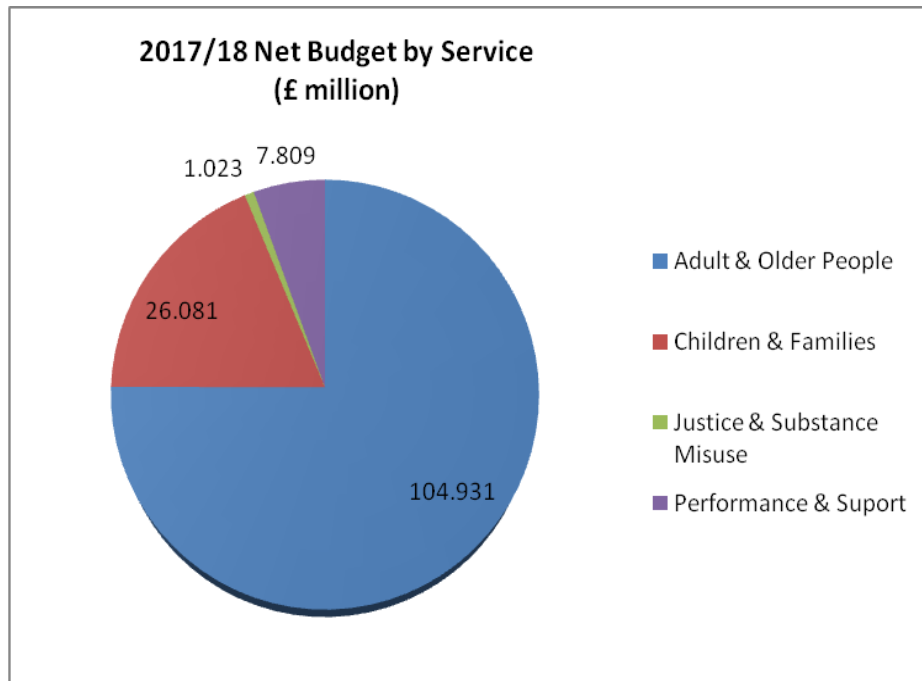
Used in similar reports eg [Childrens Services Plan Annual Report](#) and [IJB Annual Report](#)

Section 5

Resources

5.1. Finance

5.1.1. Social Work Resources had a net revenue budget of £139,844 million for 2017/18 which was allocated as follows:



5.1.2. There are a number of financial challenges which Social Work Resources has managed during the year including:

- ◆ the financial impact of demographic growth and an ageing population
- ◆ the Council's requirement to achieve ongoing savings. The target for 2017/18 being £25.721m. In a Social Work context this resulted in a savings target of £1.394m;
- ◆ service user and carer expectations

5.1.3. As the integration of Health and Social Care develops we will look to Strategically Commission Services and supports for those most vulnerable people living in our communities and how best to meet demand to:

- ◆ improve and modernise support and services
- ◆ provide better outcomes for individuals
- ◆ encourage innovation across all service providers
- ◆ achieve best value through better configuration of delivery of services and greater efficiencies
- ◆ facilitate and manage the market in a climate of changing independent and third sector providers, increased pressure on internal providers and the need to build community capacity and community resilience, for example, by self-management,
- ◆ review where to invest, re-invest or disinvest

5.2. Risk

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

- 5.2.2. Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The 2017/18 top service risks identified for the Resource are detailed below and these are reviewed and monitored on a regular basis. This aims to mitigate any increased risk/s because of changes in the micro and macro environment.

Risk Description	
1.	Reduction in Council funding, resulting in difficulties maintaining frontline services
2.	The Council is not sufficiently prepared to deliver the Integration Joint Board strategic directions set out in the Strategic Commissioning Plan 2016-19
3.	Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
4.	Procurement practice and management of contracts
5.	Information Management not subject to adequate control
6.	Potential liability arising from claims of historic child abuse

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

Section 6

Service Quality and Performance Including Delivery of Statutory Functions

6.1. Performance

- 6.1.1. Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. Social Work Resources utilise a quarterly performance and monitoring system which allows services within the Resource to assess performance against key Council and Social Work Resources objectives. Performance information is then used to inform the annual [Social Work Resource Plan](#) highlighting areas of progress and approaches to continuous improvement. The Resource Plan also identifies those areas of action where performance requires to be measured for example, Adult Support and Protection, AWI, Child Protection.
- 6.1.2. Investment into the performance management system (IMPROVe) has supported frontline Managers with real time management information. This system allows Managers to look at detailed caseload or timescales information for aspects of service such as AWI visits and the supervision of children under statutory requirements. In addition, the system allows the higher level performance measures within the Resource Plan to be tracked and measured daily. This enhances performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.
- 6.1.3. In common with other Council Resources an Internal Statement of Assurance is produced annually covering general good governance, internal controls, information governance and systems of governance and control.

6.2. Performance Monitoring

- 6.2.1. Performance Management Meeting
A quarterly performance management meeting takes place in-line with the reporting timescales of the quarterly report. Examples of performance activity, which are discussed include findings from case file audit activity, self-evaluation and the greatest Social Work risks and financial performance

6.3. Performance Scorecard

- 6.3.1. The performance scorecard within the Resource Plan has a number of measures which relate to the Council Plan. These are formally reported to the Council's Executive Committee twice a year. Any measures which have amber or red progress status are discussed within the Council's Scrutiny Forum and a Head of Service Manager from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity.

6.4. Accounts Commission

- 6.4.1. As part of their statutory responsibilities, the Accounts Commission audit public performance reporting arrangements each year to provide continuity and support progress of the Local Government Benchmarking Framework (LGBF). Social Work Resources reports a range of information to demonstrate that it is securing Best Value in providing services. Over the past three years Social Work has shown continued improvement in the collection of performance information and reporting on outcomes.

6.5. Care Inspectorate

- 6.5.1. The Care Inspectorate continue to regulate and inspect our 43 registered care services which include: eight care homes for older people; 14 Day Centres for older people; six care homes for children and young people; three Child and Family Services (Fostering, Adoption and Supported Carers); six Adult Lifestyles Centres; two Adult Community Support Services, four Home Care Services. During 2017/18, twenty nine inspections took place. The details of the Social Work Registered Care Service inspection summary is included in Appendix 1.

6.6. Gold Status as an Investor in People.

6.6.1. South Lanarkshire Council has achieved Gold Status as an 'Investor in People'.

6.7. Carer Positive Employer

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

6.8. Customer Service Excellence (CSE)

6.8.1. The CSE standard aims to make a tangible difference to service users by encouraging provider organisations to focus on their individual needs and preferences. The Award assesses services in the following areas: customer insight; culture of the organisation; information and access; delivery and timeliness and quality of service against a set standard. In addition to meeting the standard, services can be awarded "compliance plus" status which demonstrate that services exceed the standards set and are examples of national Best Practice. Social Work services for Older Peoples Residential and Day Care and Adult Mental Health Services are fully compliant in all areas of the standard and have collectively achieved the higher standard of compliance plus in 48 criteria.

Customer Service Excellence Service Area	Compliant Plus 2017/18
Adult Mental Health Services	9
Older Peoples Day Care Services	19
Older Peoples Residential Care	20

6.9. Delivery of Statutory functions

6.9.1. The CSWO is active in overseeing the quality of services and is responsible for ensuring that social work staff are appropriately trained and supported to carry out their professional and statutory duties.

6.9.2. This is undertaken in a number of ways including; regular meetings between the CSWO and Senior Managers to discuss performance and other operational issues; fulfilling corporate governance requirements through the annual Internal Statement of Assurance and overall Governance Assessment Framework with the agreement of the Chair of the Social Work Committee.

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

6.9.4. The Health and Social Care Partnership Learning and Workforce Development Board meet on a quarterly basis. Information relating to training and SSSC registration for Social Work and Social Care staff is made available as required. Self-Directed Support, Choose Life, Doorway, Welfare Reform, Children's Services (including child protection), SWiSplus systems training, Mental Health, Criminal Justice and SVQ activity all feature in the Learning and Development Board's Training Plan.

6.9.5. SDS: a co-produced assessment is now operational across Adult and Older People's Services and the Child's Plan has been amended to meet the statutory requirements of SDS. Support planning and a Carers' Support Plan are also being developed to support statutory requirements alongside the new Communication Strategy for SDS.

- 6.9.6. Identifying suitably qualified and experienced Social Workers and supporting their training and practice as Mental Health Officers to ensure sufficient numbers of appropriately qualified staff are available to the service.
- 6.9.7. The CSWO has a role in ensuring Significant Case Reviews and Significant Incident Reviews take place as required. Significant Case Reviews (SCR) are published on South Lanarkshire Council's Adult Protection Committee or Child Protection Committee's website. Learning from SCRs is crucial for staff across the Resource. Actions are agreed and taken forward as a partnership as a result of reports published.
- 6.9.8. Analysis and management of information relating to Guardianship Orders; complex balance of need, risk and civil liberties in accordance with professional standards, for example in relation to Adult Support and Protection and Child Protection guidelines; and decisions relating to the need to place children in secure accommodation and the review of such placements all fall to the CSWO.
- 6.9.9. The CSWO actively promotes continuous improvement and evidence-informed practice, including the development of person-centred services that are focussed on the needs of the service-user. The CSWO also oversees the quality of practice learning experiences for Social Work students and effective workplace assessment arrangements in accordance with the SSSC Code of Practice. This is evidenced by a strong partnership arrangement, which is in place with Glasgow Caledonian University, whereby cohorts of students are provided with placements annually across the Social Work Service. Each placement is supported by a Practice Teacher identified from the South Lanarkshire Social Work Services workforce;
- 6.9.10. The CSWO has responsibility to respond to Care Inspectorate reports and findings from local and national activity, addressing the requirements of internal and external audit and reporting on progress against outcomes and follow-up actions from this activity. This includes discussion with the Chair of Social Work.
- 6.9.11. The CSWO is represented on Social Work Scotland (SWS). SWS is the professional leadership body for the Social Work and Social Care professions. It is a membership organisation which represents Social Workers and other professionals who lead and support social work across all sectors. Membership is included from NHS, local authorities, third and independent sectors. SWS effectively, do two things: **(1)** influence and advice on the development of policy and legislation; **(2)** support the development of the Social Work and Social Care professions.

Section 7

Workforce

- 7.1. The CSWO has a key planning and leadership role in relation to workforce planning and development, both from a local authority and partnership perspective. Whilst Social Services is a diverse sector in terms of job roles, career pathways and service structures, what unifies the sector is a common set of shared values and ethics which underpins the principles of those that work in the sector.
- 7.2. Ethical awareness, professional integrity, respect for human rights and a commitment to promoting social justice are at the core of social service practice. The life changing and challenging work undertaken cannot be underestimated. This essential work is underpinned by core values. These values focus on understanding each individual in the context of family and community, supporting participation and building on the strengths of the individual and their communities to promote enablement.
- 7.3. There are also standards of conduct and practice which Social Services workers and employees must follow. It is the CSWO responsibility to ensure their staff and those of external providers adhere to these standards and are equipped to support service users.
- 7.4. The CSWO has led and helped shape capacity in the following ways;
- 7.5. **Planning**
- ◆ the CSWO supports possible successors through the CSWO Award offered by Glasgow Caledonian University
 - ◆ Social Work Resources has conducted a pilot mentoring programme which has been evaluated with positive outcomes. This programme will be developed corporately with a view to embedding a mentoring/coaching approach across the Council
 - ◆ prepare the Resource for service delivery in a Health and Social Care integrated model of care at locality levels
 - ◆ a significant number of staff are projected to reach retirement age over the next ten years, which presents a particular challenge to workforce planning. In addition ongoing restrictions on recruitment present difficulty in filling a number of vacant posts.
- 7.6. **Development**
- ◆ Health and Social Care Integration work continues and locality planning groups are established that will report into the Integrated Joint Board
 - ◆ the ongoing development of the Dementia Strategy: a pathway has been developed, which details the level of input/training required for each sector of the workforce from 'Informed' through to 'Expert'. The programme includes colleagues from other Council Resources and Health colleagues
 - ◆ the development and implementation of the Citizen Leadership approach which is outlined in the Participation and Involvement Strategy for Social Work Resources
 - ◆ supporting Frontline managers to undertake leadership training, which includes elements such as emotional intelligence, self awareness and key processes
 - ◆ a training programme which has been developed for frontline managers across residential and day care services. The programme uses a 'blended' approach to include e-learning and face-to-face inputs and makes use of the 'Step Into Leadership' tools developed by the Scottish Social Services staff
 - ◆ registration of all staff within Social Work Resources within the timescales set out by the SSSC. Where staff have conditional registrations and the achievement of appropriate qualifications is required, support is provided

- ◆ preparation for the register for Workers in Care at Home Services which opened in 2017. A significant development programme is underway to support staff to gain the required qualification
- ◆ an induction programme for newly qualified Social Workers is supported by the Learning and Development Team. Social Workers are assigned a mentor to support them in their first year of practice and they are guided through their first Post Registration Training and Learning (PRTL) before they are allowed to practice as fully qualified Social Worker
- ◆ a planned approach to the overall development of our Social Care workforce, through the Learning and Workforce Development Board, ensuring that all employees are given access to appropriate developmental opportunities. All employees within the Council receive an annual Performance Review (PDR), which includes an identification of learning and training needs. This is progressed through an employees' Line Manager and overseen by the Learning and Development Team to ensure that all employees receive the training that is appropriate to their role and function. Social Work Resources supports evidence informed practice and in developing its research culture funds a number of post-graduate courses to support staff with their learning and development

- 7.7. The Social Care workforce is one of the largest employment groups in South Lanarkshire with thousands of people working to provide a range of support within our communities. Excellent social services require a confident, dedicated and skilled workforce which is valued by employers, service users and the public.
- 7.8. Everyone in the workforce needs to feel valued and to be motivated to improve their contribution and be innovative in their practice. The CSWO needs to ensure these workers have the right skills, knowledge, values and behaviours to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent Social Services.
- 7.9. In summary a lot has been achieved within South Lanarkshire in the last year, however there remains much to do. Social Work Resources is committed to working with our partners in the third and independent sectors, other statutory services and local communities, to continue to deliver safe, effective, high quality services which meet the needs of the people of South Lanarkshire.

Liam Purdie
 CSWO
 South Lanarkshire Council
 3 September 2018

Care Inspectorate Inspection Activity 2017/18					
Care Homes					
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Canderavon House	4	n/a	n/a	4	3
David Walker Gardens	5	n/a	n/a	4	4
Dewar House	5	n/a	5	n/a	2
Kirkton House	5	n/a	5	n/a	0
McClymont House	5	6	n/a	5	0
McKillop Gardens	6	n/a	5	n/a	0
McWhirters House	4	n/a	n/a	n/a	0
Meldrum Gardens	4	6	4	3	1

Appendix 1

South Work Resources Registered Care Services

Op Day Care	Inspection Themes				
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Jenny McLachlan Centre	6	n/a	5	n/a	0
Lesmahagow NC	5	n/a	5	n/a	0
Meldrum House	5	n/a	5	n/a	0
HOME CARE	Inspection Themes				
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Clydesdale / Larkhall	4	5	5	0	
East Kilbride	4	n/a	5	0	
Hamilton / Blantyre	2	3	2	6	
Rutherglen	3	4	3	4	

Appendix 1

South Work Resources Registered Care Services

	Inspection Themes				
Adult Day Ops					
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Carl Luke Lifestyles	5	n/a	n/a	5	0
Eastfield Lifestyles (Murray Owen)	5	n/a	n/a	4	0
Stonehouse/Larkhall	5	n/a	n/a		1
Care & Support North	5	n/a	n/a	5	0
Care & Support South	5	n/a	n/a	5	0
Child and Family					
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Bardykes Road	5	n/a	5	n/a	0
Hillhouse Road	5	n/a	n/a	5	0
Hunters Crescent	4	n/a	5	n/a	0
Langlea Avenue	5	n/a	5	n/a	0
Rosslyn Avenue	2	n/a	2	2	4

Appendix 1**South Work Resources Registered Care Services**

Station Road	5	n/a	5	n/a	0
Supported Carers (Adult Placement Service)	5	n/a	n/a	5	0
Fostering Services	5	n/a	n/a	4	0
Adoption Services	5	n/a	5	5	0

Report

12

Report to:	Social Work Resources Committee
Date of Meeting:	28 November 2018
Report by:	Director, Health and Social Care

Subject:	Notification of Contracts Awarded
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide notification to Committee of all contracts awarded by Social Work Resources from 1 April 2018 to 30 September 2018 that have a value greater than £50,000

2. Recommendation(s)

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

- (1) that the details of the contracts awarded be noted.

3. Background

3.1. It is a requirement of Clause 21.8 of the Standing Orders on Contracts that details of the acceptance of all tenders above £50,000 be reported retrospectively to the relevant Committee for noting, other than those under Clause 21.3 where the award is not the lowest in a price only tender or costs exceed the approved financial provision. In these instances, a report is submitted to the appropriate Committee and subsequent authority to award is granted by that Committee. Any contract with a value in excess of £200,000 is authorised by the Executive Director, following consultation with the Chair, or, in his or her absence, the Depute Chair of the appropriate Committee, together with one ex officio Member.

4. Contract Awards

4.1. A full list of contracts covering the period 1 April 2018 to 30 September 2018 on the basis of lowest offer and/or most economically advantageous offer submitted, is provided at Appendix 1.

5. Employee Implications

5.1. Contracts management, including performance appraisal, will be undertaken by both the main service user and the Procurement Team.

6. Financial Implications

6.1. Appropriate budgetary provision is available for each of the contracts awarded.

7. Other Implications

7.1. There are no direct risks or implications for sustainability in terms of the information contained in this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy nor recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Val de Souza
Director, Health and Social Care

15 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Value: Accountable, Effective, Efficient and Transparent

List of Background Papers

- ◆ Standing Orders on Contracts

Contact for Further Information

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

Kenny Govan, Procurement Adviser

Ext: 4186 (Tel: 01698 454186)

E-mail: kenny.govan@southlanarkshire.gov.uk

Social Work Resources

Contracts Awarded by Social Work Resources over £50,000 in value

Name of Successful Tenderer/Provider	Value of Contract Awarded	Date of Award	Brief Description (include period of contract)
Various (42 External Providers)	£28.200m	01/04/18	Annual renewal of National Care Home contract with service providers.
Community Volunteers Enabling You Limited	£0.406m	01/04/18	Support Service with Befriending for Children and Young People. 1 year contract with the option to extend for a further 12 months.
Loretto Care	£0.296m	01/04/18	Intensive Outreach Service for Vulnerable Young People. 1 year contract with the option to extend for a further 12 months.
Who Cares? Scotland	£0.236m	01/04/18	Advocacy Services for Children and Young People. 1 year contract with the option to extend for a further 12 months.
Enable	£6.2m	22/07/18	Care Home Service for Adults with Complex Needs. 7 year contract with the option to extend for a further 36 months.

