

# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>7 September 2022</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resource Plan: Quarter 4 Progress Report 2021-2022</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- provide the Social Work Resource Plan Quarter 4 Progress Report 2021-22, for the period 1 April 2021 to 31 March 2022

## 2. Recommendations

2.1. The Committee is asked to note the following recommendations:-

- (1) that the Social Work Resource Plan Quarter 4 Progress Report 2021-22 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted; and
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4. of this report, be noted.

## 3. Background

3.1. The Social Work Resource Plan 2021-22 was approved by the Executive Committee on 28 April 2021 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2021-22.

3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements and provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the Priorities set out in the Council Plan Connect 2017-22.

3.3. Despite the easing of social distancing and other restrictions, the Resource continues to face a full range of challenges associated with the Covid-19 pandemic. At times during the pandemic a number of services had to be suspended or reduced due to government advice, and the Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. There was an inevitable impact on performance in some areas, with effects ongoing.

## 4. Resource Objectives 2021-22

4.1. The Resource has established a number of objectives to support the delivery of the Connect Priorities in 2021-22. These are detailed at Appendix 1.

## 5. Quarter 4 Progress Report 2021-22

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 4 Progress Report 2021-22, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

Status	Definition
Blue	Project complete
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 5.2. Measures which are classified as 'red' or 'amber' are considered in detail at section 5.4. of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and/or 'amber' measures at a future meeting. The overall summary of progress to date is as follows:-

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Status	Measures			
	Statistical	Project	Total	%
Blue	0	3	3	8%
Green	13	12	25	65%
Amber	1	0	1	3%
Red	1	0	1	3%
Report later/Contextual	2	6	8	21%
<b>Totals</b>	<b>17</b>	<b>21</b>	<b>38</b>	<b>100%</b>

(Data correct 20 January 2022)

- 5.3. Key achievements for 2021-22, to date, are noted below:

### 5.3.1.

Connect Priority	Ensure communities are safe, strong and sustainable
Resource Objective	Achievement
Make an annual saving from using recycled items as opposed to new through the joint store	Since April 2021, £267,296 has been saved for the Council through using recycled equipment over new, exceeding the annual saving target of £175,000
Provide access to timely support and interventions for people/groups who are disadvantaged	During the period 1 April 2021 to 31 March 2022, the Resource provided access to timely support and interventions with 100% of clients seen within 2 days of their Drug Testing and Treatment Orders commencing. Performance continues to exceed the 95% target.

<b>Connect Priority</b>	<b>Ensure communities are safe, strong and sustainable</b>
Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all	The Resource continues to perform well in the submission of Criminal Justice Social Work Reports to the courts within timescale. From 1 April 2021 to 31 March 2022, 99% of reports were submitted within timescales, exceeding the 95% target.
Disadvantaged people/groups are provided with access to timely support and interventions	From 1 April 2021 to 31 March 2022, 96% of drug and/or alcohol clients who were referred for treatments and/or psychosocial intervention started treatments within 3 weeks of being referred. Performance continues to exceed the 90% target.
<b>Connect Priority</b>	<b>Get it right for children and young people</b>
<b>Resource Objective</b>	<b>Achievement</b>
Care and protect vulnerable children and young people	<p>From 1 April 2021 to 31 March 2022, 82% of all children made subject to a Compulsory Supervision Order were seen within timescale, which is continued improvement during the past year.</p> <p>During the period 1 April 2021 to 31 March 2022, 82% of reports were submitted to the Scottish Children's Reporter Administration within the 20-day timescale. The Resource continues to maintain good performance in achieving the 75% target.</p> <p>The Resource continues to ensure that all looked after children and young people are cared for in the most appropriate setting, with 90% of our looked after children being cared for in a community setting as of 31 March 2022.</p>
<b>Connect Priority</b>	<b>Improve health, care and wellbeing</b>
<b>Resource Objective</b>	<b>Achievement</b>
Promote, choice, control and flexibility in social care	To date, 76% of personal outcomes were met from all reviewed Self-directed Support tailored support plans in the period 1 April 2021 to 31 March 2022.
Care and protect vulnerable adults	The Adults with Incapacity (Scotland) Act 2000 places responsibility on local authorities to visit adults on welfare guardianship and their guardians. To date, 94% of supervising officer visits for local authority welfare guardian orders, and 95% of those on private welfare guardianship orders were seen within timescale, both exceeding the 90% target.

- 5.3.2. In addition to working towards these priorities, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified under the heading Delivering the Plan and achieving Best Value.

<b>Connect Theme: Delivering the Plan and achieving Best Value</b>	
<b>Resource Outcome</b>	<b>Achievement</b>
The Council demonstrates high standards of governance and sound financial stewardship	The Resource produces a Good Governance statement annually and report to the Senior Management Team on the review of the Risk Register every 6 months and to Social Work Resources Committee annually.
The workforce has the skills, flexibility and capacity to deliver the Council's priorities	Each Social Work service area has a learning and development pathway which highlights the specific learning and development needs for individual staff. In addition to the pathways there are service priorities for all staff within Social Work. These highlight any newly required or ongoing training needs and are presented at the Learning and Development workforce planning boards. This includes inhouse training (virtual, e-learning and where necessary, classroom learning) and any externally purchased courses.

5.4. Areas for improvement

- 5.4.1 Measures that have been classified as 'red' (not on course to achieve target against timescale or major slippage) or 'amber' (minor slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required:-

<b>Ensure communities are safe, strong and sustainable</b>		
<b>Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
75% of offenders on Community Payback Order unpaid work requirement are seen within 5 working days by their case manager	In quarter 4, 70% of unpaid work requirements were inducted within timescales which shows performance is improving each quarter and is the highest percentage met since pre-pandemic. In 2021/22, 68% of requirements were inducted within timescale.	Whilst there remained challenges in quarter 4 with restricted court access and virtual custody operation, we have put in place the following action plan to address these.  1. Proactive contact at the point of sentencing by Justice Social Worker who has undertaken the court report.

Ensure communities are safe, strong and sustainable		
Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all		
Measure	Comments/Progress	Action by Manager (where applicable)
		<ol style="list-style-type: none"> <li>Enhanced recording of service users contact details for Unpaid Work (UPW) case manager to follow up contact for being seen on 5<sup>th</sup> day.</li> <li>Re-commencement of induction programme on 5<sup>th</sup> day and same day UPW start.</li> </ol>
75% of people starting their placement within 7 days of a CPO unpaid work	In quarter 4, 67% of unpaid work placements were started within timescales. In 2021/22, 65% of orders started their placement within target.	<p>Due to restrictions in ability to use UPW vans due to covid safety arrangements there have been challenges in being able to transport service users to places of work. The following action plan has been put in place to support service users undertaking their UPW in quarter 1.</p> <ol style="list-style-type: none"> <li>Re-commencement of induction programme on 5<sup>th</sup> day and same day UPW start.</li> <li>Non-attendance of service users followed up on same day by case manager with home visit to increase support and motivation.</li> <li>Increase in at base (Auchentibber) placement offered.</li> <li>Evening workshops operating 4 nights a week</li> <li>Expansion of single placements with service providers i.e Beacons.</li> <li>Promotion of Action for Children UPW service for staff to make referrals to increase opportunities for under 26 year olds to undertake bespoke placements.</li> <li>Recruitment drive to increase ability of service to have more supervisors available to take groups out on UPW. This includes the use of sessional staff.</li> </ol>

5.4.2 Part of the challenge in meeting the above targets is due to the Virtual Custodies taking place which prevents post sentence interviews to notify service users of their requirements to make contact. Measures have been implemented to try and improve this, for example, asking Social Workers at the time of the Criminal Justice Social Work reports to give information on UPW contacts in the event of an order being made, follow up contact after day of court and recording service users telephone number for unpaid work to contact them.

5.4.3 In addition, we have reviewed our processes for induction and commencement of placements. Given current restrictions not all service users are able to be placed directly on a work group. However, there is now scope for UPW at home and also starting other activity. This work will be awarded as UPW and reflected on our recording systems.

## **6. Employee Implications**

6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.

6.2. Absence statistics are monitored and reported through the Council-wide Workforce monitoring report which is presented to each Resource Committee and the Employee Issues Forum. For your information, the absence performance results as at Quarter 4 is attached at Appendix 3.

## **7. Financial Implications**

7.1. The objectives within the Resource Plan are reflected in the respective annual Resource Revenue and Capital budgets and, longer term, within the framework of the council's approved Financial Strategy.

## **8. Climate Change, Sustainability and Environmental Implications**

8.1. There are no climate change or environmental implications as a result of this report.

8.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.

## **9. Other Implications**

9.1. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

9.2 The progress detailed report contributed to the mitigation of a number of risks within the Social Work Resources Risk Register, including:

- The Council fails to meet statutory and legislative duties in respect of public protection (very high)
- The Council does not fully deliver the strategic outcomes of the Integration Joint Board as outlined in their Strategic Commissioning Plan (very high)

## **10. Equality Impact Assessment and Consultation Arrangements**

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

**Soumen Sengupta**  
**Director, Health and Social Care**

19 August 2022

**Link(s) to Council Values/Priorities/Outcomes**

- The Resource Plan has been structured upon the Vision, Values and Priorities in the Council Plan Connect 2017-22

**Previous References**

- Executive Committee of 28 April 2021

**List of Background Papers**

- Council Plan Connect 2017-22 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017: mid-term review of Connect endorsed by the Executive Committee 24 June 2020
- Social Work Resources Plan 2021-22 – approved by Executive Committee on 28 April 2021

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-  
Ciana Stewart, Planning and Performance Manager  
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**Appendix 1**  
**Social Work Resource Objectives 2021-22**

Connect Priority	Resource Objectives
<p><b>Ensure communities are safe, strong and sustainable</b></p>	<ul style="list-style-type: none"> <li>• Embed sustainable development strategy across Social Work Resources</li> <li>• Progress the Community Justice Outcome Improvement Plan</li> <li>• Provide access to timely support and interventions for people/groups who are disadvantaged</li> <li>• Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all</li> </ul>
<p><b>Promote sustainable and inclusive economic growth and tackle disadvantage</b></p>	<ul style="list-style-type: none"> <li>• Tackling poverty and deprivation</li> <li>• Strengthen engagement with service users and carers</li> </ul>
<p><b>Get it right for children and young people</b></p>	<ul style="list-style-type: none"> <li>• Care and protect vulnerable children and young people</li> </ul>
<p><b>Improve health, care and wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Deliver better health and social care outcomes for all</li> <li>• Promote good mental health and wellbeing</li> <li>• Promote, choice, control and flexibility in social care</li> <li>• Care and protect vulnerable adults</li> </ul>
<p><b>Delivering the Plan and achieving Best Value</b></p>	<p><b>Resource Objectives</b></p> <ul style="list-style-type: none"> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> <li>• Develop improvement activity and promote scrutiny</li> <li>• Improve the skills, flexibility and capacity of the workforce</li> <li>• Promote equality and the well-being of staff</li> </ul>