

# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>15 February 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resource Plan: Quarter 2 Progress Report 2022/2023</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 2 Progress Report 2022-23, for the period 01 April 2022 to 30 September 2022

## 2. Recommendation(s)

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

- (1) that the Social Work Resource Plan Quarter 2 Progress Report 2022-23, 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 2022-23 was approved by the Executive Committee on 24 August 2022 and reported to the Social Work Resources Committee on 7 September 2022. It sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2022-23.

3.2. The Resource Plan follows the agreed corporate structure and style. The Resource Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead, based on the priorities set out in the Council Plan Connect 2022-27.

3.3. Despite the easing of social distancing and other restrictions, the Council continues to face financial and other impacts resulting from Covid. 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 some effects ongoing.

3.4. Similarly, and detailed within the Risk Management Report which will be presented to Social Work Resources Committee, there are a number of very high and high risks impacting on the operational service delivery, particularly with regards to workforce, market capacity and finance. Such risks are equally important to recognise in the context of how the impact on performance and the achievement of key targets.

#### 4. Resource Outcomes 2022-23

4.1. The Resource has established a number of outcomes to support the delivery of the Connect priorities in 2022-23. To support these outcomes, the Resource has developed performance measures and an action plan. A selection of these will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2022-23, with the rest being monitored and reported at Resource level.

#### 5. Quarter 2 Progress Report 2022-23

5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2022-23, 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 '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.

5.2.1. The overall summary of progress to date is as follows:

Status	Measures			
	Statistical	Project	Total	%
Blue	0	0	0	0%
Green	11	20	31	82%
Amber	2	0	2	5%
Red	0	0	0	0%
Report later/Contextual	4	1	5	13%
<b>Totals</b>	<b>17</b>	<b>21</b>	<b>38</b>	<b>100%</b>

(Data correct 10 October 2022)

5.3. Key achievements for 2022-23, to date, are noted below:

5.3.1.

<b>Connect Priority</b>	<b>Communities and Environment</b>
<b>Resource Objective</b>	<b>Achievement</b>
Embed sustainable development strategy across Social Work Resources	Since 01 April 2022, there has been a £97k saving made towards the annual target of £175k through using recycled equipment as opposed to new through the joint store.
For those who have committed offences, safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all	On the 13/7/22, Justice Services participated in an Adult Support and Protection (ASP) World Café Event with a variety of care homes. This included a presentation on MAPPA procedures as they related to care homes with a particular focus on Environmental Risk Assessments (ERAs) to enhance knowledge of care home workers on the processes in place to risk assess service users subject to MAPPA who require residential care. It also involved a Q&A with care home staff.
Community Justice Outcome Improvement Plan is progressed	<p>To date, 100% (5 out of 5) of all clients starting a Drug Treatment and Testing Order were seen within 2 working days of their order commencing.</p> <p>To date, 270 referrals have been made for treatment for drug and alcohol clients, 252 (93%) of referrals have seen treatment starting within the 3-week timescale.</p> <p>To date, 98% (793 out of 807) of Criminal Social Work Justice reports were submitted to Court within timescales.</p>
<b>Connect Priority</b>	<b>Health and Wellbeing</b>
<b>Resource Objective</b>	<b>Achievement</b>
Progress South Lanarkshire Care Facilities Modernisation Programme	<p>Work is progressing well on our new care campus in Blantyre. 19 out of the 20-technology enabled properties are now occupied with the last property being handed over mid-October due to further adaptations being made.</p> <p>The new state of the art care unit is in the final stages of the build and with hand over to the Council at the end of October 2022 for fit out. Workstreams continue to enhance the delivery of services from the facility when ready. This will allow the unit to be operational during February 2023.</p>

	A visit was carried out with members of the Social Work Resources Committee and feedback from this was very favourable.
<b>Connect Priority</b>	<b>Children and Young People</b>
<b>Resource Objective</b>	<b>Achievement</b>
Care and protect vulnerable children and young people	To date, 90% (9 out of 10) children made subject to a new Compulsory Supervision Order have been seen within the 15-day timescale following the hearing. To date, 75% (141 out of 187) of reports submitted to the Scottish Children's Reporter Administration were sent within agreed timescales. This is despite staffing issues resulting from absence and vacancies.
Implement the Corporate Parenting Action Plan and Strategy	A dedicated young person's service has been established for young people in conflict with the law who are aged 12-18 years. This service promotes age-appropriate responses and child centred responses for children who may pose a risk of harm to others. A pan-Lanarkshire pilot aimed at reducing the criminalisation of young people in accordance with The Promise commenced in November 2022. This approach aims to retain young people in the children's hearing system and prevent them from having to appear in court.

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>
Digital and ICT services meet the needs of the Council and its customers	Contract negotiations are now complete in relation to the Social Care Case Management system, with Liquidlogic being awarded the contract. The project is now progressing to the implementation stage. A Project Plan has been established and presented to the Project Review Board. In addition, a Resource Plan has been outlined detailing all services involvement in the familiarisation, configuration sessions and user acceptance testing (UAT). To date, all milestones remain on track.

#### 5.4. Areas for improvement

Measures that have been classified as '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.

##### 5.4.1.

<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>
Percentage of people on Community Payback Orders with unpaid work requirement seen within five working days by their case manager	To date, performance for inductions is 72% (197 out of 272 orders). This is short of 75% target, although this is an improving picture from the overall performance in 2021/22 of 68%.	The main cause for inductions not commencing within timescales is non-attendance by service users, the induction meetings are being arranged and scheduled by staff within timescale. Additional measures are being taken by staff to follow up on same day with service users' non-attendance. Further work is being done to understand the reasons behind non-attendance.
Percentage of people starting their placement within seven days of Community Payback Order with unpaid work	To date, there have been 70% of orders starting unpaid work placements within 7 days (191 out of 272). This is short of 75% target, although this is an improving picture from the overall performance in 2021/22 of 65%.	The main cause for placements not commencing within timescales is non-attendance at inductions by service users. Justice Services are now introducing service users starting same day induction and placements. This supports the Community Payback policy approach of immediacy in undertaking hours. Work continues with services users to better understand the reasons behind non-attendance.

## 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 Employees Issues Forum. For your information, the absence performance results as at Quarter 2 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. The Community Plan 2017-27 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 9.2. 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.

## **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**

27 January 2023

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

- ◆ The Resource Plan has been structured upon the Vision, Values, Priorities and Outcomes in the Council Plan Connect 2022-27

### **Previous References**

- ◆ Executive Committee of 24 August 2022
- ◆ Social Work Resources Committee of 7 September 2022

### **List of Background Papers**

- ◆ Council Plan Connect 2022-27 – approved by the Council on 15 June 2022
- ◆ Social Work Resources Plan 2022-23 – approved by Social Work Committee on 7 September 2022

### **Contact for Further Information**

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

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**Appendix 1**  
**Social Work Resource Objectives 2022-23**

<b>Connect Outcomes</b>	<b>Resource Outcomes</b>
<b>Communities and Environment</b>	<ul style="list-style-type: none"> <li>◆ Social Work Resources embeds sustainable development across services</li> <li>◆ Community Justice Outcome Improvement Plan is progressed</li> <li>◆ disadvantaged people/groups are provided with access to timely support and interventions</li> <li>◆ for those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all</li> <li>◆ strengthen engagement with service users and carers</li> </ul>
<b>Health and Wellbeing</b>	<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>◆ continue to support carers good health and wellbeing alongside their caring role</li> <li>◆ care and protect vulnerable adults</li> </ul>
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>◆ care and protect vulnerable children and young people</li> </ul>
<b>Delivering the Plan and achieving Best Value</b>	<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>