

**Workforce Plan  
Social Work Resources  
2017 - 2020**

## **1. Workforce Planning – Social Work Resources**

- 1.1 The Council's Workforce Planning strategy was agreed at Executive Committee on 13 April 2016. The strategy set out the Council's approach to Workforce Planning and gave information on the South Lanarkshire Council (SLC) workforce and population. It set out the main drivers and impacts for the Council over the coming years with regard to service delivery and budgetary challenges which would impact on the workforce of the Council. The strategy was supported by a Workforce Planning toolkit and a Learn on Line Module.
- 1.2 Each service within Social Work Resources were given a range of data about their workforce to consider. The management team worked through the toolkit, using the data, tools and forms to identify the challenges and opportunities ahead. The following report is a summary of these challenges and opportunities with accompanying actions which are detailed at Section 7.
- 1.3 It should be noted that whilst the main driver across the Council, for all resources and services, is a financial one and many of the actions reflect the need to achieve efficiency savings whilst improving service delivery models. There are also areas of service expansion, re-design and development with a view to maintaining and improving the quality and standards of service with a valued workforce to support the community. The Plans also focus on succession planning and increasing capacity in a complex and changing environment.
- 1.4 The Council has been proactive in its approach to improving and modernising service delivery in times of austerity and there are a significant numbers of service specific and cross cutting reviews which reflect Workforce Planning considerations and are therefore reflected in the Action Plan at Section 7.
- 1.5 As a result of the range of review ongoing across the Council and the uncertainty which is linked to the Scottish and UK's government grant allocation timescales there are some actions which have element to be confirmed. As the Plan is reviewed on an annual basis the specific detail required with regard to these actions will be identified, recorded and implemented.

## **2. Strategic Environment : Key Challenges**

- 2.1 In May 2016 the Chief Executive led a 'Horizon Scanning' exercise attended by the Executive Directors and Heads of Service from each resource within the Council. The purpose of the exercise was to consider the strategic environment in which the Council operates and to identify the main drivers, challenges and opportunities for the Council over the next 3-5 year period.
- 2.2 The creation of the South Lanarkshire Health and Care Partnership (SLHCP) has led to a transformation of the way that resources are allocated with clearly defined priorities around delayed discharge and improved outcome and pathways for service users and patients. This has led to the creation of joint teams such as the Integrated Community Support Teams and the hospital based Discharge Teams. Workforce Planning considerations for Social Work and the Partnership will be based on a further joint data analysis and production of a joint Workforce Plan with NHS Lanarkshire for presentation to the South Lanarkshire Integration Joint Board.

### **3. Efficiency Savings and Service Reviews– 2016 – 2020**

- 3.1 Efficiency savings and service reviews have been the main drivers for change within Social Work Resources. Efficiencies have been successfully achieved in previous years. The target for 2016/17 was £4.6m and the Action Plan at Section 7 sets out how this has and will progress and link in with 2017/18 savings.
- 3.2 The efficiency savings provide an opportunity to review the way Social Work Resources provide services with significant workforce changes taking place. The savings target for 2017/18 is £0.498m and the savings were achieved by 31 March 2017. The Council's Financial Strategy 2016 -19 and beyond, sets out the direction of travel and budgetary forecasts for the period to 2019. Due to the manner in which government funding is managed it is difficult to forecast with any certainty what the position will be beyond 2019.
- 3.3 Social Work Resources have undertaken a number of efficiency reviews with reviews continuing into 2017 as follows:
- Homecare
  - Performance and Support Advice Services
  - Care Facilities
  - Day Opportunities
- 3.4 The reviews and efficiency savings present a number of challenges and opportunities which have led to the following actions being taken across the Resource:
- reduction in overall employee numbers, excluding areas of growth as funded by the Scottish Government and as required through the HSCP
  - changes to management structures
  - services remodelled in line with best practice, including use of telehealth/telecare
  - increased use of technology to support agile working and improved customer interface
  - development of existing IT systems to minimise bureaucracy by promoting self service for both managers and employees
  - centralisation of key services leading to reduction in overall floor space and economies of scale
  - review of the service provision impact as changes are implemented in other resources within the Council

### **4. Social Work Resources – key challenges**

- 4.1 The confirmed date for the registration of the home care and care and support workforces has not yet been confirmed however it is likely to be sometime in 2017. Social Work are in a strong position with a substantial number of their workforce having the required qualifications. However with over 1200 employees the registration process will be significant and will require a planned and organised approach.
- 4.2 Each service within Social Work Resources reviewed their workforce data from the period 1 April 2015 – 31 March 2016 to establish the challenges and opportunities that this presents. Each service within the Resource had different challenges and different priorities and the significant areas for consideration are summarised as undernoted:

#### 4.3 **Residential/Older People Day Care**

Residential Care – Older People Services is a predominantly female (88%) and ageing workforce – over 50% of employees over 50 which is not reflective of the overall population or service user profiles within South Lanarkshire. Turnover within residential care is 8.2% and there have been recruitment challenges, this is replicated at a national level.

4.4 The workforce profile within Older People Day Care is that of a predominantly female and ageing workforce, however the turnover is not high. The closure of two day centres to meet efficiency savings in 2015/16 meant that the expected reduction in employee numbers was managed. The wider residential and day care function continues to support the Council's commitment to the employment of modern apprentices, on average six modern apprentices are recruited annually. The development of the Council's Skills Academy should promote growth in the local market and promote care as a career of choice. There are ongoing quarterly recruitment campaigns to meet ongoing demand and it is envisaged this will continue using innovative recruitment practice. There has been a higher turnover within the residential sector due to the competitive nature of the care sector and carer development opportunities within SLC. South Lanarkshire Health and Care Partnership (SLHSCP) is looking at future models of care and housing for older people which will impact on the size and skill mix of the future Workforce Planning.

#### 4.5 **Children Residential**

Within children's residential sector retention of the management group and wider staff group has been consistent which has brought stability and continuity. The Scottish Government (2008) requested that the Scottish Social Services Council (SSSC) develop a benchmark standard for residential child care workers. The result of this is a change in the registration requirements for all residential child care workers. The new qualification requirement is that, over time, all staff in the sector will require to be qualified to SCQF level 9. There is 105 residential care staff employed in SLC. This includes 19 managers and supervisors. All staff hold the current fit for purpose registration requirements for SSSC registration. The most recent information available indicates that the change in registration requirements would be implemented from 01 October 2017. The register, though not yet confirmed, may open April 2017. The requirement is that all staff need to be registered with the new qualification by 2020. Training and backfilling of posts to undertake this task will have a financial impact as well as increased financial impact with a higher qualified workforce in order to remain competitive. This will be a significant challenge for residential child care over the next 4 years.

#### 4.6 **Homecare**

Home care is one of the largest services within social work employing over 1000 home carers only 10% of whom are male. Turnover is relatively low at 4% which is comparable with the overall council turnover of 3.1%. A particular challenge is the proportion of the home care workforce who are aged over 50 – 57%, with 15% of these employees being over age 60

4.7 The equality data indicates that there is less than 21% (68/326) of male home carers in the Resource; this is not representative of the wider SLC community.

- 4.8 The Home Care Service is also currently subject to an internal review which will impact on Workforce Planning.
- 4.9 **Registration of workforce**  
The registration and qualification requirements of the SSSC will have an impact on Residential Child Care; Care and Support and Home Care Services over a period up to 2027. All home care employees will have to be registered to SVQ level 2 as will Care and Support Services with the register opening in October 2017. All residential child care employees require to be qualified to SQF level 9 which will result in a range of costs related to funding the degree programmes, backfilling of posts if employees require to be absent from the workplace and possible job evaluation activity. Potentially some workers have up to 8 years to gain the qualification based on the implementation date and their date of re registration. The requirements are due to be implemented on 01 October 2017 for managers and supervisors and 01 October 2019 for residential workers.
- 4.10 **Fieldwork Services (Social Work)**  
Fieldwork Social Workers are a key employee group within the Resource and 27% are over age 50 with 5.8% of these employees being over age 60. In terms of gender balance only just over 20% of all Social Workers are male. Turnover within Social Workers is higher than the Council average at 6.4%. The main recruitment challenge is in attracting experienced and qualified workers and work is ongoing in terms of reviewing the balance of qualification and experience across fieldwork Social Work.
- 4.11 The challenge within the service is the retention Children and Family Social Worker where there is a high turnover rate and the balance of qualified social workers against Care Managers in recognition of the increasing requirements for Adult Protection and legislative requirements for Council Officers to be qualified Social Workers. Adults with incapacity legislation and the introduction of Self Directed Support (SDS) legislation has been supported with an additional 10 Social Worker posts and two Team Leaders being added to the establishment. These will require to be recruited to.
- 4.12 **Mental Health Officers**  
There is a national shortage in Mental Health Officers (MHO) at a national level which is further exacerbated by the age profile of the MHO workforce within the Council as 50% of employees are over the age of 50 years. This has been a traditionally hard to recruit area of work, specific recruitment in occupational journals have failed to attract the level of interest required to address the shortage. Social work has developed an internal learning and development programme to support existing staff to undertake this role. This has been recognised as best practice at a national level. The tasks, role and working patterns of the MHO post within South Lanarkshire were also reviewed following the establishment of the SLC, Out of Hours Service. This review incorporated the statutory requirement to cover the Emergency Services Out of Hours roster which combined with the addition of associated tasks resulted in an increase to the grade of the post. Further work needs to take place to redress the shortage and bring staffing numbers up to the required level.

## **5. Succession Planning**

- 5.1 There is a mixed picture across the Council with regards to succession planning. In some resources and areas of service there are no concerns with a good mix of appropriately qualified and experienced individuals to meet future demand. In other areas, there are challenges, some of which are significant, for example, in social work there is a national shortage of qualified care staff to meet the increase in demand across the care at home and care home sector. Specific actions will be developed to address these matters working in partnership with the independent and voluntary sector including the development of a skills academy which includes social care.
- 5.2 The Council is taking action across all resources to consider the impact of skills and knowledge gaps as a result of an aging workforce aligned with the need to maintain employee numbers in some areas and increase and reduce employee numbers in other areas.
- 5.3 Within social work ongoing recruitment to front line posts is a continuous activity caused by turnover and the need to maintain essential level of staffing within care settings.
- 5.4 MHOs are required to fulfil essential statutory functions. Currently South Lanarkshire is in the lower percentile across Scotland with regard to the numbers of MHO's employed. Whilst social work have taken steps to build capacity through recruitment and support for employees to undertake the MHO qualification further steps need to be taken to increase the numbers of MHO's employed within the Council.
- 5.5 There is a need to attract/'grow our own' appropriate skilled and knowledgeable candidates into services where updated/new skills are required. This covers both 'hard' skills such as technical knowledge and 'softer' interpersonal skills such as influencing, problem solving and creativity. Personal leadership across all tiers of the workforce will be an essential element in delivering modern and effective services which provide job satisfaction for employees and meet the needs of the communities of SLC.
- 5.6 These matters will be priority actions to be addressed through the development of a clear succession planning strategy and toolkit to support managers to successfully identify and develop individuals who have potential and wish to progress in their careers.

## **6. Support Services/Interdependencies**

- 6.1 There is interdependency on business administration support services and the delivery of statutory key processes in both Adults and Child Care and Justice Services. National standards in Public Protection arrangements such as Adult Protection, Child Protection and Statutory Justice Standards require an efficient and responsive business support team in order to meet statutory and legislative requirements. Social Worker's undertaking administrative tasks creates a risk in that they have less capacity to undertake their professional role in meeting national standards and in fulfilling public protection arrangements. Support staff are an essential element of other teams including home care and have a key role in supporting day to day operations. Efficiencies in admin/business support service have a direct impact in the delivery of key processes in Social Work.

## **7. Summary of overall data analysis**

7.1 In summary the emergent issues are as follows:

- there is sufficient turnover in staff numbers to achieve some of the savings
- there are a number of posts that have been filled on a temporary basis to maintain service delivery but to prepare for anticipated savings
- legislation increasing the provision of child care will lead to increased demand for suitably qualified and skilled individuals which will be a significant challenge for the Council
- higher turnover of staff combined with recruitment difficulties in specific areas such as Residential Care and Care and Support Services may cause business continuity problems if no actions are taken
- MHOs providing statutory services are in short supply within the Council and action needs to be taken to address any shortfall beyond the current "grow our own" approach
- there are a number of specialist service areas where the age profile of managers will require specific succession planning arrangements to be addressed
- the impact of increased registration and qualification requirements by the Scottish Social Services Council will impact on Social Work and forward planning will be essential to ensure requirements are met within timescales
- there are a number of areas of service where transferrable skills will be required to ensure business priorities continue to be met not just within the Council but within the HSCP
- the level of savings and efficiencies and structural challenges limit the number of opportunities for progression
- based on the overall data and information analysis Personnel Services and management teams across the Council need to work together to ensure staffing establishment information is up to date and accurate to support ongoing Workforce Planning activity
- some areas of Social Work Services have gender balance challenges such as Residential and Care at Home Services, which can be targeted but are difficult to resolve due to recruitment challenges
- there is a common issue across all resources with regard to the proportion of ethnic minority and disabled employees. Continued action to promote equal opportunities in relation to the employment of ethnic minority and disabled applicants is a key issue and work in this area is ongoing

7.2 Some actions identified within the overall plan require discussion and liaison across all Resources within the Council are outlined in the attached Action Plan. These include political and legislative requirements which impact directly on service demand and as such on the numbers and skills of current and future employees. In many instances these discussions are ongoing and will continue as actions are progressed and implemented.

7.3 The undernoted actions arose from the summary of the above data analysis and succession planning considerations. It is anticipated that these actions will be progressed by resource business partners who will co-ordinate the actions and commission the appropriate services from relevant colleagues in personnel and wider services.

## 7.4 Cross-cutting actions

Driver	Action	Responsible Person	Timescale
<b>Age Demographic</b> <ul style="list-style-type: none"> <li>- Commitment to employment of young people</li> </ul>	Consider increasing numbers of modern apprentices and traineeships	Business Partner Organisational Development and Diversity Manager	July-December 2017
<b>Skills and knowledge gap</b> <ul style="list-style-type: none"> <li>- Commitment to employment of young people</li> <li>- Recruitment challenge</li> </ul>	Introduce a graduate recruitment scheme, paid internships and support graduate placements  Develop a care academy to support internal and external (partner) recruitment	Business Partner Organisational Development and Diversity Manager	July-December 2017
<b>Skills and knowledge gap</b> <ul style="list-style-type: none"> <li>- Recruitment challenge</li> </ul>	Use Switch2 to redeploy and retrain individuals who are displaced in other areas of the workforce	Business Partner Personnel Services Manager Organisational Development and Diversity Manager	Ongoing
<b>Skills and knowledge gap</b> <ul style="list-style-type: none"> <li>- Commitment to employment of young people</li> <li>- Recruitment challenge</li> </ul>	Build on current links with colleges and universities to introduce students to the range of opportunities available across the breadth of the local authority	Business Partner Service Managers	January - December 2017
<b>Skills and knowledge gap</b> <ul style="list-style-type: none"> <li>- Recruitment challenge</li> </ul>	Consider partnership opportunities and alternative resourcing methods (eg Local Government Digital Partnership) to address hard to fill posts/skills deficits	Business Partner Head of Service	2017
Driver	Action	Responsible Person	Timescale
<b>Regulation of Workforce</b> <ul style="list-style-type: none"> <li>- Learning and development challenge</li> <li>- Resourcing challenge</li> </ul>	Develop plan to manage registration of 'care at home' workforce	Business Partner Personnel Services Manager	January-October 2017
<b>Succession Planning</b>	Develop a succession planning strategy and toolkit for managers.	Business Partner Personnel Services Manager	July-December 2017

<b>Succession Planning</b>	Review the current performance development and review process to support progression, career planning and skills development	Business Partner Personnel Services Manager	March 2017
<b>Succession Planning</b>	Review structures to meet service delivery need and to provide appropriate stepping stones for progression and promotion	Business Partner Heads of Service	Ongoing
<b>Succession Planning</b>	Further develop leadership programmes, coaching and mentoring opportunities	Business Partner Organisational Development and Diversity Manager	September 2017
<b>Equal Opportunities</b>	Review the Council's current policies around equality of opportunity and delivering a fairer future to encourage job applications from under-represented groups and break down gender stereotypes	Business Partner Organisational Development and Diversity Manager	June 2017
<b>Workforce Planning</b>	To support effective Workforce Planning, all services need to work with personnel colleagues to update and maintain establishment information.	Business Partner Service Managers Personnel Services Manager	March 2018

## 8. Team Based Mini Reviews

- 8.1 The Resource currently have a number of means of collating information similar to team based mini reviews, for example the Health and Social Care Learning and Development Board meet regularly and report to the Health and Care Management Team (HCMT) re gaps in learning and development to meet statutory requirements for safe delivery of services. Regular team meetings and use of the IMPROVE data management system also keep managers up to date re trends and priorities. Regular meetings with finance to measure demand against expenditure for growth and efficiencies also are undertaken. The service has undertaken several team based mini reviews to formally capture this information. To date there have been a number of suggestions gathered within the Resource relating to reviewing the current cover models, improvements in recruitment processes and timescales, and how best to apply the principals of maximising attendance.
- 8.2 These and many other savings suggestions will be considered in line with the Council's overall savings and Workforce Planning strategies.

## 9. Action Plan

- 9.1 The undernoted Action Plan sets out the actions for 2017 and beyond. The Plan will be reviewed on an annual basis in line with the Council's Workforce Planning timetable.

**Social Work Resources  
Workforce Plan – Action Plan  
2016 - 2020**

**Residential Care 2016– 2020**

<b>Service</b>	<b>Action</b>	<b>Budget Implication</b>	<b>Impact on staffing numbers (+/-)</b>	<b>Action to be taken</b>	<b>Responsible Person</b>	<b>Timescale</b>
<b>Residential/ Older People</b>						
Older People Residential	To consider future models of care and staffing levels in residential care homes taking account of demographic growth, higher dependency and national policy to shift the balance of care to care at home.	Reduction in spend on care home provision to be determined to be reinvested in care at home and/or future efficiency savings.  Funding sources for extra care housing to be determined.	To be identified but potential reduction in care home staff.	Review recruitment and retention practices to ensure appropriate skill mix and numbers to meet registration requirements in transitional period.  Consider future models of care provision in partnership with Housing/Health/External Partners.  Review staffing formulae in light of future care facilities/care at home models and appropriate numbers and skill mix.	Finance & Corporate Recruitment Team - ensure resources are available to meet demands of recruitment activity in transitional period.  Leads - Executive Director Social Work Resources and Executive Director Housing. Business partners - work to ensure scoping of replacement care facilities and new models of care and that appropriate strategies are in place to develop/implement the models.	Ongoing  Phase 1 scoping March 2017- December 2017  Phase 2 implementation 2017-2020

					<p>Finance team - identification of appropriate financial solutions to support reconfiguration of care home provision, including capital programme.</p> <p>Housing &amp; Technical Resources - work in partnership to develop 'age in place' of care options to replace care homes that are nearing the end of their asset life.</p>	
Residential Child Care	Review the current residential child care workforce and identify a strategy to ensure all staff are trained in the new Residential Child Care Qualification for 2017.	<p>Growth will be needed within the residential budget to backfill staff undertaking the training</p> <p>Increased qualifications will require pay grades to reflect new roles and responsibilities.</p>	105 residential staff to be trained	Scoping to undertaken with HR and Learning and Development. Timescale for training to be agreed. Contingency plans to be formulated re maintaining the delivery of services during transition.	Head of Service/CSWO	2017 - 2020

**Homecare 2016 - 2020**

<b>Service</b>	<b>Action</b>	<b>Budget Implication</b>	<b>Impact on staffing numbers (+/-)</b>	<b>Action to be taken</b>	<b>Responsible Person</b>	<b>Timescale</b>
<b>Homecare</b>						
Homecare	<p>National driver towards supporting people to live in their own homes.</p> <p>Demographic profile is growing. Ageing population with more complex health needs and higher dependency levels.</p> <p>Need to develop optimum model of service for in house Home Care Service.</p> <p>Identify most effective use of external home care provision.</p> <p>Future sizing of the workforce and skill mix to be scoped with HR.</p> <p>Financial savings to be implemented through service efficiencies and transformation of models of care</p>	Efficiency savings of £1.07m identified	Reduction in staffing levels through turnover	Phase 2 of home care review to be implemented which will determine future models of care provision	<p>Housing and Technical Resources. Home care review led by Director of Housing &amp; Technical in partnership with the full review team.</p> <p>Finance &amp; IT - implementation of mobile working and development of electronic scheduling through IT.</p>	Ongoing 2017-2020

**Social Workers 2016 - 2020**

Service	Action	Budget Implication	Impact on staffing numbers (+/-)	Action to be taken	Head of Personnel Services	March 2019
Children's and Adults.	Review the balance between qualified social work staff and Care Managers to ensure sufficient QSW's to undertake statutory duties in relation to public protection.	Rebalancing of qualifications		Review current staff group and qualifications. Scope the demand for statutory QSW responsibilities.  Review the current team structures to ensure the increased demand for qualified statutory interventions can be met with a qualified Social Work workforce.	Head of Service and HR	Phase 1 review complete April 2017 and committee approval given for additional posts  Subject to on-going review

**Mental Health Officers 2016 – 2020**

Service	Action	Budget Implication	Impact on staffing numbers (+/-)	Action to be taken	Head of Service Personnel Services	
<b>Mental Health Officers</b>	To ease the current staffing situation, with the consideration to the funding of additional MHO posts within the Resource, reference is made to the increase in AWI activity in SLC. Comparable LAs have significantly greater numbers of FTE MHO posts and with less	<b>Increased costs</b>	<b>Increase in staffing numbers</b>	Potential candidates are now being invited from the wider service to include Children and Justice Services.  Initiative to support candidates through MHO training should continue, for example, support is provided to them pre, during and post qualifying.  A selection process for interview		<b>Implemented</b>  <b>Implemented</b>  <b>Implemented</b>

	<p>recorded statutory activity over the same period. To bring SLC into line with these similar LAs and to meet current and anticipated demands, additional MHO posts would be required; allocated to localities in line with levels of statutory activity.</p>			<p>by the Local Authority is in place and should continue. This allows only those 'ready and prepared' for MHO training proceed with an application to the university.</p> <p>Additional MHO posts to be agreed and advertised.</p>		<p><b>July-December 2017</b></p>
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### PESTLE Analysis – Social Work Resources – 2016-2020

Driver	Detail	Impact -
Political	Health and Social Care Integration. Public Bodies(Joint Working) (Scotland) Act 2014	Health and Social Care integration requires transformational change across Health and Social Care Services from structural change to changing models of care through integrated teams. This will challenge the HSCP to find creative ways of managing and developing an integrated workforce and delivering on the nine national health and wellbeing outcomes.
	<p>A new Single Outcome Agreement (SOA) was agreed by the Community Planning Partnership in September 2013, the priorities are tackling poverty, early years and early intervention, economic growth and recovery, employment, health inequalities and physical activity, outcomes for older people and safer and stronger communities. This is also accompanied by a Partnership Improvement Plan (PIP) and development of LOIPS.</p> <p>Community Empowerment Bill</p> <p>Self Directed Support</p>	<p>Key Challenges include a changing population, an increasing but ageing population. Health and wellbeing is noted to be relatively poor compared to Scotland and significant health inequalities is found within SLC. SLC's rurality has seen rapid change and communities face isolation from services, job opportunities and activities.</p> <p>A range of prevention strategies have been adopted to focus priority on preventing delaying and reducing the need for care, providing anticipatory care proactive care at home.</p> <p>The Community Empowerment (Scotland) Bill extends the communities rights in a range of ways and gives community bodies more say in the decisions and services that matter to them. SDS allows people to choose how their support is provided to them giving them more choice and control in how they use their budget to Commission Care Services. SDS may have an impact on the number and type of service that Local Authorities provide in the longer term.</p>
Economic	United Kingdom and Scottish spending reviews Population changes Employment costs	<p>The Council's financial strategy sets out the possible scenarios based on assumptions about future grant funding. At the present time the Council is achieving significant efficiency savings however the burden on councils to deliver more for less is a significant challenge for the public sector.</p> <p>The increases in demographic growth continues to have an impact on demand for Social Care Services.</p>

Driver	Detail	Impact -
		The increase in employment costs has impacted on Social Work spend and on the cost of commissioning services through the implementation of the living wage.
Technological	Digital transformation	<p>Telehealth/Telecare will have an increasing role to play within the delivery of services across Social Work both care at home and Residential/Day Care Services. This will require increased budget, staff training and an improved technological environment for example, installation of Wi-Fi within care settings.</p> <p>The National Telehealth and Telecare Delivery Plan for Scotland will support the continued development of mobile technology solutions alongside a mobile workforce which will provide a more efficient and effective service and timeous outcomes for service users. The implementation of mobile working in Home Care, with all the added benefits, will be rolled out across Social Work and the broader Health and Social Care Partnership.</p>
Social	Ageing and increasing population and workforce Health Indicators Deprivation	The emergent issue around the population increased in South Lanarkshire and the projected increase in the number of older people will impact on demand for Health and Social Care. This is against evidence that the health indicators for South Lanarkshire is not as good as the average for Scotland and deprivation continues to be an issue all of which impact on increased demand for services. With an ageing workforce and increased demand for services there are challenges in how services are delivered flexibly to meet the needs of our population and the supply of the skills and labour to deliver services.
Legal	The Local Authority has a duty, through a wide range of legislate and guidance to promote social welfare and safeguard vulnerable individuals in the community. Public protection and the principles of GIRFEC for children and adults are key to all elements of service delivery. The Resource aims to deliver outcomes for service users which promote independence.	Need to meet statutory requirements and those professional requirements as laid down through regulatory bodies for example, SSSC and associated professional Codes of Conduct. Failure to do so would have significant impact on Social Work Resources and the reputational failure risk would be significant not to mention, safeguarding issues for service users.

Driver	Detail	Impact -
		<p>External regulation and inspection will continue and will record legal enforcement requirements with regard to staffing, skill mix, numbers and rotas and will require to be implemented.</p> <p>From April 2012 unjustifiable age discrimination is banned and Health and Social Care are legally required to promote age equality in their Adult Mental Health Services.</p>
	Carers (Scotland) Act was passed in February 2016	The impact of the introduction of this legislation will require to be monitored in terms of practice, staffing levels and training development needs of the workforce. South HSCP are one of the government pilot areas to implement “test of change”.
Environmental	In terms of climate change , challenge to reduce carbon emissions, reduce fuel poverty etc	The Council has a number of key policy drivers that Social Work Resources operate within.

There are also a number of other strategies and requirements which whilst not new will have an impact on service delivery:

- ❖ A route map to the 2020 Vision for Health and Social Care
- ❖ The Mental Health Strategy for Scotland (2012 – 2015)
- ❖ Careers Strategy
- ❖ Dementia Strategy
- ❖ Keys to Life (Learning and Disability Strategy)
- ❖ Transforming Care after Treatment (TCAT) and Lanarkshire’s Cancer Strategy
- ❖ A National Telehealth and Telecare Delivery Plan for Scotland
- ❖ See Hear – Sensory Impairment Strategy for Scotland
- ❖ External Regulation and Inspection