



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 06 February 2018

Dear Councillor

## **Social Work Resources Committee**

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

**Date:** Wednesday, 15 November 2017

**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.

<b>Members are reminded to bring their fully charged tablets to the meeting</b>
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Yours sincerely

**Lindsay Freeland**  
**Chief Executive**

### **Members**

#### **Members**

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

### **Substitutes**

Alex Allison, Gerry Convery, Joe Fagan, Geri Gray, Eric Holford, Graeme Horne, Ann Le Blond, Eileen Logan, Katy Loudon, Joe Lowe, Mark McGeever, 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 6 September 2017 submitted for approval as a correct record. (Copy attached)

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### Monitoring Item(s)

- 3 **Social Work Resources - Revenue Budget Monitoring** 11 - 18  
Joint report dated 22 September 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 **Social Work Resources - Capital Budget Monitoring 2017/2018** 19 - 22  
Joint report dated 11 October 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources - Workforce Monitoring - June to September 2017** 23 - 28  
Joint report dated 11 October 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 6 **Social Work Resources' Resource Plan - Quarter 2 Progress Report 2017/2018 - 1 April to 30 September 2017** 29 - 70  
Report dated 25 October 2017 by the Director, Health and Social Care. (Copy attached)

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### Item(s) for Decision

- 7 **Unpaid Work Service - Service Redesign** 71 - 84  
Joint report dated 13 October 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)

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### Item(s) for Noting

- 8 **Autism Resources Co-ordination Hub (ARCH) Update** 85 - 104  
Report dated 6 October 2017 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 9 **Self-Directed Support** 105 - 120  
Report dated 30 August 2017 by the Director, Health and Social Care. (Copy attached)
- 10 **Review of Pan Lanarkshire Justice Services** 121 - 122  
Report dated 5 October 2017 by the Director, Health and Social Care. (Copy attached)
- 11 **South Lanarkshire's Children's Services Plan** 123 - 128  
Joint report dated 24 October 2017 by the Executive Director (Education Resources) and Director, Health and Social Care. (Copy attached)
- 12 **Chief Social Work Officer Report 2016/2017** 129 - 160  
Report dated 5 October 2017 by the Chief Social Work Officer, Head of Children and Justice Services. (Copy attached)

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### Urgent Business

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### **13 Urgent Business**

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

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## **Exclusion of Press and Public**

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### **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 Paragraph(s) 5 and 14 of Part I of Schedule 7A of the Act"

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## **Item(s) for Noting**

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### **15 Scottish Historical Child Abuse Inquiry**

- Exempt information in terms of Paragraph 1 of Part I of Schedule 7A of the Act
- Exempt information in terms of Paragraph 10 of Part I of Schedule 7A of the Act

### ***For further information, please contact:-***

Clerk Name: Tracy Slater

Clerk Telephone: 01698 454185

Clerk Email: [tracy.slater@southlanarkshire.gov.uk](mailto:tracy.slater@southlanarkshire.gov.uk)



## SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 6 September 2017

### Chair:

Councillor Stephanie Callaghan

### Councillors Present:

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

### Councillors' Apologies:

Margaret Cowie, John Ross (ex officio)

### Attending:

#### Finance and Corporate Resources

C Adams, Finance Adviser; H Goodwin, Finance Manager (Resources); M Milne, HR Business Partner; A Norris, Administration Assistant; T Slater, Administration Officer

#### Health and Social Care/Social Work Resources

V de Souza, Director; B Hutchinson, Head of Health and Social Care; M Kane, Planning and Performance Manager; L Purdie, Head of Children and Justice Services

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### 1 Declaration of Interests

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No interests were declared.

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### 2 Social Work Resources - Revenue Budget Monitoring 2017/2018

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A joint report dated 7 August 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 21 July 2017 against budgeted expenditure for 2017/2018 for Social Work Resources, together with a forecast for the year to 31 March 2018.

As at 21 July 2017, there was an overspend of £0.693 million on Social Work Resources' revenue budget with a forecast of a breakeven position at 31 March 2018. The overspend was due to an increased demand for social care services.

The position would be closely monitored and consideration given to whether other underspends could assist in offsetting those pressures in the short-term. Work had been undertaken to minimise the level of overspend and develop a recovery plan.

#### The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.693 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2018 of a breakeven position be noted; and

(3) that the budget virements, as detailed in the appendices to the report, be approved.

*[Reference: Minutes of 15 February 2017 (Paragraph 3)]*

*Councillor Chalmers entered the meeting during this item of business*

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### **3 Social Work Resources - Capital Budget Monitoring 2017/2018**

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A joint report dated 1 August 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2017/2018 and summarising the expenditure position at 21 July 2017.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 15 February 2017 (Paragraph 4)]*

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### **4 Social Work Resources - Workforce Monitoring - April to June 2017**

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A joint report dated 1 August 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period April to June 2017:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 10 June 2017

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 15 February 2017 (Paragraph 5)]*

*Councillor Buchanan left the meeting after this item of business*

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### **5 Social Work Resources' Resource Plan - Quarter 4 Progress Report 2016/2017**

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A report dated 12 July 2017 by the Director, Health and Social Care was submitted on the Social Work Resources' Resource Plan 2016/2017.

Details were provided on progress made at the end of quarter 4, covering the period April 2016 to March 2017, in implementing the priority projects identified in the Resource Plan.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 23 November 2016 (Paragraph 6)]*

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## **6 Social Work Establishment in the Justice Management Team and High Risk Offenders' Team in Justice Services**

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A joint report dated 7 July 2017 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ work undertaken within Children and Justice Services to review the current management structure and associated roles and responsibilities across the Service
- ◆ proposals to increase the current staffing establishment within Justice Services

It was recognised that there was good work taking place and positive working relationships that supported the values of keeping communities safe, however, it was considered that the current structure of the Service was not flexible enough to meet the increased scrutiny and performance associated with good service delivery and development.

At its meeting on 8 March 2017, the Executive Committee approved the addition of a temporary Operation Manager post within the Justice Management Team to fulfil the requirements of supervision of staff and meet the needs of the transition into a South Lanarkshire Community Justice Partnership. Following a review, it was recommended that this post be made permanent.

The High Risk Team, which had been operational for several years, was established to manage the highest risk offenders in the community. The work of the Team was underpinned by the Management of Offenders (Scotland) Act 2005 which established Multi Agency Public Protection Arrangements (MAPPA) in Scotland.

The High Risk Team had not increased in size since its inception, however, the number of MAPPA offenders had increased from 318 to 627 since 2011. It was proposed, to add capacity and resilience to a team responsible for public protection and the management of service users posing the highest risk of harm to others, that an additional post of Social Worker be added to the Team.

Consequently, it was proposed that the following posts be added to the Social Work Resources' establishment:-

- ◆ 1 Full-time Equivalent (FTE) post of Operations Manager on Grade 4 , Level 2-5, SCP 79-88 (£37,647 to £43,085)
- ◆ 1 FTE post of Social Worker on Grade 3, Level 2-8, SCP 55-80 (£26,315 to £38,231)

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

**The Committee decided:** that 1 FTE post of Operations Manager on Grade 4, level 2-5, SCP 79-88 (£37,647 to £43,085) and 1 FTE post of Social Worker on Grade 3, Level 2-8, SCP 55-80 (£26,315 to £38,231) be added to the Social Work Resources' establishment.

*[Minutes of the Executive Committee of 8 March 2017 (Paragraph 21)]*

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## **7 Social Work Resources' Workforce Plan 2017 to 2020 - Right People, Right Place, Right Time**

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A report dated 18 July 2017 by the Director, Health and Social Care was submitted on Social Work Resources' Workforce Plan 2017 to 2020.

On 8 March 2017, the Executive Committee had agreed the Council Workforce Plan 2017 to 2020, with Resources being required to provide updates on their Workforce Plan to their respective committees.

Social Work Resources' Workforce Plan 2017 to 2020, attached as Appendix 1 to the report, was developed around the vision, values, ambitions and objectives of the draft Council Plan 'Connect' 2017 to 2022.

A forward plan had been developed to ensure that workforce planning activity was co-ordinated and progressed by appropriate officers on an ongoing basis. Details of the forward plan were provided in Appendix 2 to the report.

**The Committee decided:**

- (1) that the Social Work Resources' Workforce Plan 2017 to 2020 be agreed; and
- (2) that progress achieved on developing the Resource Workforce Action Plans be noted.

*[Reference: Minutes of the Executive Committee 8 March 2017 (Paragraph 9)]*

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## **8 New Structure/Redesign of Services**

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A report dated 24 July 2017 by the Director, Health and Social Care was submitted on the process for locality development being taken forward by the South Lanarkshire Health and Social Care Partnership (SLHSCP).

Section 29(3)(a) of the Public Bodies (Joint Working) (Scotland) Act 2014 required that each Integration Authority establish (as a minimum), 2 localities for their Partnership geographical area.

A decision was taken by the South Lanarkshire Integration Joint Board (IJB) to establish 4 localities as follows:-

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

Since the latter part of 2016, a significant amount of work had been focused on the re-design of services that supported building community capacity through the voluntary sector and carers, single points of access to services, integrated Health and Social Care teams and developing pathways of care and support that achieved the best possible outcome for the people in South Lanarkshire.

To support the transition from corporate functions to locality functions within Social Work Resources, a Transitions Manager post was endorsed as part of the structure for an interim period of 2 years to oversee the transition of Home Care and Residential and Day Care services to a locality Health and Social Care model.

There was a requirement to shift the balance of care from the Acute Sector to community based services. Localities were required to build on integrated models of care that supported transition to enablement. The component parts of the transition to enablement approach were as follows:-

- ◆ multi-disciplinary teams (Rapid Access to sustainable rehabilitation)
- ◆ rapid access to services (intermediate care)
- ◆ Discharge to Assess



- ◆ Named Contact (Care Manager)
- ◆ 'What matters to me' (person centred)
- ◆ use of technology

The programme plan would continue to be reviewed and refined to ensure that the Partnership secured fully implemented locality management arrangements and a planning model which was centred on delivering the 9 Health and Wellbeing Outcomes.

**The Committee decided:** that the report be noted.

*Councillors Burns and Watson left the meeting during this item of business*

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## **9 Urgent Business**

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There were no items of urgent business.

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## **10 Exclusion of Press and Public**

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**The Committee decided:** that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph(s) 1 and 3 of Part I of Schedule 7A of the Act.

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## **11 Social Work (Complaints Review) Sub-Committee**

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The minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 26 April 2017 were submitted together with:-

- ◆ a report dated 7 August 2017 by the Executive Director (Finance and Corporate Resources)
- ◆ a report dated 1 June 2017 by the Social Work (Complaints Review) Sub-Committee

**The Committee decided:**

- (1) that the minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 26 April 2017 be approved; and
- (2) that the recommendation of the Social Work (Complaints Review) Sub-Committee, as detailed in the Sub-Committee's report, be endorsed.

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## **12 Social Work (Complaints Review) Sub-Committee**

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The minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 23 June 2017 were submitted together with:-

- ◆ a report dated 18 August 2017 by the Executive Director (Finance and Corporate Resources)
- ◆ a report dated 3 July 2017 by the Social Work (Complaints Review) Sub-Committee

**The Committee decided:**

- (1) that the minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 23 June 2017 be approved; and
- (2) that the recommendation of the Social Work (Complaints Review) Sub-Committee, as detailed in the Sub-Committee's report, be endorsed.

# Report

Report to: **Social Work Resources Committee**  
 Date of Meeting: **15 November 2017**  
 Report by: **Executive Director (Finance and Corporate Resources)  
 Director, Health and Social Care**

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

## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ♦ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2017 to 15 September 2017 for Social Work Resources
- ♦ provide a forecast for the year to 31 March 2018.

## **2. Recommendation(s)**

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

- (1) that the overspend of £0.744m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2018, 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 2017/2018. Further reports will follow throughout the year.

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

## **4. Employee Implications**

4.1. None

## **5. Financial Implications**

5.1. As at 15 September 2017, there is an overspend of £0.744m against the phased budget. The financial forecast for the revenue budget to 31 March 2018 is a potential overspend of £2.3m.

5.2. Social Work Resources are showing an overspend of £0.744m. As previously reported, it is expected that the requirement for social care services in 2017/2018 will continue to exceed the budget available, including service areas such as Care at

Home, and continuing pressures in Children and Families for Children's placements in Residential Schools.

- 5.3. Indications continue to show that the total level of overspend for social care services may result in an overspend in the social work budget of £2.3m for 2017/2018. Work on a recovery plan is ongoing, including discussions with Health and the Integrated Joint Board, and analysing the impact on Council costs following the completion of client financial assessments.
- 5.4. The position will be closely monitored as the requirement for Home Care is difficult to predict. Whilst the current budget pressure estimate is £2.3m, this could increase should there be fluctuations from our projections.
- 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**  
**Executive Director (Health and Social Care)**

22 September 2017

**Link(s) to Council Values/Objectives**

- ◆ Accountable, Effective and Efficient

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ Financial Ledger and budget monitoring results to 15 September 2017

**Contact for Further Information**

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

Hazel Goodwin, Finance Manager

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## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 September 2017 (No.7)

## Social Work Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 15/09/17	Actual 15/09/17	Variance 15/09/17		% Variance 15/09/17	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	82,853	82,853	0	36,071	35,860	211	under	0.6%	
Property Costs	2,631	2,631	0	1,232	1,133	99	under	8.0%	
Supplies & Services	5,960	5,960	0	2,270	2,304	(34)	over	(1.5%)	
Transport & Plant	4,499	4,499	0	1,867	1,863	4	under	0.2%	
Administration Costs	1,382	1,382	0	479	576	(97)	over	(20.3%)	
Payments to Other Bodies	16,382	16,382	0	7,663	7,822	(159)	over	(2.1%)	
Payments to Contractors	85,632	85,632	0	33,724	34,696	(972)	over	(2.9%)	
Transfer Payments	533	533	0	244	316	(72)	over	(29.5%)	
Financing Charges	269	269	0	118	119	(1)	over	(0.8%)	
<b>Total Controllable Exp.</b>	200,141	200,141	0	83,668	84,689	(1,021)	over	(1.2%)	
<b>Total Controllable Inc.</b>	(60,881)	(60,881)	0	(30,523)	(30,800)	277	over recovered	0.9%	
<b>Net Controllable Exp.</b>	139,260	139,260	0	53,145	53,889	(744)	over	(1.4%)	

**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 15 September 2017 (No.7)

## Children and Families Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 15/09/17</b>	<b>Actual 15/09/17</b>	<b>Variance 15/09/17</b>		<b>% Variance 15/09/17</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	14,438	14,438	0	6,306	6,190	116	under	1.8%	1,a
Property Costs	283	283	0	210	207	3	under	1.4%	c
Supplies & Services	528	528	0	271	257	14	under	5.2%	
Transport & Plant	623	623	0	283	297	(14)	over	(4.9%)	b
Administration Costs	160	160	0	107	158	(51)	over	(47.7%)	2
Payments to Other Bodies	8,132	8,132	0	4,364	4,475	(111)	over	(2.5%)	3,b
Payments to Contractors	3,032	3,032	0	1,386	1,842	(456)	over	(32.9%)	4
Transfer Payments	520	520	0	238	307	(69)	over	(29.0%)	5
Financing Charges	14	14	0	7	8	(1)	over	(14.3%)	
<b>Total Controllable Exp.</b>	<b>27,730</b>	<b>27,730</b>	<b>0</b>	<b>13,172</b>	<b>13,741</b>	<b>(569)</b>	<b>over</b>	<b>(4.3%)</b>	
<b>Total Controllable Inc.</b>	<b>(497)</b>	<b>(497)</b>	<b>0</b>	<b>(263)</b>	<b>(357)</b>	<b>94</b>	<b>over recovered</b>	<b>35.7%</b>	<b>6,b</b>
<b>Net Controllable Exp.</b>	<b>27,233</b>	<b>27,233</b>	<b>0</b>	<b>12,909</b>	<b>13,384</b>	<b>(475)</b>	<b>over</b>	<b>(3.7%)</b>	

Variance Explanations**1. Employee costs**

This underspend is a result of vacancies and funding for the redesign of the management structure which was implemented part way through the financial year.

**2. Administration Costs**

The overspend is as a result of legal fees for children being adopted.

**3. Payments to Other Bodies**

This overspend is due to the level of demand for Kinshipcare and Throughcare services.

**4. Payments to Contractors**

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

**5. Transfer Payments**

The overspend is primarily in relation to Section 22 payments to support the welfare of young people.

**6. Income**

The over recovery of income is attributable to the recovery of costs from the Home Office in respect of services provided to unaccompanied asylum seeking children.

Budget Virements

- Transfer of centrally held funds in respect of Pay Award and Living Wage (£0.028m). Employee Costs (£0.028m).
- Budget established in relation to Unaccompanied Asylum Seeking Children. Net Effect 0: Transport and Plant £0.004m, Payments to Other Bodies £0.108m, Income (£0.112m),
- Transfer of Grounds Trading budget to Community and Enterprise Resources £0.025m. Property Costs (£0.025m).

# SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 September 2017 (No.7)

### Adults and Older People Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 15/09/17	Actual 15/09/17	Variance 15/09/17		% Variance 15/09/17	Note
	£000	£000	£000	£000	£000	£000			
<b>Budget Category</b>									
Employee Costs	56,532	56,532	0	24,604	24,590	14	under	0.1%	a
Property Costs	1,644	1,644	0	816	756	60	under	7.4%	1,b
Supplies & Services	4,920	4,920	0	1,835	1,844	(9)	over	(0.5%)	
Transport & Plant	3,525	3,525	0	1,518	1,503	15	under	1.0%	
Administration Costs	326	326	0	166	205	(39)	over	(23.5%)	
Payments to Other Bodies	7,496	7,496	0	2,984	2,981	3	under	0.1%	
Payments to Contractors	82,554	82,554	0	32,299	32,815	(516)	over	(1.6%)	2
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	38	38	0	19	21	(2)	over	(10.5%)	
<b>Total Controllable Exp.</b>	157,035	157,035	0	64,241	64,715	(474)	over	(0.7%)	
<b>Total Controllable Inc.</b>	(53,951)	(53,951)	0	(27,558)	(27,740)	182	over recovered	0.7%	3
<b>Net Controllable Exp.</b>	103,084	103,084	0	36,683	36,975	(292)	over	(0.8%)	

#### Variance Explanations

- Property Costs**  
This underspend is due to reduced consumption of gas utilities.
- Payments to Contractors**  
The overspend relates to demand for Care at Home services including home care.
- Income**  
This over recovery of income relates to income from service users following financial assessments and one off recoveries of previous year care costs.

#### Budget Virements

- Transfer of centrally held funds in respect of Pay Award and Living Wage £0.071m. Employee Costs £0.071m.
- Transfer of Grounds Trading budget to Community and Enterprise Resources £0.084m. Property Costs (£0.084m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 September 2017 (No.7)

## Justice and Substance Misuse

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 15/09/17</b>	<b>Actual 15/09/17</b>	<b>Variance 15/09/17</b>		<b>% Variance 15/09/17</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	5,142	5,142	0	2,237	2,143	94	under	4.2%	1,a,b
Property Costs	102	102	0	64	44	20	under	31.3%	
Supplies & Services	88	88	0	38	74	(36)	over	(94.7%)	2
Transport & Plant	116	116	0	55	58	(3)	over	(5.5%)	
Administration Costs	453	453	0	32	34	(2)	over	(6.3%)	
Payments to Other Bodies	514	514	0	225	279	(54)	over	(24.0%)	3,a
Payments to Contractors	46	46	0	39	39	0	-	0.0%	
Transfer Payments	6	6	0	3	3	0	-	0.0%	
Financing Charges	13	13	0	6	6	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>6,480</b>	<b>6,480</b>	<b>0</b>	<b>2,699</b>	<b>2,680</b>	<b>19</b>	<b>under</b>	<b>0.7%</b>	
<b>Total Controllable Inc.</b>	<b>(5,487)</b>	<b>(5,487)</b>	<b>0</b>	<b>(2,605)</b>	<b>(2,605)</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Controllable Exp.</b>	<b>993</b>	<b>993</b>	<b>0</b>	<b>94</b>	<b>75</b>	<b>19</b>	<b>under</b>	<b>20.2%</b>	

Variance Explanations**1. Employee Costs**

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

**2. Supplies and Services**

The overspend is in relation to costs to prevent re-offending.

**3. Payments to Other Bodies**

This overspend is due to expenditure on contracted services being higher than budgeted.

Budget Virements

- Budget realignment in relation to Criminal Justice Pay Award. Net Effect: 0: Employee Costs £0.105m, Payments to Other Bodies (£0.105m).
- Transfer of centrally held funds in respect of Pay Award and Living Wage (£0.013m). Employee Costs (£0.013m).



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 September 2017 (No.7)

## Performance and Support

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 15/09/17</b>	<b>Actual 15/09/17</b>	<b>Variance 15/09/17</b>		<b>% Variance 15/09/17</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	6,741	6,741	0	2,924	2,937	(13)	over	(0.4%)	<b>a</b>
Property Costs	602	602	0	142	126	16	under	11.3%	<b>b</b>
Supplies & Services	424	424	0	126	129	(3)	over	(2.4%)	
Transport & Plant	235	235	0	11	5	6	under	54.5%	
Administration Costs	443	443	0	174	179	(5)	over	(2.9%)	
Payments to Other Bodies	240	240	0	90	87	3	under	3.3%	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	7	7	0	3	6	(3)	over	(100.0%)	
Financing Charges	204	204	0	86	84	2	under	2.3%	
<b>Total Controllable Exp.</b>	<b>8,896</b>	<b>8,896</b>	<b>0</b>	<b>3,556</b>	<b>3,553</b>	<b>3</b>	<b>under</b>	<b>0.1%</b>	
<b>Total Controllable Inc.</b>	<b>(946)</b>	<b>(946)</b>	<b>0</b>	<b>(97)</b>	<b>(98)</b>	<b>1</b>	<b>over recovered</b>	<b>1.0%</b>	
<b>Net Controllable Exp.</b>	<b>7,950</b>	<b>7,950</b>	<b>0</b>	<b>3,459</b>	<b>3,455</b>	<b>4</b>	<b>under</b>	<b>0.1%</b>	

**Budget Virements**

- a. Transfer of centrally held funds in respect of Pay Award and Living Wage £0.018m. Employee Costs £0.018m.  
 b. Transfer of Grounds Maintenance Trading budget to Community and Enterprise Resources £0.015m. Property Costs (£0.015m).



# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>15 November 2017</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Capital Budget Monitoring 2017/2018</b>
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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 2017 to 15 September 2017

## 2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £0.405 million, and expenditure to date of £0.034 million, be noted.

## 3. Background

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

3.2. The budget reflects the approved programme for the year (as approved at Council meeting, 16 February 2017), exceptions approved during 2016/2017 and monies carried forward for projects from 2016/2017. It also includes budget adjustments approved by the Executive Committee during 2017/2018 up to and including its meeting on 8 November 2017.

3.3. The report details the financial position for Social Work Resources in Appendix A.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2017/2018 is £0.405 million. Anticipated spend to date was £0.072 million, and £0.034 million has been spent (8.40% of full budget). This represents a position of £0.038 million behind profile due to timing on spend on the projects.

## **6. Other Implications**

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

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

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

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Val de Souza**

**Director, Health and Social Care**

11 October 2017

### **Link(s) to Council Values/Objectives**

- ◆ Value: Accountable, Effective and Efficient

### **Previous References**

- ◆ Council meeting - 16 February 2017
- ◆ Executive Committee - 8 November 2017

### **List of Background Papers**

- ◆ Financial ledger to 15 September 2017

### **Contact for Further Information**

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

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## Appendix A

**South Lanarkshire Council  
Capital Expenditure 2017-2018  
Social Work Resources Programme  
For Period 1 April 2017 – 15 September 2017**

<b><u>Social Work Resources</u></b>	Budget £000	Budget b/f £000	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work	11,296	109	11,405	0	(11,000)	405	72	34
<b>TOTAL</b>	11,296	109	11,405	0	(11,000)	405	72	34



# Report

5

Report to: **Social Work Resources Committee**  
 Date of Meeting: **15 November 2017**  
 Report by: **Executive Director (Finance and Corporate Resources) and Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – July to September 2017**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for July to September 2017 relating to Social Work Resources

## 2. Recommendation(s)

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

- (1) that the following employment information for July to September 2017 relating to Social Work Resources be noted:-
- ◆ attendance statistics
  - ◆ occupational health
  - ◆ accident/incident statistics
  - ◆ discipline, grievance and dignity at work cases
  - ◆ analysis of leavers and exit interviews

## 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 July to September 2017.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for September 2017 was 5.1%, which represents an increase of 0.3% when compared to the previous month and is 1.1% higher than the Council-wide figure. Compared to September 2016, the Resource absence figure has increased by 0.4%.

Based on the absence figures at September 2017 and annual trends, the projected annual average absence for the Resource for 2017/2018 is 5.2%, compared to a Council-wide average figure of 4.2%.

For the financial year 2017/2018, the projected average days lost per employee within the Resource equates to 10.8 days, compared with the projected average figure for the Council of 8.8 days per employee.

**4.2. Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 378 referrals were made this period, a decrease of 55 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 37 accidents/incidents recorded within the Resource this period, an increase of 12 when compared to the same period last year.

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

There were 21 disciplinary hearings held within the Resource this period, a decrease of 8 when compared with the same period last year. There were 2 grievance hearings, an increase of 1 when compared to the same period last year. There was 1 Dignity at Work hearing held within the Resource this period, an increase of 1 when compared with the same period last year.

**4.5. Analysis of Leavers (Appendix 2)**

There were 49 leavers in the Resource this period, an increase of 9 when compared with the same period last year. Exit interviews were held with 6 of these 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**

11 October 2017



**Link(s) to Council Values/Objectives**

- ◆ Accountable, effective and efficient
- ◆ Fair and open
- ◆ Self aware and improving
- ◆ Excellent employer
- ◆ People focused
- ◆ Working with and respecting others

**Previous References**

- ◆ Social Work Resources – 5 September 2017

**List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

**Contact for Further Information**

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

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

APT&C				Manual Workers				Resource Total				Council Wide			
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018
April	5.0	4.8	5.0	April	4.2	6.6	5.6	April	4.8	5.4	5.2	April	3.8	4.3	3.9
May	4.8	5.3	4.9	May	4.5	6.9	4.1	May	4.7	5.8	4.6	May	3.9	4.4	4.2
June	3.9	5.2	5.3	June	4.3	6.2	4.6	June	4.0	5.5	5.1	June	3.5	4.1	3.9
July	3.9	5.0	4.8	July	4.0	5.7	4.9	July	4.0	5.3	4.8	July	2.9	3.3	3.0
August	4.0	4.8	4.9	August	4.0	5.4	4.7	August	4.0	5.0	4.8	August	3.3	3.6	3.2
September	3.5	4.3	5.0	September	5.3	5.3	5.2	September	4.0	4.7	5.1	September	3.8	4.1	4.0
October	3.9	4.7		October	4.8	5.6		October	4.2	5.0		October	4.1	4.4	
November	4.4	5.1		November	6.0	5.4		November	4.9	5.2		November	4.7	4.9	
December	4.3	5.6		December	5.5	6.1		December	4.7	5.8		December	4.7	4.9	
January	4.4	5.5		January	5.7	5.5		January	4.8	5.5		January	4.6	4.5	
February	5.2	5.8		February	6.2	4.8		February	5.5	5.4		February	5.0	5.0	
March	5.3	5.6		March	7.2	4.8		March	5.9	5.3		March	5.2	4.7	
Annual Average	4.4	5.1	5.2	Annual Average	5.1	5.7	5.1	Annual Average	4.6	5.3	5.2	Annual Average	4.1	4.4	4.2
Average Apr-Sep	4.2	4.9	5.0	Average Apr-Sep	4.4	6.0	4.9	Average Apr-Sep	4.3	5.3	4.9	Average Apr-Sep	3.5	4.0	3.7

No of Employees at 30 September 2017	1852	No of Employees at 30 September 2017	1063	No of Employees at 30 September 2017	2915	No of Employees at 30 September 2017	15048
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For the financial year 2017/18, the projected average days lost per employee equates to 10.8 days.

APPENDIX 2		
SOCIAL WORK RESOURCES		
	Jul-Sep 2016	Jul-Sep 2017
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	167	119
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	38	30
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	145	160
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	68	54
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	15	15
<b>TOTAL</b>	433	378
CAUSE OF ACCIDENTS/INCIDENTS	Jul-Sep 2016	Jul-Sep 2017
Specified Injuries*	1	0
Over 7 day absences	0	1
Minor	8	6
Near Miss	1	4
Violent Incident: Physical****	10	22
Violent Incident: Verbal*****	5	4
<b>Total Accidents/Incidents</b>	25	37
*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	Jul-Sep 2016	Jul-Sep 2017
Total Number of Hearings	29	21
Total Number of Appeals	5	0
<b>Time Taken to Convene Hearing Jul-Sep 2017</b>		
0-3 Weeks 11	4-6 Weeks 5	Over 6 Weeks 5
<b>RECORD OF GRIEVANCE HEARINGS</b>	Jul-Sep 2016	Jul-Sep 2017
Number of Grievances	1	2
Number Resolved at Stage 2	1	0
Still in Progress	0	2
<b>RECORD OF DIGNITY AT WORK</b>	Jul-Sep 2016	Jul-Sep 2017
Number of Incidents	0	1
Still in Process	0	1
<b>ANALYSIS OF REASONS FOR LEAVING</b>	Jul-Sep 2016	Jul-Sep 2017
Career Advancement	0	1
Moving Outwith Area	1	1
Travelling Difficulties	1	0
Childcare/caring responsibilities	0	1
Other	0	3
<b>Number of Exit Interviews conducted</b>	2	6
<b>Total Number of Leavers Eligible for Exit Interview</b>	40	49
<b>Percentage of interviews conducted</b>	5%	12%



# Report

6

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>15 November 2017</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resources' Resource Plan - Quarter 2 Progress Report 2017/2018 – 1 April to 30 September 2017</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Quarter 2 Progress Report 2017/2018 for the period 1 April to 30 September 2017 against the Social Work Resources' Resource Plan

## 2. Recommendation(s)

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

- (1) that the Quarter 2 Progress Report 2017/2018, attached as Appendix 2, be noted; and
- (2) that the achievements made by the Resource to date, as detailed in paragraph 5.3 of this report, be noted.

## 3. Background

- 3.1. The draft Social Work Resources' Resource Plan 2017/2018 sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2017/2018.
- 3.2. The Resource Plan follows an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the draft Council Plan Connect 2017 to 2022.
- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan, and the Local Outcomes Improvement Plan (LOIP), as well as being complemented by the details of individual service, business and other plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, partnership ambitions, objectives and priorities at all levels.

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

#### **4. Resource Objectives 2017/2018**

- 4.1. The Resource has established a number of objectives to support the delivery of the draft Connect objectives in 2017/2018. These are detailed in Appendix 1.

#### **5. Quarter 2 Progress Report 2017/2018**

- 5.1. Progress against all 2017/2018 Resource Plan measures is contained in the Quarter 2 Progress Report 2017/2018, 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:

<b>Status</b>	<b>Definition</b>
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. These will be reported when available
Contextual	These are included for "information only", to set performance information in context

- 5.2. Measures which are classified as 'red' are considered in detail at paragraph 5.4. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' or 'amber' measures (where they relate to Resource or Connect priorities) at a future meeting. The overall summary of progress to date is as follows:

<b>Status</b>	<b>Measures</b>	
	<b>Number</b>	<b>%</b>
Green	92	82
Amber	3	3
Red	0	0
To be reported later/Contextual	17	15
<b>Totals</b>	<b>112</b>	<b>100%</b>

- 5.3. Key achievements for 2017/2018 are noted below:

<b>Connect Objective: Improve Services for Older People</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Support the development and implementation of integration arrangements for Adult Health and Social Care Services for older people	Locality operational structures have been agreed and Locality Managers appointed. A Locality Management Group has now been set up to look at other models of integration moving forward. Locality Core Groups are meeting on a weekly basis to develop resources (mapping existing resources within communities and identifying gaps) within localities.

<b>Connect Objective: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Protect vulnerable children and young people	Social Work Resources continues to monitor the level of Child Protection activity and this remains fairly consistent across localities. There were 191 Child Protection investigations undertaken across the service during Quarter 2 compared with 176 in Quarter 1. Neglect is the main reason for abuse with 40.3% (77), having increased from 25% in Quarter 1 followed by Emotional Abuse 26.7% (51), Physical Abuse 20.4% (39) and Sexual Abuse 5.7% (11) which has decreased from 14.2% in Quarter 1.
Protect vulnerable adults	In Quarter 2, there was a total of 70 local authority welfare guardianship visits undertaken, with 97% (68) being completed on time.

<b>Council Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Support the implementation of the six additional Integrated Joint Board (IJB) Directions for 2017/18	<p>There has been significant progress against the six additional IJB directions as follows:</p> <ol style="list-style-type: none"> <li>1) There is a full project plan with associated milestones to implement all aspects of primary care transformation, including a new General Medical Practitioner (GMS) contract.</li> <li>2) The modernisation of care at home services is progressing well, with a number of areas successfully implemented including mobile working and a new contract with the external sector.</li> <li>3) Trajectories with associated improvement actions have now been developed and approved by the IJB for unscheduled care.</li> <li>4) The locality planning model continues to be developed, with all four localities now established and Integrated Health and Social Care Locality Managers appointed.</li> <li>5) Work continues to develop new models of care for bed based resources as part of the ambition to shift the balance of care from acute/residential settings to community based alternatives.</li> </ol>

	6) The Health and Social Care Partnership has been central to the development of the LOIP particularly the health and care section of the LOIP.
Implement the actions detailed within the Health and Social Care Delivery Plan	Draft trajectories have been prepared for the big six integration measures and presented to both the NHS Board and also Integration Joint Board. The service redesign required to support the achievement of the trajectories is part of an evolving and developing process. A full driver diagram outlining the contribution of each input/service redesign to the reduction of 48,000 unscheduled bed days has been prepared and has been provisionally agreed, subject to further detailed work with regards to each initiative. This has now been presented and approved by both the Audit and Performance Sub Committee and IJB.

<b>Council Objective: Collaborate with partners and communities to promote high quality, thriving communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Implement the Community Justice Outcome Improvement Plan embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	The Community Justice Partnership has held its monthly meeting in June. A report was presented to the Community Planning Partnership in August. The first annual conference of the Community Justice Partnership was held in September. A full report of the conference event will be drafted.

<b>Council Objective: Tackle disadvantage and deprivation, and support aspiration</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Tackling poverty and deprivation	The Resource continues to contribute to the Tackling Poverty Programme Board (TPPB) agenda, with reports provided from our Money Matters/Financial Inclusion Teams. The social work Parenting Assessment Capacity Team (PACT) receive funding to support vulnerable families. Six monthly reporting is currently underway in relations to PACT.

<b>Delivering the plan and achieving best value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Develop improvement activity and promote scrutiny: Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale. In this Quarter we have had four inspections with a total of five requirements and five recommendations. One Children's home; one Care Home for older People; one Care and Support Service and one Home Care Service.



**5.4. Areas of improvement**

- 5.4.1. There have been no measures that have been classified as “red” (major slippage against timescale or shortfall against target).

**6. Employee Implications**

- 6.1. The objectives and priorities noted within the Resource Plan inform service action plans, where applicable, and in turn the performance development and review process for individual employees.

**7. Financial Implications**

- 7.1. The objectives and priorities within the Resource Plan are reflected in the respective Resource revenue and capital budgets for 2017/2018 and, longer term, within the framework of the Council's approved Financial Strategy.

**8. Other Implications**

- 8.1. 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.
- 8.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

**9. Equality Impact Assessment and Consultation Arrangements**

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

**Val de Souza**

**Director, Health and Social Care**

25 October 2017

**Link(s) to Council Values/Objectives**

- ◆ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the draft Council Plan Connect 2017 to 2022

**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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## Appendix 1

### Resource Objectives 2017/2018

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

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

## **Social Work Resources**

# improve

### **Resource Plan**

**Performance Report 2017-18**

**Quarter 2 : April 2017 - September 2017**

(This represents the cumulative position to September 2017)

## How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – are we on course to achieve?  
The “traffic light” codes are:

**Green**

Achieved, or due to achieve with no issues

**Amber**

There may be problems or minor slippage

**Red**

Not on course, major slippage anticipated

Measures which are to be reported later or which are “for information only” are not colour coded

### Develop a sustainable Council and communities

Provide services and infrastructure which help local communities to become more sustainable

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2009/10	2010/11	2011/12
	Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes)	This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three).	Green	1.3	0.3	1.3	1.2	1.2
	Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above)	This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three).	Green	40.0%	44.1%	40.1%	38.2%	40.5%
Introduce new waste management services to reduce waste and increase recycling	Project for treatment facilities progressed by March 2013	A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution.	Amber	---	---	---	---	---
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding	Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works.  Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012	Green	---	---	---	---	---
	Preparation of prioritised 5 year programme of flood protection / management projects by March 2013	Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared.	Green	---	---	---	---	---
	Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012	Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November.	Green	---	---	---	---	---

Statistics for the current year. The **Target** shows what we want to achieve by the end of the year. The **To Date** column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Summary - number of measures green, amber and red under each Council Plan objective/theme

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
<b>Improve services for older people</b>	<b>10</b>				<b>10</b>
<b>Protect vulnerable children, young people and adults</b>	<b>26</b>			<b>1</b>	<b>27</b>
<b>Deliver better health and social care outcomes for all</b>	<b>15</b>				<b>15</b>
<i>Improve the quality, access and availability of housing</i>					
<i>Improve road network, influence improvements in public transport and encourage active travel</i>					
<b>Collaborate with partners and communities to promote high quality, thriving and sustainable communities</b>	<b>21</b>	<b>2</b>		<b>1</b>	<b>24</b>
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
<b>Tackle disadvantage and deprivation, and support aspiration</b>	<b>1</b>				<b>1</b>
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<i>Encourage participation in physical and cultural activities</i>					
<b>Delivering the plan and achieving best value</b>	<b>19</b>	<b>1</b>		<b>15</b>	<b>35</b>
<b>Total</b>	<b>92</b>	<b>3</b>	<b>0</b>	<b>17</b>	<b>112</b>

**Improve services for older people****Support the development and implementation of integration arrangements for adult health and social care services for older people**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
In partnership with NHS Lanarkshire, support the development and implementation of integration arrangements for adult health and social care services	Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board	Performance is being reported through the Performance and Audit Sub Committee(PAC) and the Integrated Joint Board (IJB). The Partnerships first Annual Performance Report will be presented to the IJB at the 30 October meeting.	Green	---	---	---	---	---
	Report on the SMT workstream plan to the Senior Management Team on a monthly basis	Senior Management Team (SMT) Workstream meetings now established regularly on a monthly basis. This covers a programme of work which aims to transform/redesign services. There are currently 12 themes within the plan which have been identified by the Director of Health and Social Care and wider stakeholder engagement. Each workstream is led by a Head of Service, the full programme plan with milestones is being supported by a Programme Manager. Where possible this will link into existing groups and forums. Additional workstreams may be added which would benefit from a programme management approach.	Green	---	---	---	---	---

**Improve services for older people****Support the development and implementation of integration arrangements for adult health and social care services for older people**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Support the development and implementation of the locality planning model	Locality operational structures have been agreed and Locality managers appointed. A Locality Management Group has now been set up to look at other models of integration moving forward. Locality core groups are meeting on a weekly basis to develop resources (mapping existing resources within communities and identifying gaps) within localities.	Green	---	---	---	---	---
	Develop and implement locality profiles for each of the four localities to assist with the locality planning process	We have now finalised locality profiles for each of the four localities. This will allow us to see how the data differs from one locality to another. The purpose of these profiles will be to open up discussion in determining where the issues lie for each individual locality. Further to the profiles there is more detailed information on the NEXUS Health and Social Care Strategic Needs Platform, which all Locality Core Group (Management Team) members have access to.	Green	---	---	---	---	---



**Improve services for older people****Improve services to support older people to live in their homes and communities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Following the multi-agency inspection of older people continue to improve outcomes for people to live in their own homes and communities for as long as possible	Take forward improvement actions arising from the multi-agency inspection of older people	The Improvement Plan arising from the multi agency inspection is progressing well. There were 44 measures designed around the 9 improvement themes, from these measures, 36 are now complete with the remaining 8 progressing well.	Green	---	---	---	---	---
Work in partnership to reshape the balance of care for older people enabling them to live in their homes and community for as long as possible	Build on current successful services by developing and commissioning flexible models of intermediate care	As part of the overall approach to intermediate care, work has been completed to map out the existing pathway and service gaps. From this, a number of areas have been developed including reablement, step down beds within residential care and Hospital at Home. Further work is now being undertaken to consider how existing inputs such as off-site acute beds within Stonehouse and Udston hospitals can be utilised to support intermediate care models. In addition to this, the Integrated Community Support Team approach continues to be strengthened with the appointment of Advanced Nurse Practitioners (ANPs), who are now in post and currently undergoing advanced training to provide additional/expert support within community settings.	Green	---	---	---	---	---
	Strengthen the links between the Integrated Community Support Teams (ICSTs) and Hospital at Home	As per the intermediate care update, Integrated Community Support Team and Hospital at Home form a key part of approaches to step up and step down intermediate care.	Green	---	---	---	---	---



**Improve services for older people****Improve services and support to enable adults and older people to maximise their independence**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme	There were 967 referrals to the SYI programme to date. 669 of these referrals were carried through to completion. with 132 (30%) referrals stopped or suspended due to a range of reasons (eg: person admitted to long-term care, end of life care, person admitted to hospital).	Green	-----	70.0%	0.0%	0.0%	0.0%

**Promote good health and wellbeing in later life**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by locality	Currently Older Peoples Service have 1316 day care places available across 13 units every week. At the end of Quarter 2 (week commencing 11 September 2017) there were 887 (67% ) places occupied. The number of vacancies at the end of Quarter 2 was 429 (33%)	Green	-----	67.0%	0.0%	0.0%	0.0%
	Develop the Intermediate Care Model within Older People's Day Care Services	An Intermediate Care Model has been developed with the evaluation of the pilot being presented to Senior Management Team (SMT) in October 2017.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Protect vulnerable children, young people and adults living in our communities**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Monitor vulnerable children, young people and adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Home Care	ESWS received to date 33,871 calls to its service. Of these calls 26,296 (78%) came to the service via its home care line.	Green	-----	26,296	0	0	0
	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services	To date ESWS received 205 Adult referrals and 128 Older Person referrals. ESWS carried out 7 visits to these service groups.	Green	-----	635	0	0	0

**Protect vulnerable children, young people and adults****Protect vulnerable children, young people and adults living in our communities**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services	To date ESWS dealt with 807 referrals relating to Childcare.ESWS commenced Child Protection activity on 109 children, and carried out 77 visits to this service group.	Green	-----	807	0	0	0
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers	To date ESWS received 52 requests for an MHO, with 18 MHO visits taking place.	Green	-----	52	0	0	0

**Protect vulnerable children and young people**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	There were 367 child protection investigations undertaken across the service to date.	Green	-----	367	519	731	712
Maximise the support offered to children on the Child Protection Register	Report to the Child Protection Committee Quality Assurance Sub-Group on tests of change regarding core group self-evaluation	The new South Lanarkshire Child Protection Committee (SLCPC) Self Evaluation Strategy and Activity Programme has strengthened its approach to quality assurance to include all child protection activity in a new scrutiny process. This is monitored by the SLCPC Management Information and Quality Assurance Sub Group and reported quarterly to the SLCPC	Green	---	---	---	---	---

**Protect vulnerable adults**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	To date there have been 443 adult support and protection inquiries in relation to adults under age 65 leading to 35 investigations and 2 protection plans being progressed.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Protect vulnerable adults**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	To date there have been 585 adult support and protection inquiries in relation to adults over 65 years of age leading to 33 investigations and 6 protection plans being progressed.	Green	---	---	---	---	---
Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there was a total of 131 local authority welfare guardianship visits due with 92% (120) being completed on time.	Green	90%	92%	95%	88%	91%
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there was a total of 1242 Private Welfare Guardianship visits due with 1104 completed on time (90%).	Green	90%	90%	86%	83%	87%

**Getting it right for children in need**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Continue to implement the GIRFEC approach to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a CPO	To date there have been four young people receiving a community payback order in 2017/2018. Three of these young people were seen within one week of receiving their CPO	Green	-----	75%	86%	71%	81%
Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments identified in the Action Plan	The six core commitments continue to be addressed. The Corporate Parenting Group met in September and agreed the final draft of the first Corporate Parenting Annual Report. The work of the Corporate Parenting Group will be presented at a Senior Managers Event to be held early October.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Getting it right for children in need**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Implement Self Directed Support for Children in Need	Report six monthly to the Children and Justice Service Management Team on progress of Self-directed support (SDS) within Child and Family Services	Six weekly meetings held with Team Leaders and Locality Managers to progress Self-directed Support (SDS) within Child and Family Services. IT requirements for the child's support plan and carer's support plan are being progressed. Exercise being undertaken to inform structure of banding. SDS training delivered to Child and Family Service workers and Team Leaders. Development of initial screening assessment of community/family capacity in relation to low level need is being undertaken.	Green	---	---	---	---	---
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	The Young Carer's Service will take account of Scottish Government Guidance in relation the new Act. Views have been provided to Scottish Government on various elements of the Act. The Young Carer's Service has reviewed it's assessment tool and updated this to ensure that a GIRFEC approach is taken and the possible requirements as stipulated by the Act in relation to the Young Carer's Statement is included. Work is on going through the Carer's Strategy Group to consider preparedness for implementation. Awareness raising and training is also being considered as part of this.	Green	---	---	---	---	---
Review the whole system approach to youth justice across the service	The Whole Systems Approach (WSA) Task and Finish Group will be established and will develop a youth justice risk assessment tool for every child charged with an offence	Youth Justice Strategy group have overview and currently we have identified the YLS/CMI and the LSCMI as the general risk assessment tool. We are currently looking at more specialist risk assessment tools that would support staff addressing intervening and monitoring higher risk cases.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Getting it right for every looked after child**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health completed within 28 days	Baseline data on notification continues to be collated from information provided by localities.	Green	---	---	---	---	---
Improve support for looked after children	Percentage of children seen by a supervising officer within 15 days	To date 33 children have been seen by a supervising officer within 15 days. Target exceeded (100%)	Green	95.0%	100.0%	92.0%	99.0%	100.0%
Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days	To date 219 reports out of 258 were submitted within timescale of reports were submitted within timescale. This figure is a decrease on the previous quarter and falls below target of 75%. During this period a number of localities have experienced acute staffing difficulties.	Green	75.0%	85.0%	81.0%	83.0%	88.0%
In light of the Children and Young People (Scotland) Act 2014 to review the current approach to aftercare and continuing care as per part 10 and 11 of the Act	Report six monthly to the Children and Justice Service Management Team meeting on the status of the review	A comprehensive report on the impact of part 10 (aftercare) and part 11 (continuing care) of the Act has been submitted to the Chief Social Work Officer with an options analysis, and a hybrid model of planning, support and accommodation for eligible young people has been developed including costs. This is an action from the South Lanarkshire Corporate Parenting Strategy and Action Plan 2015-17.	Green	---	---	---	---	---
To develop Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to Children and Justice Management Team six monthly regarding the Single Integrated Tailored Assessment	Children and Justice Services Management Team are advised on the progress of regular meetings scheduled with IT Services to develop a prototype of the proposed new assessment framework.	Green	---	---	---	---	---
Provide tailored training to team leaders and social workers on the National Risk Assessment Framework	Feedback evaluation from training September 2017	All Social Work Team Leaders in Child and Family Services have been trained in the National Risk Assessment Framework. Further training is scheduled for Child and Family social workers in October, November and December.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Embed getting in right for every child**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Continue to implement GIRFEC approach	Report on the progress of the implementation of GIRFEC in relation to the Children and Young People (Scotland) Act 2014, to the Children and Family Management Team and the Executive Board	The Scottish Government are still considering their position in relation to the implementation of the Act. This has significantly delayed the introduction of the Named Person scheme with no date being given for the eventual implementation. Issues surrounding Information Sharing are still being discussed and will potentially have an significant impact on how the Act is finally implemented. Locally, the SLC GIRFEC Implementation Group has been suspended until further clarification is received and a more formal position adopted by the Government.	Report Later	---	---	---	---	---
Develop and implement a Transition Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Provide quarterly reports on the progress of the Transition Planning Protocol	A joint transitions document compiled by Children and Family Services and Adult Services had been endorsed by the Social Work Governance Group. An 'All User' e mail was subsequently sent from the Chief Social Work Officer to all Social Work staff highlighting the joint protocol. With the start of the new school term discussions will be planned with Education colleagues regarding the early identification of those young people not known to Social Work Resources.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Improve services to support adults to live in their homes and communities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	Following a review of service-users' care and support needs, changes have been made to 12 service-users' care packages as stated in the last quarter but there are 22 care packages to review in total. Work continues to progress with timescales in place to review the care and support needs of the remaining 10 service-users. A further update will be given in the next quarter.	Green	---	---	---	---	---

**Strengthen partnership working, community leadership and engagement**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Provide governance and leadership to ensure professional standards and key performance indicators are met in accordance with local and national policies and procedures	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	<p>The Social Work Service Annual report was completed in June 2017 and will be presented to The State Hospital Senior Management Team for approval at the October meeting. The Report will also be shared with SLC Governance Group.</p> <p>The electronic sharing of patient information between both TSH and SLC has been developed, approved and phase 1 launched on 11 September.</p> <p>Finalising the Keeping Children Safe Policy is the next priority that is being progressed for completion December 2017/January 2018.</p>	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Strengthen partnership working, community leadership and engagement**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Evidence the use of the Realigning Children's Services data to improve services	Report six monthly to the Children and Justice Services Management Team on developments	The Realigning Children's Services Programme has produced a final report. Two main themes coming from the report are: Young Women's Mental Health and Looked after children at home. Focussed work will be identified to explore these issues.	Green	---	---	---	---	---
To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions	The Continuous Improvement Groups continues to address the Quality Indicators and has a work programme taking this forward. Self evaluation activity across the partnership is ongoing.	Green	---	---	---	---	---



**Deliver better health and social care outcomes for all****Deliver better health and social care outcomes for all**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement the actions detailed within the Health and Social Care Delivery Plan	Develop trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care	Draft trajectories have been prepared for the big 6 integration measures and presented to both the NHS Board and also Integration Joint Board. The service redesign required to support the achievement of the trajectories is part of an evolving and developing process. A full driver diagram outlining the contribution of each input/service redesign to the reduction of 48,000 unscheduled bed days has been prepared and has been provisionally agreed, subject to further detailed work with regards to each initiative. This has now been presented and approved by both the Audit and Performance Sub Committee and Integration Joint Board	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Deliver better health and social care outcomes for all**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Support the implementation of the 6 additional Integrated Joint Board (IJB) Directions for 2017/18	Provide progress reports to the IJB in relation to the 6 Directions as follows: Home Care; Care Pathways; Locality Planning; Demand within Emergency Care Planning; Primary Care Transformation; Local Outcome Improvement Plans	<p>There has been significant progress against the 6 additional IJB directions as follows:</p> <p>1) There is a full project plan with associated milestones to implement all aspects of Primary Care Transformation, including a new General Medical Practitioner (GMS) contract</p> <p>2) The modernisation of care at home services is progressing well, with a number of areas successfully implemented including mobile working and a new contract with the external sector</p> <p>3) Trajectories with associated improvement actions have now been developed and approved by the IJB for unscheduled care</p> <p>4) The locality planning model continues to be developed, with all four localities now established and Integrated Health and Social Care Locality Managers appointed</p> <p>5) Work continues to develop new models of care for bed based resources as part of the ambition to shift the balance of care from acute/residential settings to community based alternatives</p> <p>6) The Health and Social Care Partnership has been central to the development of the Local Outcomes Improvement Plan (LOIP), particularly the health and care section of the LOIP.</p>	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Deliver better health and social care outcomes for all**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Improve care after treatment for people recovering from cancer within South Lanarkshire	Take forward the actions of the "Living with and Beyond Cancer" workstream and the two year (2015-2017) Transforming Care After Treatment (TCAT) Project	<p>The 'Living with and Beyond Cancer' workstream held a series of 'healthy living' events in Quarter 2. Information packs (at the point of diagnosis) are being trialled across specific tumour groups. The new Libraries and Leisure Project is progressing well with a Project Manager and a project team now in place.</p> <p>The TCAT Individual Budgets Project evaluation is complete (Lanarkshire wide). Project data has been received from Edinburgh Napier University and the project looks to evaluate really well. A report is being written in Quarter 3 and will go to project sponsors for approval.</p>	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Promote mental health across the lifespan**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement Government Strategies eg Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at quarter 2 and quarter 4	The Resource continues to work on a range of National Strategies. The See Hear (Sensory Impairment) Strategy has taken on a local focus with the publication of local research which looked at the experience of sensory impaired individuals. An action plan to take the recommendations forward from this research is being developed. The resource continues to address the Mental Health Strategy ensuring we recruit and retain MHO's. The Mental Welfare Commission undertook some consultation work in terms of our advocacy provision for adults and children with mental health issues and requiring advocacy.	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Promote mental health across the lifespan**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia	<p>In quarter 2 staff attended the following training:</p> <p>Enhanced Level Dementia Workshop, 29 August 2017 = 8 attendees</p> <p>Enhanced Level Dementia Workshop, 29 September 2017 = 8 attendees</p> <p>Dementia Skilled Level Strategy Training, 11 &amp; 12 September 2017 = 15 attendees</p> <p>A training plan has been approved. Further training has been planned from September 2017-March 2018.</p>	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Promote mental health across the lifespan**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy	There are 27 Mental Health Officers (MHOs) based across the Community Mental Health Teams; two who are part time. In addition there are four MHO staff at The State Hospital, five Team Leaders who are qualified MHOs and one Staff Development Officer who is a MHO (all of whom operate as MHOs at different percentages of their full time posts). There is also a MHO based within the Children and Families Service, though her MHO role is not yet fully established. There are four MHO trainees due to qualify in 2018.  Three MHOs have left this year and two are due to retire next year.	Green	---	---	---	---	---
Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	The Mental Health (Scotland) Act 2015 and associated regulations mainly came into effect on 30th June 2017. A Code of Practice is awaited but a workshop was delivered by South Lanarkshire Council Legal Services on 13th September 2017 to Mental Health Officers to raise awareness in relation to their new duties. There are changes to statutory paperwork and to the duties of Mental Health Officers in terms of timeframes, report writing and storing of information. Amendments are in progress to SWIS as a result.	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Promote choice, control and flexibility in social care**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Implement the requirements of the Self-directed Support Act	Carers Module is developed and tested in line with the duties stipulated in the Carers (Scotland) Act 2016 working to the Scottish Government's implementation date of April 2018	The initial review of the Carers Enablement Plan specification (Adult Carer Support Plan) has been completed by IT colleagues. This will be developed and tested in line with the new duties in the Carers (Scotland) Act 2016. Guidance on the Carers (Scotland) Act is still awaited.	Green	---	---	---	---	---
	Support Planning Module is further refined and tested before full implementation in 2018	In Quarter 2 further revisions were made to the support plan (working closely with IT colleagues). User Acceptance Testing (UAT) continues with staff in relation to the support plan (L15) and the co-produced assessment (L10). Staff training will continue throughout 2017.	Green	---	---	---	---	---
	Develop a reporting system to capture a range of Self-directed Support activity	Reporting mechanisms are being reviewed to tie in with Scottish Government requirements supporting the revised Social Care annual return.	Green	---	---	---	---	---
	Report on the number of people who are self directing their support	In Quarter 2, 326 people were in receipt of a Direct Payment (option 1). This compares to 281 in the last quarter. There were 59 service-users using an Individual Service Fund (option 2). Self-directed Support comprises of four funding options. Option 3 relates to Council arranged services and option 4 allows for a mixture of funding options.  Option 3 remains the preferred option for service- users in South Lanarkshire and reflects the national position.	Green	-----	-----	-----	-----	1,540

**Deliver better health and social care outcomes for all****Support carers in their caring role**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire 2012-17	South Lanarkshire is a pilot site for the implementation of the new Carers (Scotland) Act. In Quarter 2 a far reaching carers and young carers consultation was undertaken. Results are due in in Quarter 3. The findings will shape the priority areas in the Carers Strategy and the resulting action plan. The new strategy will be completed in draft format in October 2017 in line with the pilot deadline set by The Scottish Government.	Green	---	---	---	---	---
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>To date outcomes for carers, supported by dedicated Welfare Rights officers were:</p> <p>Number of new cases: 505  Weekly benefits: £47,374  Backdated benefits: £427,695  Annual benefits: £2,891,137</p> <p>To date, outcomes for people supported by the local Money Matters teams were:</p> <p>Number of new cases: 2968  Weekly benefits: £242,943  Backdated benefits: £2,193,311  Annual benefits: £14,826,347  New debt dealt with: £4,391,884</p>	Green	-----	505	195	271	1,010



**Deliver better health and social care outcomes for all****Support carers in their caring role**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Strategy Group to take forward the duties contained within the Act	The Carers' Strategy Group is now working towards the implementation of the new Carers (Scotland) Act. A Programme Board has also been established to take forward the Carers (Scotland) Act. A new Carers Strategy for South Lanarkshire is nearing completion (in draft form) and a carers' event is planned in Quarter 3 in the Banqueting Hall, which will also provide the opportunity to consult with carers. This will ultimately help to shape the action plan.	Green	---	---	---	---	---
	Establish a Programme Board for the implementation of the Carers (Scotland) Act	The first meeting of the Programme Board took place in Quarter 2 and regular, four weekly meetings are now in place to assign and monitor areas of work to take forward in relation to the Act.	Green	---	---	---	---	---

**Collaborate with partners and communities to promote high quality, thriving and sustainable communities****Embed sustainable development strategy across Social Work Resources**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	1072 recycled items provided a saving over new of £79,887.52. In the same period 77 recycled stairlifts were installed with a saving of £63,260	Green	-----	1,072	1,465	2,252	2,498

**Collaborate with partners and communities to promote high quality, thriving and sustainable communities****Embed sustainable development strategy across Social Work Resources**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Contribute to Council's sustainability work	Develop and report on local initiatives involving service users which contribute to the Council's sustainability agenda	The resource continues to contribute to the Climate Change Compliance Improvement Plan in relation to our resource use of energy, fuel consumption, and waste management arrangements. Use of the home care mobile application solution has reduced the use of paper. Continued use of EDRMS has reduced the use of paper and printing requirements.	Green	---	---	---	---	---
Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014/15)	Report at year end	Report Later	2%	-----	0%	0%	2%
Implement the Climate Change Duties Compliance Improvement Plan	Implement Actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	The resource continues to contribute to the Climate Change Compliance Improvement Plan in relation to our resource use of energy, fuel consumption, and waste management arrangements.	Green	---	---	---	---	---

**Provide access to timely support and interventions for people/groups who are disadvantaged**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Support people affected by substance misuse	Percentage of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	The total number of referrals for drug/alcohol treatment to date was 329 across all four localities. 320 people or 97% of referrals did start treatment within the 3 weeks of referral.	Green	100%	97%	100%	100%	100%

**Collaborate with partners and communities to promote high quality, thriving and sustainable communities****Provide access to timely support and interventions for people/groups who are disadvantaged**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Continue to raise awareness of the impact of domestic abuse	Continue to monitor and analyse trends in referral activity through Domestic Abuse	To date 2787 SWIS entries were created in respect of Domestic Abuse referrals. As referrals are created in respect of victim, perpetrator and children involved, this equated to over 600 individual incidents. All referrals were screened, and only 95 SWIS entries required to be passed to local office teams for further action, with the vast majority being dealt with by the Social Work Reception Team.	Green	---	---	---	---	---
Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within localities	Women hub services are now well established and utilised in all localities .	Green	---	---	---	---	---
Health and Social Care Services contribute to reducing health inequalities	Develop an anticipatory care programme to provide health checks for vulnerable people	Through the Keep Well programme targeted anticipatory health checks are being offered to people affected by homelessness, members of the traveling community, people involved in the justice system and people from minority ethnic backgrounds. A small dedicated team of nurses and health care support workers link directly with GP practise to identify individuals who would benefit from the programme.	Green	---	---	---	---	---

## Collaborate with partners and communities to promote high quality, thriving and sustainable communities

### Implement the Community Justice Outcome Improvement Plan

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	The community Justice Partnership have held its monthly meeting in June. A report was presented to the Community Planning Partnership in August. The first annual conference of the Community Justice Partnership was held in September. A full report of the conference event will be drafted.	Green	---	---	---	---	---
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Percentage of clients are first seen within 2 working days of a DTTO commencing	In Quarter 2 there was a total of 20 referrals To DTTO, all were seen within timescale.	Green	98.0%	100.0%	0.0%	100.0%	100.0%

### Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual report is completed within timescale	Community Payback Order annual report is ready for submission to the Community Justice Scotland.	Green	---	---	---	---	---
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to the Community Justice Partnership	All service users subject to an Unpaid Work requirement are now undertaking "Other Activities" and these activities are now provided in partnership with, for example, Police Scotland, Venture Trust, Lifelong Learning and through those services which are purchased from SACRO. This is in line with the statutory requirements of the Community Payback Order with an Unpaid Work requirement. There is an increased use of personalised placements.	Green	---	---	---	---	---

## Collaborate with partners and communities to promote high quality, thriving and sustainable communities

**Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
	Percentage of people seen within one working day of CPO	To date there were 558 Community Payback Orders recorded, of that number 406 (73%) were seen within timeframe. Service Managers will review performance across localities as variations appear.	Amber	75.0%	73.0%	73.0%	74.0%	64.0%
	Percentage of offenders on CPO supervision requirement are seen within 5 working days by their case manager	To date the total number of CPO with supervision requirement was 318. Those seen within timeframe total 235 or 74%.	Amber	75.0%	74.0%	89.0%	83.0%	77.0%
	Percentage of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	To date a total of 396 CPO with an unpaid work required were received, with 314 or 80% being addressed within timescale.	Green	75.0%	80.0%	75.0%	73.0%	73.0%
	Percentage of people starting their placement within 7 days of a CPO unpaid work	To date the service commenced unpaid work activity within 7 days for 307 (80%) orders out of a total of 396.	Green	75.0%	78.0%	72.0%	72.0%	66.0%
Improve management of all offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis	MAPPA Update and Statistical reports are prepared on a quarterly basis and submitted via the Strategic Oversight Group to the Chief Officers Group: Public Protection for both SLC and NLC. Reports were presented on 23rd August 2017.	Green	---	---	---	---	---
	Monitor the impact of the new regulations for MAPPA (violent offenders)	The new category of MAPPA Offenders (Other Risk of Serious Harm offenders) was introduced with the new MAPPA Guidance in March 2016. The number of Referrals for this category of offenders is recorded and managed as part of the local MAPPA arrangements and reported on a quarterly basis. In this quarter 9 referrals were made, with 6 of these referrals meeting the appropriate criteria.	Green	---	---	---	---	---
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	Of those offenders managed through MAPPA, none have been convicted of a further serious sexual or violent offence in this quarter.	Green	-----	-----	-----	-----	-----

**Collaborate with partners and communities to promote high quality, thriving and sustainable communities****Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date	To date there were 771 Criminal Justice Social Work Reports (CJSWR) recorded, of these 762 or 99% submitted to Court by the due date. The service continues to maintain the percentage of CJSWR provided to Courts on time.	Green	97.0%	99.0%	97.0%	99.0%	99.0%
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Implement the Improvement Plan following the review of the Unpaid Work Service	The Improvement Plan following the review of the unpaid work service nears completion. A recent development day highlighted the final changes necessary to deliver the improvement plan. A report will be presented to Social Work recommending the final approvals process. The role of the Unpaid Work Steering Group will terminate and future service reports will feature as an agenda items of the Children and Justice Management Team.	Green	---	---	---	---	---

**Strengthen partnership working, community leadership and engagement**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Work with partners to implement the Locality Outcomes Improvement Plan (LOIP)	Annual report is prepared in line with the LOIP timescales	The Health and Social Care Partnership will provide input to the Local Outcome Improvement Plan (LOIP) through the completion of updates against the Health and Care measures within the LOIP.	Green	---	---	---	---	---

## Collaborate with partners and communities to promote high quality, thriving and sustainable communities

### Strengthen engagement with service users and carers

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2014/15	2015/16	2016/17
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups	The participation and involvement of service users and carers remains a key focus for the Resource. A carers and young carers' consultation was developed in Quarter 1. A series of focus groups with older people also took place in the first Quarter in relation to daycare to influence and improve upon service delivery. A survey has been issued to identify carers in this quarter.	Green	---	---	---	---	---
	Participation and involvement activity is linked with existing Health and Care structure such as the South Lanarkshire Health and Social Care Forum and Third Sector Forums	Participation and involvement in the Health and Social Care structure by the third sector and the Social Care Forum continues to grow. There is representation on the four Locality Extended groups, and the recent BCC events held across localities were well attended by the members of the groups.	Green	---	---	---	---	---

## Tackle disadvantage and deprivation, and support aspiration

### Tackling poverty and deprivation

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2014/15	2015/16	2016/17
Contribute to the tackling poverty agenda	Provide update reports to the Tackling Poverty Programme Board	<p>The Resource continues to contribute to the Tackling Poverty Programme (TPPB) agenda, with reports provided from our Money Matters/Financial inclusion teams.</p> <p>The social work PACT (Parenting Assessment Capacity Team) receive funding to support vulnerable families. Six monthly reporting is currently underway in relations to PACT.</p>	Green	---	---	---	---	---

**Delivering the plan and achieving best value****Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Ensure high standards of governance are being exercised	80% of risk control actions completed by due date	There were no risk controls in this reporting Quarter.	Green	80%	-----	100%	-----	-----
	90% of audit actions completed by due date	16/17 : The review of the Auchentibber Unit procedures should be completed and produced for all aspects of the daily operations of the Unit	Amber	90%	0%	82%	97%	90%
	Complete resource governance self assessment by due date and develop actions to address non compliant areas	Current Resource Governance Self Assessment completed.	Green	---	---	---	---	---
	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups	Social Work risk score cards reviewed and updated. Social Work Risk Register has been reviewed by Corporate Risk Section with report to CMT on 19 October 2017. Resource Risk Register will be submitted to Social Work Committee 7 February 2018.	Green	---	---	---	---	---
Promote high standards of information governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	Information Governance self assessment completed on revised reporting template. Preparation for GDPR through Information Governance Board. Social Work progressing action plan for GDPR within timescale.	Green	---	---	---	---	---
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	The Resource has exceeded the 90% target for FOISA requests achieving 94% performance for Q1	Green	-----	-----	0%	80%	83%
	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	There were no requests made to Social Work in terms of the Environmental Information (Scotland) Regulations 2004.	Green	-----	-----	0%	0%	0%
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days	The Resource achieved 100% response rate	Green	-----	-----	0%	81%	92%



**Delivering the plan and achieving best value****Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Ensure monitoring, compliance and control of externally purchased services	Deficiency in care issues reported to management team and action plans in place to resolve	Currently Douglas View Care Home, Avonbridge Care Home in Hamilton locality and Kingsgate Care Home in East Kilbride locality have moratoriums in place and are being monitored. Wellhall Care Home in the Hamilton locality has had a moratorium removed as inspection grades have improved.	Green	---	---	---	---	---

**Promote equality and the well being of staff**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming Equalities is regularly reviewed, agreed and updated through the performance and continuous improvement groups	The annual Equality Report was presented to the Senior Management Team 29th August, and reported to the Equality Forum on the 20th September. A presentation on the "See Hear" research was presented at the meeting.	Green	---	---	---	---	---
Develop and introduce Council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments	6 Equality Impact Assessments have been completed and submitted to Corporate Administration for consideration.	Green	-----	-----	0	-----	-----
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	The annual Equality Report was presented to the Senior Management Team 29th August, and reported to the Equality Forum on the 20th September. A presentation on the "See Hear" research was presented at the meeting.	Green	---	---	---	---	---

**Delivering the plan and achieving best value****Develop improvement activity and promote scrutiny**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	A range of self evaluation/assessment activity is undertaken within our registered care services. A case file audit tool has been developed and will be rolled out to service areas in October 2017.	Green	---	---	---	---	---
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	Local Government Benchmarking activity and other benchmarking, for example the Health and Social Care benchmarking network are used to contribute to the analysis of performance and trend analysis by the Resource. The Resource also learns from other Partnerships and where applicable applies this learning within a service delivery context.	Green	---	---	---	---	---
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	All Scottish Government returns for the year 2016/17 are currently being either compiled or supplied. Reports include: Justice, Home Care, Respite, Child Protection, LAAC and Learning Disability.	Green	---	---	---	---	---
Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	Quarterly updates to IT Programme Board on the progress of IMPROVe	The IT Programme Board continues to meet with regular updates against the current work plan provided. Some further prioritisation work to be undertaken from a range of demands for the Resource	Green	---	---	---	---	---
	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale	In this Quarter we have had 4 inspections with a total of 5 requirements and 5 recommendations. 1 Children' homes; 1 Care Home for older People; 1 care and support service and 1 home care service.	Green	100.0%	21.0%	100.0%	100.0%	93.0%

**Delivering the plan and achieving best value****Develop improvement activity and promote scrutiny**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance	The Social Work Resource Plan 2017-18 is complete. Approval will be sought from Social Work Committee once the new Council Plan Connect 2017-22 has been presented for approval at Executive Committee. Thereafter it will be published on the council's website. This second quarter report is based on the measures developed within the Social Work Resource Plan 2017/18	Green	---	---	---	---	---
Report on LGBF / Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	To The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	19	20	20
	Self-directed Support (SDS) spend on adults 18+ as a % of total Social Work spend on adults 18+ (SW2)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	2%	-----	2%
	Percentage of people 65+ with intensive needs receiving care at home (SW3)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	36%	36%	36%
	Percentage of adults receiving any care or support who rate it as excellent or good (SW4a)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	0%	0%	0%
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	0%	0%	0%
	Older Persons (over 65) residential care costs per week per resident (SW5)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	-----	411	401

**Delivering the plan and achieving best value****Develop improvement activity and promote scrutiny**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	2,587	2,535	2,546
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	178	201	202
	Balance of care for looked after children: Percentage of "looked after" children cared for in the community (SW9)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	88%	87%	87%
	Home Care - as a proportion of home care clients aged 65+, the number receiving personal care	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	97	97	98
	Home Care - as a proportion of home care clients aged 65+, the number receiving a service during evening/weekends	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	53	52	59
	Home Care - as a proportion of home care clients aged 65+, the number receiving a service at weekends	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	83	83	86
	Home Care - number of home care hours per 1,000 population aged 65+	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Report Later	-----	-----	424	393	397

**Delivering the plan and achieving best value****Improve the skills, flexibility and capacity of the workforce**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	The labour turnover rate for Q2 is 2.9%. The Resource remains within target for this measure.	Green	5.0%	-----	1.3%	2.0%	2.2%
	100% coverage of PDR and associated training plans of employees in scope	PDRs for 17/18 to be reported later	Report Later	100.0%	-----	98.0%	-----	90.0%
Implement the Council workforce strategy toolkit and continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs	Workforce Planning within the Resource is linked with Health and Social Care workforce planning.	Green	---	---	---	---	---
Manage land and property assets efficiently	% of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people	To be reported later	Report Later	100.0%	-----	100.0%	-----	100.0%



# Report

7

Report to: **Social Work Resources Committee**  
 Date of Meeting: **15 November 2017**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Unpaid Work Service - Service Redesign**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of the work undertaken to review the Unpaid Work Service (UWS)
- ◆ advise of an options appraisal that was undertaken in relation to models of delivery to ensure the service is fit for purpose and able to cope with an increased demand in relation to this area of statutory service delivery

## 2. Recommendation(s)

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

- (1) that, following a review of the Unpaid Work Service, the preferred Option; Option 2 of Service Redesign as highlighted at Section 5.2 of the report and in Appendix 4, is approved;
- (2) that the posts, as detailed in section 7.1 are added to the establishment; and
- (3) that it be noted that the costs associated with this recommendation, will be met by the current Section 27 Grant for Justice Services within the local authority.

## 3. Background

3.1. Legislative Context and Governance arrangements

3.1.1 Social Work Resources' Justice Services is a statutory service fulfilling an essential role in the Criminal Justice System. The Community Justice (Scotland) Act 2016 resulted in the dissolution of the Community Justice Authorities and the subsequent introduction of the Community Justice Partnership (CJP).

3.1.2 Justice Services is part of the CJP and report on key performance indicators on a quarterly and annual basis to the Community Planning Partnership (CPP) and the Scottish Government.

3.1.3 The Criminal Justice and Licensing (Scotland) Act 2010 places a statutory duty on councils to fulfil the requirements for Community Payback Orders (CPOs) and Fiscal Work Orders (FWOs). CPOs must contain Offender Supervision and/or Unpaid Work conditions. FWOs only contain Unpaid Work. Unpaid Work must be completed within the timescales set by the court.

### 3.2. Local Context

- 3.2.1. In the South Lanarkshire Council area, the UWS provides a dedicated service to deliver the conditions of CPOs with requirements for Unpaid Work and also FWOs.
- 3.2.2. Service delivery has three areas of focus:
- ◆ providing service-users with Unpaid Work to meet the requirements of their Order within the relevant timescales and supervising the Unpaid Work
  - ◆ taking, arranging and organising referrals for Unpaid Work from the community, including individuals, community groups and agency projects
  - ◆ providing opportunities for 'meaningful activity' (30% of an individual's CPO Unpaid Work requirement can be fulfilled by meaningful activity other than Unpaid Work, for example learning skills to help secure employment such as CV writing)
- 3.2.3. All localities in South Lanarkshire receive service delivery from the UWS central base at Auchentibber Resource Centre, Blantyre. Additionally, there is a sub-location and workshop in Lanark.
- 3.2.4. Services are provided to male and female adults (over the age of 16) who are residents of South Lanarkshire (though there is a reciprocal arrangement in place with other councils if required). Some of the service-users are in employment and, therefore, Unpaid Work requires to be flexibly delivered including options for service-users to carry out Unpaid Work in the evenings or weekends.
- 3.2.5. The UWS also requires to transport service-users to and from the locations required. For this purpose, the service leases six vehicles.
- 3.2.6. Between 1 April 2016 and 31 March 2017, the UPWS received:
- ◆ 1,264 CPOs in respect of 1,003 service-users
  - ◆ 40 new FWOs generating 1,460 hours of Unpaid Work
  - ◆ 116 assessment requests
  - ◆ 869 CPOs with Unpaid Work resulting in a collective total of 103,555 hours. (diagrams outlining the breakdown in number of CPOS and hours is outlined in Appendix 2).
- 3.2.7. Between 1 April 2016 and 31 March 2017, the UWS dealt with 492 work referrals from a variety of sources within the community such as Education, Councillors and Charitable organisations.

## 4. Unpaid Work Service Review and Re-design

- 4.1. Following the identification of capacity and performance issues in the UWS, SLC initiated an internal review. Alongside this, SACRO undertook an independent review on behalf of the service to give objectivity to the process.
- 4.2. The reviews concluded that the UWS was at significant risk of being unable to deliver its statutory functions. The review identified significant issues that demanded immediate, interim measures to mitigate risks and ensure statutory functions were delivered.
- 4.3. A review of the management arrangements took place and additional temporary staffing supports were put in place with an increased number of Social Work Assistants (3 FTE). SACRO were also contracted on a short term basis until 31 March 2018 to offer support to meet the statutory requirements.



- 4.4 An Improvement Plan and steering group led by the Head of Children and Justice Services was established in December 2016. Resource mapping (including mapping with population indices); benchmarking with other UWS and three sub-groups were established as part of the Service Redesign work. This work concluded that the service is currently significantly under-staffed.
- 4.5 The service redesign group undertook an options appraisal to explore current delivery and alternative models of delivery. The outcome of the options appraisal is highlighted below.

## **5. Options Appraisal for delivery of the UWS**

- 5.1. Option 1 Model 1: Maintaining the status quo (Appendix 3)
  - 5.1.1. Model 1 involves maintaining the current staffing structure outlined in Appendix 3. This model offers clarity in terms of governance, roles and responsibilities and management arrangements.
  - 5.1.2. The additional interim arrangements identified in Section 4.3 have been necessary to enable the UWS to meet its statutory functions. To revert the service to this model would result in a serious and likely risk of the UWS not meeting its statutory functions, as identified by the internal and the external review.
  - 5.1.3. The model utilises four qualified Social Workers, however, there is no distinctive role for Social Workers in the UWS.
  - 5.1.4. This structure does not have the capacity or flexibility to cope with absence due to annual leave, training or sickness. Continuing with this model would lead to a frequent and significant risk of the service being unable to deliver its statutory functions, with a particular escalation of risk at times of absence.
  - 5.1.5. This model has contributed to high caseloads for Social Workers and Social Work Assistants (SWA). Social Workers and SWAs in this model are required to carry caseloads in excess of 100. Excessive caseloads create risks of the UWS not being able to deliver its statutory functions. In terms of the national key performance indicators reported to the Scottish Government, the performance has been erratic.
  - 5.1.6. In summary, this model is not recommended due to significant risks identified by the review.
- 5.2. Option 2, Model 2: Locality Model of Delivery. Seven day a week service (Appendix 4)
  - 5.2.1. Option 2 involves the creation of 7 additional SWA posts, 4 additional Supervisor posts and 0.5 additional Placement Co-ordinators.
  - 5.2.2. The model deletes 4 Social Worker posts. As stated there is no statutory requirement for Social Workers in the UPWS and UWS are delivered without Social Workers in other areas in Scotland.
  - 5.2.3. This model is based on the findings of the reviews and has been developed by the members of the service re-design group. It ensures the UWS meets its statutory function and risks identified by the reviews are mitigated.
  - 5.2.4. This model will result in consistent and improved performance reporting in relation to Key Performance Indicators. Additional SWAs in post will enable staff case loads to reduce and additional work to be undertaken such as home visits to ensure the performance indicators are met and improve service delivery. It will, therefore, gain credibility and reputation in the eyes of the court.

- 5.2.5. Adequate staffing would reduce caseloads and offer capacity for more placement opportunities and better outcomes for localities. This model would enable the service to be resourced at times of peak demand and maximise opportunities for service users to get through their orders. Increased staffing would also allow for flexibility in the workforce and staff having the opportunity to learn different roles and increase the skill base of the team. Contingency arrangements are also built into the structure and enable service resilience and continuity during times of absence to ensure statutory functions met.
- 5.2.6. The model ensures a seven day service can be delivered which is an increasing demand for the UWS. The service needs to ensure that the statutory requirements of court orders are met. To deliver this service, the staff group are required to work over a seven day period, including the provision of an evening service. Changes to work and shift patterns will ensure there is the required capacity to meet outcomes. Discussions have commenced with employees and Trade Unions to agree working hours and patterns of work that support the service.
- 5.2.7. Additional infrastructure changes are required such as IT, desks, equipment and staff training which can be met within the existing budget provision. There will be a requirement for an additional vehicle at a cost of £0.015 million.
- 5.2.8. In summary, this model, Option 2 is recommended because it ensures that the UWS meets its statutory duties and addresses the risks identified by the review process.
- 5.3. Option 3, Model 3: Mixed Model of delivery with Council and External Provider. (Appendix 5)
- 5.3.1. Model 3 is a 'hybrid' model, utilising a Third Sector organisation such as SACRO for part of the service delivery.
- 5.3.2. This model is currently being utilised as the interim model developed to stabilise the service. This would result in a sharing of responsibilities and service delivery. The current arrangement with SACRO could not continue in its current format as a commissioning and tendering process is necessary.
- 5.3.3. Numbers of Supervisors and Placement Co-ordinators would have to be increased and this would incur additional costs over and above the costs to commission a Third Sector provider to deliver aspects of the service.
- 5.3.4. Utilising the Third Sector in the delivery of a statutory service also causes constraints in terms of flexibility. Contract arrangements are fixed and, therefore, offer little flexibility. For example, if the numbers of CPOs/FWOs decrease, then the opportunity to draw money back would not be an option. Similarly, increases in court orders may result in negotiations for financial uplifts on an ongoing basis.
- 5.3.5. A crucial role of the UWS is to work closely with the Justice Teams in localities and sharing information is a daily activity. There are considerable difficulties in relation to employees from the Third Sector accessing data systems and information sharing with colleagues. Currently, the Third Sector employees rely on core staff to access, records and share information. Additionally, public sector employees have statutory duties under Public Protection to investigate, provide information and be involved in investigations. This would raise significant challenges in terms of the role of the Third Sector in the UWS.

- 5.3.6. The UWS already works in partnership with other Third Sector providers in other areas without cost implications. For example The Venture Trust and Volunteer Services are utilised to assist service-users to address identified needs.
- 5.3.7. In summary, this model is not recommended. There is no significant cost difference, however, implementation issues and sharing of information and Data Protection will be an issue.
- 5.4. Option 4, Model 4: Independent Service Model Commissioned by the Council (Appendix 6)
- 5.4.1. This model would involve the full commissioning out of the UWS to a third sector or independent sector organisation. This would require authority to be sought to tender out in accordance with the national procurement rules for public sector workers. This would involve consultation with colleagues in Finance and Corporate Resources in terms of legal and specialist procurement.
- 5.4.2. The investment in the Third Sector could be viewed as positive in terms of relationships with Community organisations. Risks and responsibilities would be contractually delegated to the Third Sector organisation. However, the requirement to ensure services are delivered and performance reporting would still be the statutory responsibility of the local authority.
- 5.4.3. From the benchmarking exercise that was undertaken in relation to other local authorities, it is apparent that no other UWS in the country has fully tendered out their service. There is, therefore, no Third Sector or Private Sector Organisation in Scotland with experience in delivering a fully commissioned UWS.
- 5.4.4. A full service specification would require to be developed and the full tendering out of the service. This would be an open procedure and could take between six to nine months for full implementation. The current service would have to run in parallel until such time as a fully commissioned service was up and running. This will result in double running costs through an implementation period.
- 5.4.5. Assessing financial cost and whether the option is feasible has, therefore, not been possible. Indicative costs for this model based on service need and the provision currently received from SACRO, would be considerably more expensive than the current or other proposed models.
- 5.4.6. There would be challenges in relation to information sharing in localities which would pose particular issues for service users subject to combination orders. Cases such as these require close communication with the locality Justice Services. Information sharing in relation to Public Protection would also be a significant issue. Key Performance Indicators would become difficult to measure and report on to the Scottish Government.
- 5.4.7. There would be significant staff implications for the current staff group (33.5 FTE) SLC posts. The current skill base of staff would be lost and the current base at Auchentibber would be impacted. This, however, could be sold to generate a capital receipt. The model would mean there would be no flexibility of service provision should CPO/FWO demand increase or decrease.
- 5.4.8. In summary, this model is not recommended because this model is untried and would pose a risk to service delivery and reputational damage to the Council if the service were not deliverable or meeting the expected outcomes.

## **6. Recommendations and Action Plan for Transition**

- 6.1. Given the current model of UWS delivery is not sustainable or fit for purpose, the recommendation is for Option 2 Model 2 (Appendix 4) to be endorsed by the Social Work Resources Committee. In summary this would result in:
- ◆ the removal of 4 Social Worker posts
  - ◆ the addition of 7 Social Work Assistant posts
  - ◆ the addition of 0.5 Placement Co-ordinator post
  - ◆ the addition of 4 Supervisor posts
- 6.2. To ensure the new model of service delivery is embedded by 1 April 2018, additional SWAs and supervisors will be recruited as soon as possible. SACRO will be issued with a three month notice period and will stop delivering their service from 31 March 2018. Additional staffing in post and an appropriate notice period to SACRO will ensure there is a smooth transition from the interim to the new model of service delivery. Aspects of the UWS currently delivered by SACRO will be safely and smoothly transferred to South Lanarkshire Council staff with all risks safely managed.

## 7. Employee Implications

- 7.1. Table 1 below outlines the establishment change associated with implementation of Option 2 (Appendix 4)

Post (Social Work)	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Operations Manager	1	1	Grade 4 Level 2 – 5	79 – 88	£20.84 - £23.85	£38,030 - £43,523	£49,553 - £56,710
Team Leader	2	2	Grade 3 Level 8	75 – 80	£19.64 - £21.16	£35,841 - £38,614	£46,700 - £50,314
Social Worker	4	0	Grade 3 Level 2 - 4	55 – 74	£14.60 - £19.35	£26,643 - £35,311	£34,715 - £46,010
Social Work Assistants	6	13	Grade 2 Level 2- 3	36 - 48	£11.06 - £13.19	£20,183 - £24,070	£26,298 - £31,363
Placement Coordinators	3	3.5	Grade 2 Level 4	50 – 57	£13.58 - £15.04	£24,782- £27,446	£32,290 - £35,762
Placement Supervisors (32 hours)	9	13	Grade 2 Level 3 + 1	42 - 48	£12.43- £13.58	£20,739 - £22,657	£27,022 - £29,522
Total Costs	25	32.5					£983,843- £1,120,020

- 7.2 These posts have been evaluated using the Council's Job Evaluation Scheme.

## 8. Financial Implications

- 8.1. The total additional costs of Option 2 are £0.190 million arising from additional staffing of £0.175 m and a vehicle of £0.015m. This is offset by the cessation of the SACRO contract, resulting in additional funding required of £0.036m which will be met for the existing Section 27 grant provided for the delivery of Justice Services.

## 9. Other Implications

- 9.1. There are information technology issues for the full implementation of Model 2. IT developments are required to support the change to Model 2.

- 9.2. There are significant risks in not developing this resource and the Council runs the risk of not meeting its statutory requirements. This would incur not only the reputational risk, but Public Protection risks for individuals and communities.
- 9.3 There are no sustainability issues with respect to information in this report.
- 10. Equality Impact Assessment and Consultation Arrangements**
- 10.1. 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 required.
- 10.2. Discussions have taken place with all staff in the UWS and representatives from all staff groups participated in the redesign group.
- 10.3 Managers and staff have been fully informed of the proposals and discussions have also taken place with the Trade Unions regarding the review.

**Val de Souza**  
**Director, Health and Social Care**

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

13 October 2017

**Link(s) to Council Values/Objectives**

- ◆ Improve community safety
- ◆ Protect vulnerable children, young people and adults
- ◆ Embed governance and accountability
- ◆ Strengthen partnership working, community leadership and engagement

**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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Email: [diane.dobbie@southlanarkshire.gcsx.gov.uk](mailto:diane.dobbie@southlanarkshire.gcsx.gov.uk)

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

### **Context of Criminal Justice Services**

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

### **Accountability**

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

### **Pan-Lanarkshire Services**

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

### **Statutory Duties**

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

### **Community Payback Order (CPO)**

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

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

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

### **Requirements of the Community Payback Order**

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

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

It may also contain any of the following 7 requirements:

- compensation
- programme
- mental health treatment

- drug treatment
- alcohol Treatment
  - residence
  - conduct

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

### **Fiscal Work Order (FWO)**

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

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

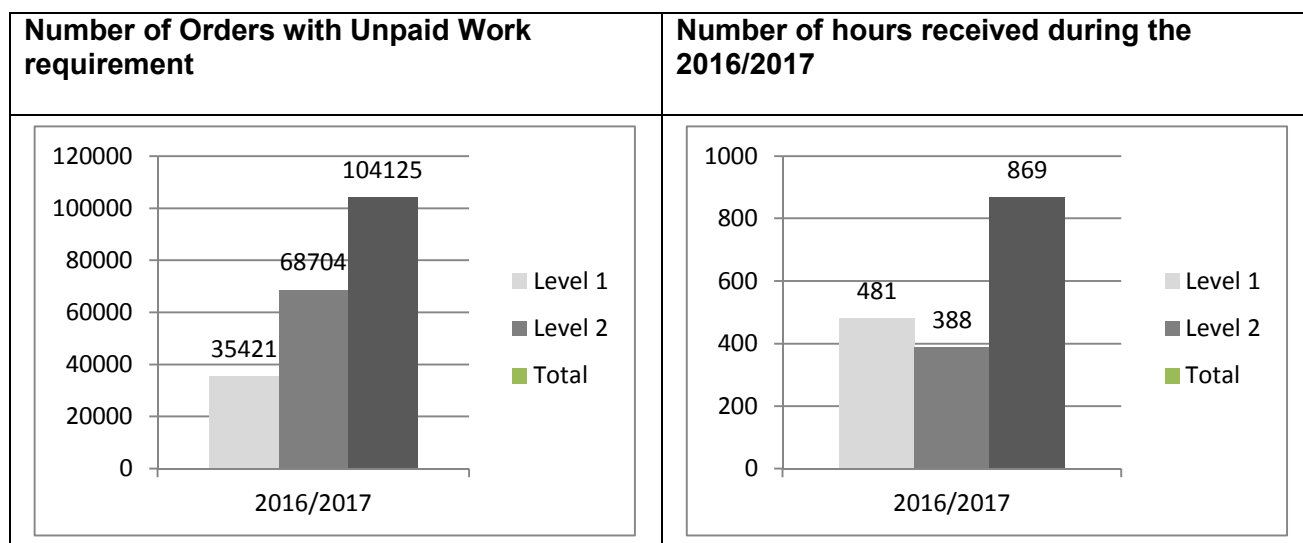
## Appendix 2

### Community Payback Orders with Unpaid Work Requirement

The following diagrams highlight that a total of 1264 Community Payback Orders (CPOs) were received during 2016/2017 in respect of 1003 offenders, out of which were 849 males and 148 females (6 gender unknown).

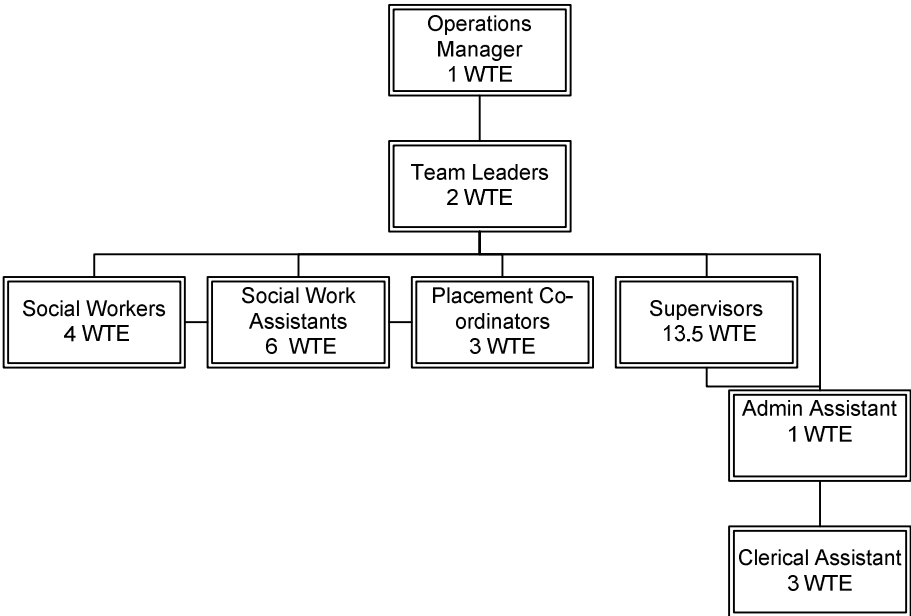
During this period a collective total of 103,555 hours of unpaid work were issued in respect of 869 CPOs with an Unpaid Work requirement. The work primarily focused on community and agency projects in addition to assistance in the delivery of work referrals received from individual members of the community.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

The two diagrams below highlight a breakdown of number of CPOs with an Unpaid Work requirement and hours received during the reporting period.

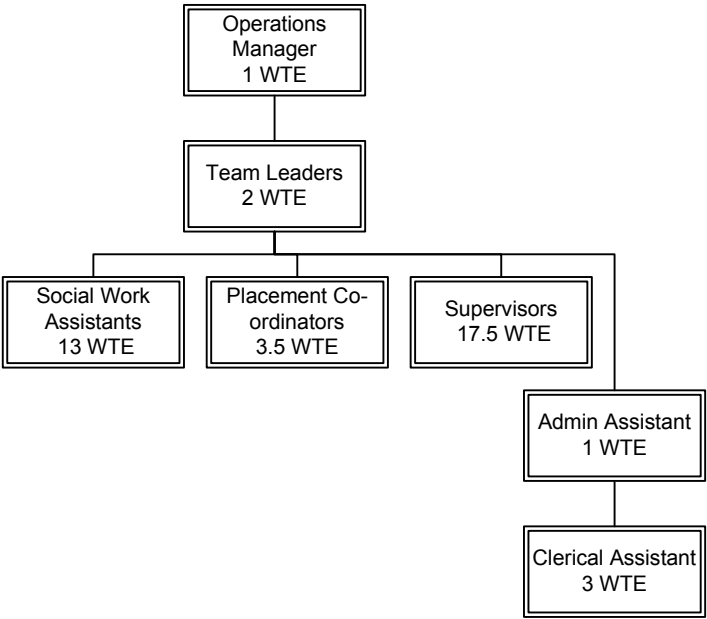




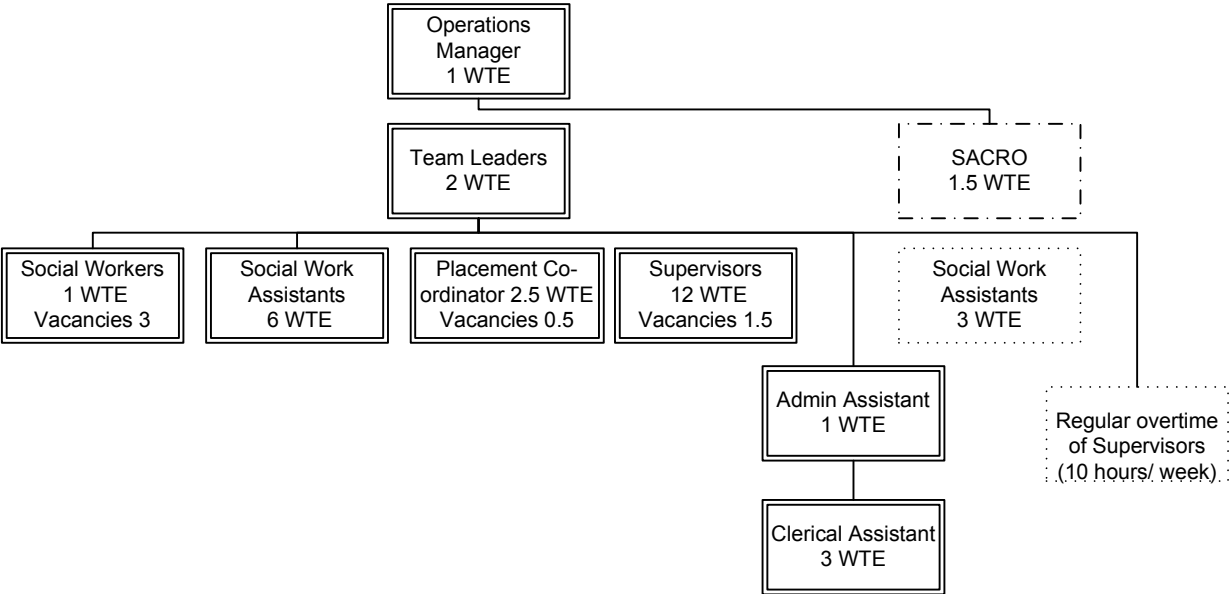
Model 1 - Current Establishment Structure



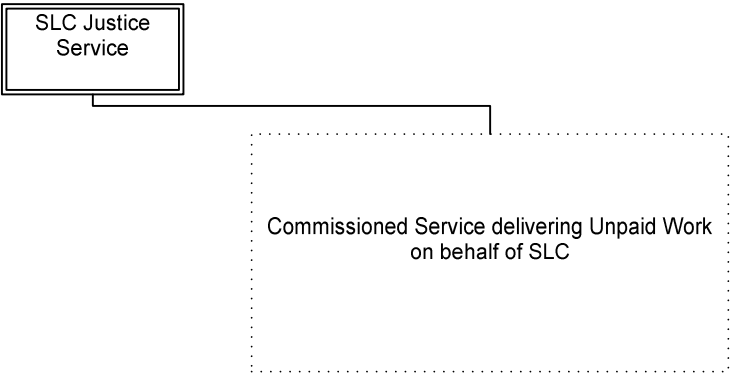
Model 2 - Proposed Structure



Model 3 – Hybrid Current Working Structure (including temporary arrangements)



Model 4 – Commissioned Service delivering all Unpaid Work on behalf of SLC



# Report

**8**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>15 November 2017</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Autism Resource Co-ordination Hub (ARCH) Update</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ advise Committee of the background and current progress of the development of the Autism Resource Co-ordination Hub (ARCH) since its formation in June 2016
- ◆ advise of progress of ARCH in supporting the development of the South Lanarkshire Local Autism Action Plan to sit within the Scottish Strategy for Autism

## **2. Recommendation(s)**

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

- (1) that the progress made in the development of the ARCH, as highlighted in the report, be noted; and
- (2) that the consultation and engagement process, which has been initiated in the development of South Lanarkshire's Local Autism Action Plan to sit within the National Scottish Strategy for Autism, be noted.

## **3. Background**

- 3.1. Following the closure of the Pan-Lanarkshire One Stop Shop based in Motherwell, which was managed by Scottish Autism, in May 2016, interim arrangements were put in place to deliver an alternative South Lanarkshire Autism Service. Interim arrangements were put in place with an initial location within Fairhill Lifestyles until 1 July 2016. On 4 July 2016, the service provision moved to Hamilton Academicals Football Club (HAFC), primarily in recognition of the needs of children with autism and their siblings requiring a more suitable venue during the school summer holiday period.
- 3.2. Following the school summer holidays in 2016, the Council identified premises in Burnbank, Hamilton. The service moved on a permanent basis to the premises in Burnbank on 22 August 2016. This move has represented a positive way forward in the development of a recognised Autism Hub within South Lanarkshire.
- 3.3. At a meeting of the Executive Committee in March 2017, agreement was given for the Council to meet the running costs of the premises for a two year period as well as the recruitment of a Co-ordinator and administration support to support the service and look to develop a South Lanarkshire Local Autism Action Plan.

- 3.4. The model of service delivery adopted in ARCH is an Asset Based Community Development (ABCD) approach which seeks to identify and engage with the strengths in communities and mobilise the capacities of all autism partners in the private, statutory, voluntary and parent led sectors within South Lanarkshire.
- 3.5. The ARCH is committed to promoting and implementing the 4 strategic outcomes outlined in the revised Scottish Strategy for Autism – Outcomes Approach (2015) namely:
- **Outcome 1:** A Healthy Life: People with autism enjoy the highest attainable standard of living, health and family life and have timely access to diagnostic assessment and integrated support services
  - **Outcome 2:** Choice and Control: People with autism are treated with dignity and respect and services are able to identify their needs and are responsive to meet those needs
  - **Outcome 3:** Independence: People with autism are able to live independently in the community with equal **access** to all aspects of society. Services have the capacity and awareness to ensure that people are met with recognition and understanding
  - **Outcome 4:** Active Citizenship: People with autism are able to **participate** in all aspects of community and society by successfully transitioning from school into meaningful educational or employment opportunities.
- 3.6. ARCH is active in facilitating the development of services within the community, many of which are delivered by the community itself alongside partners in the statutory, private and third sectors. Parent carer support groups are delivered collaboratively between parent carer volunteers and staff across Social Work, Education and Health as well as third sector providers. This involves guidance, signposting and support to fellow parent carers and people affected by autism themselves. The Lanarkshire Carers Centre has also been commissioned to provide a staff member to co-work/facilitate one of the constituted parent carer support groups held in the centre.
- 3.7. The service has worked with and engaged with a range of services in designing and delivering supports based within ARCH. Attached at Appendix 1, is a list of services that have engaged and shows the range of opportunities to raise awareness and promote autism services across the Council. You will see from the list there are a varied range of statutory and non statutory agencies as well as local and national groups. This list is not exhaustive and continues to expand.

#### **4. Development of the Service**

- 4.1. ARCH has progressed the next phase in the development of a South Lanarkshire Local Autism Action Plan. A SNAP survey has been developed and has been sent out to all stakeholders across South Lanarkshire. The analysis of the feedback from the survey will be used to identify shared themes and form the selection of representative focus groups. These will include multi agency personnel, parent/carers and individuals with autism themselves.
- 4.2. The focus groups will be asked to inform the Local Autism Action Plan with identified areas of priority. The 'plan' will sit within the National Scottish Strategy for Autism, and the local priorities will remain consistent with the four strategic outcomes outlined in the 2015 refreshed Scottish Government document as identified at section 3.5. above.
- 4.3. Autism specific services have been developed over the past 14 months. These include: Paediatric Autism Consultancy (PAC) Team, who have delivered workshops

and have committed to a presence over the next 12 months. The PAC Team will also provide diagnostic clinics (Bi-Monthly) where children and their parent carers can come to ARCH, which is a non-clinical setting, to be assessed and diagnosed by a Paediatrician and Speech and Language Therapist.

- 4.4. Workshops addressing autism specific issues have been delivered such as;
- ◆ explaining diagnosis
  - ◆ visual supports and extreme demand avoidance
  - ◆ NHS Lanarkshire Paediatric Occupational Therapy Team has and will undertake workshops on 'Life skills for children on the spectrum'
  - ◆ Social Work Resources' Occupational Therapy Team provide workshops on sensory processing issues and hyper/hypo sensitivity as well as parent sessions using 'Ketso' problem-solving approaches
  - ◆ the National Autistic Society (NAS) have delivered workshops on 'managing challenging behaviour' as well as workshops on managing autistic meltdowns by 'Piece Together for Peace Together' consultancy team
  - ◆ Visual Processing Disorder workshops have been presented by Ian Jordan – a world leading optician and speaker on sensory integration
  - ◆ support groups such as O.T. led relaxation sessions for children with autism, Lego-based play workshops by 'Bricks for Kids'
  - ◆ Speak Out Advocacy service surgeries
  - ◆ Sleep Scotland advice surgeries
  - ◆ Social Opportunity groups are also based within ARCH and deliver for primary children with autism (COAST), teens with autism (SAIL), young adults with autism (SAIL) and young adults with autism and additional support needs (COVEY 'ANGELS' – Additional Needs Gaining Experience and Life Skills)
- 4.4.1. Sanderson ASN High school in East Kilbride S.5-S.6 transitions group use the ARCH every week as a resource to support young people approaching their transition year in acquiring basic social skills. The 'from who' parent carers support groups are now facilitated at both day and evening times in order to accommodate parent carers with employment commitments. Action for Children's Silvertonhill community respite group uses ARCH every Saturday and Sunday to facilitate their respite service for children with autism and additional support needs. South Lanarkshire 'Money Matters' provide regular welfare benefits and advice surgeries.
- 4.5. ARCH has been actively involved in raising the profile of autism both within the community, the health and social care partnership, third sector and voluntary organisations. One way of doing so has involved making links with partners in the emergency services that is Police, Fire and Ambulance Services.
- 4.5.1. Following discussion with key personnel about gaps in the awareness of front line staff about autism, ARCH collaborated with SAIL and produced the 'Autism At-A-Glance' card which has been widely distributed within each service, as well as the wider community. Whilst the 'At a Glance' card had originally been intended to bridge the identified awareness gap in services, many groups have praised the 'common sense' approach of putting some basic information on a small card to be used whenever required when encountering or interacting with individuals with autism.

- 4.6. A common theme identified throughout Scotland's autism community has been the scarcity of accessible and clear information regarding autism and autism services. To address this, ARCH developed a public information leaflet which has been widely praised as being clear and concise (Appendix 2). This leaflet has been distributed by Autism Network Scotland to the other 31 Scottish Local Authorities as a template for good public information. In a further development, ARCH collaborated with Social Work Resources' Information Officer and designed the first South Lanarkshire HSCP Internet site autism page. Further development of this page will incorporate links for users and carers to relevant support and services.
- 4.7. Other social media options for sharing information within the autism community are also being explored and considered, including the option of setting up an ARCH Face Book page. This is in recognition that the parentcarers@ARCH group have already set up their own Facebook page which is being effectively used as a means of digital inclusion to communicate with and support individuals affected by autism throughout South Lanarkshire.
- 4.8. ARCH also collaborated with Autism Network Scotland and SAIL in developing the South Lanarkshire 'Autism Awareness' cards which were developed in recognition of further gaps in provision identified by parent carers who were finding the lack of autism informed awareness on the part of the wider community a persistent problem. This card has also been widely distributed and allows parent carers to quickly alert less well-informed others about their cared for child/adult with autism traits which have often been poorly understood and tolerated by those in the 'neuro-typical' community. This is a term used in the autism community for those who do not have autism or other neurological conditions.
- 4.9. The ARCH Easter, Summer and October week programmes of support were developed and delivered in conjunction with Education Inclusion, Sportsworx, Carers of Autism Spectrum Together, Sense Scotland and Hamilton Accies Community Outreach Team. This was a very effective and successful piece of local collaboration between the respective agencies in the third, statutory and parent led sectors (Appendix 3).
- 4.10. ARCH collaborated with VASlan to produce a 'directory of autism services' which has been widely distributed and updated. This has allowed both parent carers and users to see what autism services are available within South Lanarkshire and is the first time autism specific provision has been collated in the one document (Appendix 4).

## **5. Further Developments**

- 5.1. ARCH is currently in discussion with COVEY Befriending service and COAST (Carers of Autism Spectrum Together) in exploring the viability of a sibling support group. This has been a further area of unmet need identified by parent carers, and will be progressed in the coming months.
- 5.2. ARCH staff has been collaborating with lead staff in Autism Network Scotland, the ARC (Autism Resource Centre Glasgow) and Glasgow City Council in seeking to develop a Basic Autism Awareness programme which will be targeted at the wider community as well as parent carers. This will fulfil the objectives of the NES Autism Training Framework and aspire to achieve an autism 'informed' level of awareness within the wider South Lanarkshire community and generic workforce. The basic awareness programme will be in addition to existing provision offered by the Lanarkshire Carers Centre but which is exclusively for parent carers, and the 'Learn Online' programme for Social Work Resources' staff.



- 5.3. The ARCH has been collaborating with the various parent carer/charitable groups who use the centre in undertaking autism friendly adaptations including a sensory garden, a sensory shed, a pop up sensory tent, and subdued lighting. There have also been successful funding applications submitted by these groups to the local Archdiocese, Scotwest Credit Union and the Bank of Scotland.
- 5.4. ARCH is hoping to adapt some innovative sibling support materials produced by the Lanarkshire Carers Centre and Education Resources with Biggar High School pupils who produced the 'My Story, Your Story, Our Story' packs into an accessible electronic version for wider distribution to siblings of those affected by autism.
- 6. Overview of Current Engagement and Involvement Exercise**
  - 6.1. The next phase of the revised Local Autism Action Plan will involve the collation of the Snap survey responses. Once this has been completed, three sets of focus groups will be recruited from those volunteering to do so via the survey.
  - 6.2. Focus group will identify key areas of local priority which will form the basis of the Local Autism Action Plan for South Lanarkshire. It is intended that this will be a 5 year plan 2018 – 2023.
  - 6.3. It is the intention through the above to bring a South Lanarkshire Local Autism Action Plan to a future Council committee for sign off and approval.
- 7. Employee Implications**
  - 7.1. There are no employee implications in relation to this report.
- 8. Financial Implications**
  - 8.1. Staff running costs were agreed at the Council's Executive Committee in March 2017 as £51,694- £56,865 staffing costs. These costs will continue to be met by a 50/50 split between Social work Resources and Education Resources for the two year duration previously agreed.
  - 8.2. Social Work Resources will continue to meet the running costs of £8,000 per annum.
- 9. Other Implications**
  - 9.1. There are no risk implications associated with this report.
  - 9.2. The current commitment to funding the Arch in its current format is for two years. It will be essential to have a clear exit plan in place to ensure that long term sustainability can be delivered after the two year project. On completion of the South Lanarkshire Local Autism Action Plan, an exit strategy should look at how the community and third sector providers can sustain the model as it develops.
  - 9.3. There are no other issues associated with this report.
- 10. Equality Impact Assessment and Consultation Arrangements**
  - 10.1. There is no requirement to carry out an equality impact assessment in terms of the proposals contained within this report.
  - 10.2. Consultation is under way as part of a SNAP Survey and planned Focus Groups.

**Val de Souza**  
**Director, Health and Social Care**

6 October 2017

**Link(s) to Council Values/Objectives**

- ◆ Get it right for every child
- ◆ Protect vulnerable children, young people and adults
- ◆ Strengthen partnership working, community leadership and engagement

**Previous References**

- ◆ Executive Committee - 8 March 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:-

Janet Neill, Service Manager

Ext: 4504 (Phone: 01698 454504)

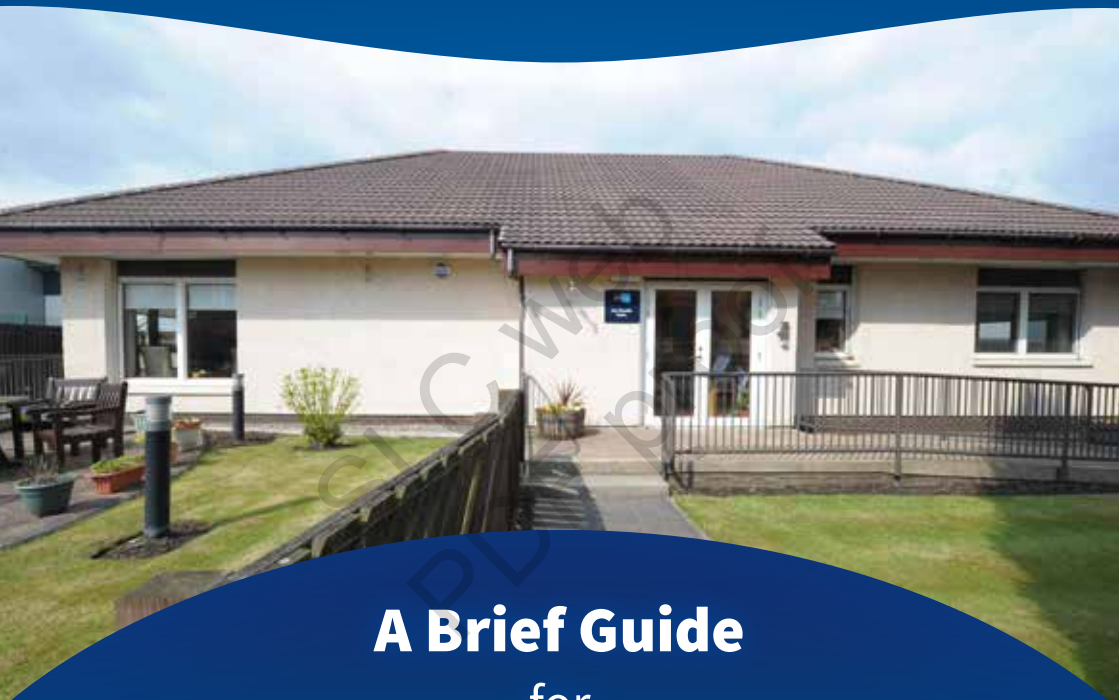
Email: [janet.neil@southlanarkshire.gcsx.gov.uk](mailto:janet.neil@southlanarkshire.gcsx.gov.uk)

1. NHS Lanarkshire PAC (Paediatric Autism Consultancy) Team,
2. Education Inclusion services, Sportsworx ,
3. NHS Lanarkshire Speech and Language Team,
4. NHS Lanarkshire Paediatric Occupational Therapy Team,
5. Social Work Occupational Therapy Team,
6. South Lanarkshire Money Matters,
7. COVEY,
8. PAMIS South Lanarkshire,
9. The National Autistic Society,
10. The Lanarkshire Carers Centre,
11. 'Speak Out' advocacy Services,
12. The Govan Law Centre,
13. Carers Of Autism Spectrum Together (COAST),
14. Supporting Autism In Lanarkshire (SAIL),
15. Parent/Carers@ARCH (constituted group),
16. The NHSL Child and Adolescent Mental Health Service (CAMHS),
17. Voluntary Action South Lanarkshire (VASlan),
18. Autism Network (Scotland),
19. Hamilton Accies Community Outreach Team,
20. South Lanarkshire Leisure Services,
21. *Glasgow* City Council,
22. 'Action for Children' Silvertonhill Community Outreach Team,
23. Sanderson ASN High School in East Kilbride,
24. 'Bricks for Kids',
25. SENSE Scotland,
26. Community Links South Lanarkshire,
27. Sleep Scotland,
28. Police Scotland,
29. Fire and Rescue Scotland,
30. The Scottish Ambulance Service,
31. 'Piece Together for Peace Together' consultancy services,
32. Jordan's Eye Care,
33. The Richmond Fellowships' Positive Pathways' project,
34. Wincanton Transport
35. Grahams Building supplies.



# ARCH

**Autism Resources Coordination Hub**



**A Brief Guide**  
for  
**People affected by Autism,  
Parent Carers and professionals**



## What is ARCH?

The Autism Resources Coordination Hub (ARCH) is a South Lanarkshire Council led initiative that is supported by a range of partners, including statutory and voluntary agencies.

This service has been set up to support people of all ages affected by autism, as well as their parent/carers.

The ethos of ARCH is based on the 'Asset Based Community Development' (ABCD) model which promotes greater community involvement in the provision of services.

Our intention is to work with all our autism partners in the community to help them design, deliver and promote autism-friendly services which will support the needs of those affected by autism within their own communities.

# What does ARCH offer?

There are a range of supports offered by ARCH, and hosted within the centre:

- An ARCH worker led Parent Carer Support Group
- We have autism experienced resource workers to help guide and support people affected by autism
- A partnership parent led peer support group delivered by COAST (Carers of Autism Spectrum Together)
- A partnership parent led young adults with autism evening group – ‘SAIL Crew’ (Supporting Autism in Lanarkshire)
- COVEY befriending service ‘ANGELS’ (Additional Needs Gaining Experience and Lifeskills) group for young adults with autism
- Sanderson ASN High School Transition group for S5 and S6 young people with autism and co-occurring learning difficulties
- An Occupational Therapist led parent programme, offered by South Lanarkshire’s own Occupational Therapy Service and NHS Lanarkshire
- PACT (Paediatric Autism Consultancy Team) workshops on autism-related issues
- The Early Bird, Early Bird Plus and Early Bird ‘Healthy Minds’ programmes (These are rolling programmes arranged with group facilitators from Education and Social Work Resources)
- Action for Children’s Silvertonhill Community respite group
- Evening parent carer groups for those with employment commitments
- A Friday informal drop-in café where parent carers and individuals affected by autism can just pop in for a chat or simply ‘de-stress’ in an autism-friendly environment
- Various topical workshops

# The support offered to families

We work alongside our parent carers, voluntary organisations and statutory colleagues to identify unmet need within the autism community. We are now planning further provision intended to deliver a range of supports for everyone affected by autism.

We also offer a signposting service to other autism support providers both locally and nationally who can offer specific advice. We can also give you information about where to access professionals and services you might want to locate within the Authority.

Our team offers individual sessions for those parent carers who might need an extra bit of detailed information about strategies which might help them positively manage their cared-for child, young person or adult with autism.

## Next steps

- A social inclusion/skills group for younger children affected by autism
- Lego therapy
- Arts and crafts provision by Leisure Services
- A support group for teenagers with autism
- A sibling support group
- Hosting Community Autism Service (CAS) clinics
- Hosting the Speech and Language Therapist Team (SALT) parent carer programmes
- Sleep Scotland workshops
- 'Speak Out' advocacy clinics
- Relevant talks/presentations which our users and carers might find relevant such as sensory issues, understanding anxiety and challenging behaviour



- A sensory shed and garden
- An autism-friendly play area
- Holistic/complementary therapies to help those affected by autism look after their own health
- Me, myself and autism

## Is there anything ARCH doesn't offer?

ARCH is not intended to be a crisis intervention service. We do not replace autism services already provided by health, education or social work such as the NHS Learning Disability Service, Community Paediatric Service, Occupational Therapy, Speech and Language Therapy, the Child and Adolescent Mental Health Service (CAMHS), locality social work or educational psychology teams.

We cannot offer an assessment or direct advice service for individuals with autism spectrum disorder(ASD).

## How do I access ARCH?

All you need to be is a South Lanarkshire resident who is affected by autism, either directly as a parent carer or a sibling. Unfortunately we do not cover North Lanarkshire and would ask that if you reside in North Lanarkshire you contact 'HOPE for Autism' which is the Autism service in that area.

You can access the ARCH service by simply phoning us on **0344 225 1111** or coming into the centre for an informal chat.

Our service is intended to offer support to everyone affected by autism throughout their lifespan, and we will continue to work to develop age related supports with all our autism partners in the future.

# We'll be happy to give you further information

Phone us: **0344 225 1111**

Email us: [Arch@southlanarkshire.gov.uk](mailto:Arch@southlanarkshire.gov.uk)  
and have your details added to our mailing list

or visit us at our centre: Reid Street, Burnbank, Hamilton, ML3 0RQ  
(directly behind Hamilton School for the Deaf)

**Monday to Friday – 9.00am to 3.00pm**

## Useful contacts

**SAIL** [mail@sailautism.org.uk](mailto:mail@sailautism.org.uk)

**COVEY** [office@coveybefriending.org.uk](mailto:office@coveybefriending.org.uk)

**COAST** [cafallone@hotmail.com](mailto:cafallone@hotmail.com)








If you need this information in another language or format,  
please contact us to discuss how we can best meet your needs.


Phone: 0303 123 1015

Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)

**[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)**

## ARCH AT A GLANCE... W/B 16/10/2017

 <b>MORNING</b>	<b>AFTERNOON</b>	<b>EVENING</b>
<b>MONDAY</b> ARCH Parent/Carer Support Group 10am - 12noon	<b>SANDERSON HIGH SCHOOL</b> Transitions group Bricks For Kids 1-3 Parents must remain Lego based	<b>SAIL</b> Teen Group 7 - 9pm
<b>TUESDAY</b>  COAST Parent/Carer Support Drop in 11am - 2pm Arts and Crafts Parents must remain		Covey Angels Group 6.30 - 8pm  Combined Parent/Carers Group 7 - 8.30pm
<b>WEDNESDAY</b>  OT Relaxation for kidz 11 - 11:45 parents must remain	OT Relaxation for kidz 12:15 - 1pm parents must remain	<b>SAIL</b> Young Adult Group 7 - 9pm
<b>THURSDAY</b>  Coast Fun social event 11 - 2pm parents must remain	Coast Fun social event 11 - 2pm parents must remain	<b>COAST Primary School</b> Group 6 - 8pm
<b>FRIDAY</b>  DROP IN MORNING	Bricks For Kids 1-3 Parents must remain Lego based play	
<b>SATURDAY &amp; SUNDAY</b> ACTION FOR CHILDREN Silverton Respite Group	ACTION FOR CHILDREN Silverton Respite Group	



# Bricks for Kids

@ ARCH  
Ask for details

## ARCH Autism Providers Directory

This is an Autism Spectrum Condition specific directory compiled with the co-operation and assistance of Voluntary Action South Lanarkshire who were asked by the Health and Social Care Partnership to scope existing Autism support services, within Authority

It's our intention to keep this directory as up to date as possible by adding or removing provision when set up, or ended. We've tried to keep it as simple as possible by categorising each service in alphabetical order and as follows

NAME	LOCALITY	PROVISION	AGE GROUP	MAIN CONTACT	ADDRESS	TELEPHONE	ALTERNATIVE CONTACT	FREQUENCY	*COST
Autism Resource Co-ordination Hub (ARCH)	Hamilton / Blantyre	Autism One Stop Shop (SLOSS)	All	Ramon Hutchinson	Reid St, Burnbank, Hamilton ML3 0RQ	0344 225 1111	ramon.hutchinsonsouthlanarkshir e.gcsx.gov.uk ; dian.mcfadden@prtlcc.org.uk	Parent Group Mon 10.00 - 12.00, Frid Walk In. Helpline Mon -Frid, 1-1 by appointment only	n/a
Carers Centre (Carers Trust)	Hamilton / Blantyre	Support Services for Carers: 1-1, Signposting, Referrals, Training, Pampering, Legal, Info, Breaks...	Adults & Young Carers	Dian McFadden, Helena Kelman Barbara McAuley	Unit 1a Princes Gate, 60 Castle St, Hamilton, ML3 6BU ... Also centre in Airdrie	01698 428090	dian.mcfadden@prtlcc.org.uk	Open Mon - Frid 9am - 4.30pm Carer Support Groups Available throughout Lanarkshire	some services, where applicable
COAST (Carers of Autism Spectrum Together)	Hamilton / Blantyre	parent/carer led support group, supporting their children and young people affected by Autism. Welcoming Practical and Emotional support offered	Parent / Carers, children welcome	Carol Fallone	Reid St, Burnbank, ML3 0RQ	07832 649909	cafallone@hotmail.com	10am - 2pm Every Tuesday	-
Hamilton Academical Community Trust	Hamilton / Blantyre	HAFC considers its community project work paramount and of equal value to the many accolades and celebratory wins. As far back as 1874 when first established by local school Hamilton Grammar, the sport and spirit of the community has been intertwined and over the past 10 years under leadership of CEO Colin McGowan and more notably in the past season it can be said that the club's spirit is alive and well in the community.	Pre-school upwards	Catriona McRoberts, Assistant to Head of Youth and Community Trust Manager	Hamilton Academical Football Club, The Superseal Stadium, New Douglas Park, Cadzow Avenue, Hamilton, ML3 0FT	01698 368650 07957 876019	x	Mon: <b>Lego Therapy £4</b> - 6-7pm Tue: <b>Drama Club £5</b> - 5.30 - 6.30 & 6.45pm Wed: <b>Chess Club £2.50</b> 6 - 7.30pm <b>Craft and Knitting Club £6</b> (Girls Only) 6.30 – 7.30 Thur: Parent and Carer <b>Support Group</b> - 9.30 – 11.30 Frid: <b>HAFC ASN Football</b> 4 - 5 pm & 5pm - 6pm	Prices As Noted ..... Our doors remain open even when the turnstiles close...Please call, email or join our social media networks for further information and to be kept
High Blantyre Autistic Base Supporters (HiBabs)	Hamilton / Blantyre	Peer Support, Signposting	Child and Carer/Support Worker	Collette Daly	High Blantyre Primary School, Broompark Road, High Blantyre, G72 9SH	01698 827670	x	Term time only	
Ozanam Club	Hamilton / Blantyre	Social Groups, crafts social activities, disco/music and occasional outings.	16+	Jane Wilson	The Auld Hoose, 219 Low Waters Road, Hamilton, ML3 7QN	01698 427594	x	Weekly - Thursday 7pm -9pm	£20 per Year
Parent Carer Support Group - SLOSS	Hamilton / Blantyre	Autism Professional Lead Parent Carer Support Group	Parent / Carers, children welcome	Margo Mooney Dian McFadden	Reid St, Burnbank, ML3 0RQ	0344 225 1111	dian.mcfadden@prtlcc.org.uk	Monday 10.30am - 12.30pm Friday Drop In 1-1 sessions available by appointment	n/a
Supporting Autism in Lanarkshire (SAIL)	Hamilton / Blantyre	Peer Support, Signposting, Adult Social Group.	18+	Linda Morrow, Fiona Hamilton Ross McFadden	Reid St, Burnbank, Hamilton ML3 0RQ	07505 722494	fbhamilton1981@gmail.com www.sailautism.org.uk	Wed 7pm - 9pm. Siblings are welcome	
Camglen Buddies (NAS)	Cambuslang / Rutherglen	Social Group - Learning Difficulties: arts & crafts, Wii, knitting; karaoke & sometimes disco nights.	14+	Siobhan Hogg	Harry Heaney Centre, Carrick Road, Rutherglen, G73 4LJ	x	siohogg@gmail.com	Every 2nd Friday 7-9pm	
St. Marks Special Needs Club	Cambuslang / Rutherglen	Provide support for adults with disabilities, and/or their carers	Adults and Carer/Support Worker	x	Fernhill Community Centre, Auchenlarie Drive, Rutherglen, G73 4EQ	x	x	First Saturday of every month 2pm-4pm	
Carluke Additional Support Team (CAST)	Carluke	Support group for children attending 'Base' at Carluke Primary	Child, Carer & Support Worker	Carole Millward	Carluke Primary, ML8 5SB	07920 874310	n/a	Monthly meetings	n/a

NAME	LOCALITY	PROVISION	AGE GROUP	MAIN CONTACT	ADDRESS	TELEPHONE	ALTERNATIVE CONTACT	FREQUENCY	*COST
Born to Shine, Dance Classes	Clydesdale	Medium Learning Difficulties	Children	Jen Carty	Coltness Memorial Church Hall, Newmains, ML2 9BD	07845 091625	jen.carty2@gmail.com	Mon 5.30 - 6.30	£4
Clydesdale Community Initiatives	Clydesdale	Supported work placements in landscaping, horticulture and woodcraft	Children and Adults	Colleen Scott	Langloch Farm, Hyndford Rd, Lanark, ML11 9TA	01555 664 211	colleen@cciweb.org.uk cciweb.org.uk	Activities are available:-Mon to Thurs usually 9am - 4pm, every week. CCI can be flexible with start & finish times; it's not necessary for participants to attend a full day.	For Self-directed Support Placements the cost is £68 per day. Individuals who require a higher level of support may incur a cost increase.
Disability Resource Centre	Clydesdale	Advice, Signposting and Practical Help	Adults and Carer/Support Worker	-	30 Hamilton St, Carluke, ML8 4HA	01555 770123	x	Open Monday – Friday 10.00am – 1.00pm	
Chill Out Club	East Kilbride	Social meeting place for those affected by mental health issues.	Individual, family, friends, carers..	n/a	Moncreiff Parish Church, Maxwellton Rd, G74 3JJ	01355 522 082	enquiries@chilloutclub.org.uk	Tuesday 1pm – 3pm	n/a
East Kilbride Hangout	East Kilbride	Access to social activities for young adults with physical and learning difficulties. require a parent/carers/support worker with them as group is run by parents	young adults 18-30	Lynn Morrison, Elma Ross, Lesley McGinley, Connie Smillie	Calderglen High School, High Common Road, St Leonards, East Kilbride, G74 2LP	Connie Smillie 07795172871	lmorrison66_1@hotmail.co.uk; elbo130@gmail.com; lesleymcginlay@yahoo.co.uk; conniesmillie@gmail.com	7.00pm – 8.45pm	
National Autistic Society	East Kilbride	Drop-in Teen Group	P7 +	Siobhan Hogg	Atholl House, 1st Floor, Churchill Ave, East Kilbride	x	siohogg@gmail.com		n/a
Special Needs Adventure Playground	East Kilbride	Play scheme for children with additional support needs	Children	Sheila Halford	x	01355 236317	sheilahalford@hotmail.com	4 weeks during summer holidays	applicable
Little Stars	Lanarkshire	Peer Support & Signposting	Children & Carer/Support Worker	Antonette MacDonald	x	07784 534 211	littlestargroup@aol.co.uk	Wed 6pm – 7pm weekly	
Partners in Play	Lanarkshire	Better Breaks, workshops & Activities available - Initial Inclusion Support (IIS) Special Interest Short Breaks(SISB), Self Directed Support Work (SDS), Sitter Service (SS)	Work with Children & Young Adults up to 25yrs	Claire Mennie	Although Based in Wishaw they provide support throughout Lanarkshire	01698 361174 07539 276117	claire@partnersinplay.org.uk partnersinplay.org.uk	IIS - Free for North Lanarkshire children and those in receipt of SDS; SISB - Free for North Lanarkshire children and those in receipt of SDS; SDS - individual costs; SS - £17.50/hr	
Autism Resource Co-ordination Hub (ARCH)	South Lanarkshire	Autism One Stop Shop (SLOSS)	All	Ramon Hutchinson	Reid St, Burnbank, Hamilton ML3 0RQ	0344 225 1111	ramon.hutchinsonsouthlanarkshir e.gcsx.gov.uk ; dian.mcfadden@prtlcc.org.uk	Parent Group Mon 10.00 - 12.00, Frid Walk In. Helpline Mon -Frid, 1-1 by appointment only	n/a
COAST (Carers of Autism Spectrum Together)	South Lanarkshire	parent/carers led support group, supporting their children and young people affected by Autism. Welcoming Practical and Emotional support offered	Parent / Carers, children welcome	Carol Fallone	Reid St, Burnbank, ML3 0RQ	x	cafallone@hotmail.com	10am - 2pm Every Tuesday	-
COVEY Befriending	South Lanarkshire	Provide trained befriender's for vulnerable young people.	Age 8-14 and their families	Rhoda Reid	Regent House, 9 High Patrick Street, Hamilton ML3 7JA	01698 894013	office@coveybefriending.org	Individual Assessment	n/a
Crossreach	South Lanarkshire	support for school leavers transitioning into adult services, ind support, respite holidays, support to maintain ind tenancies Crossreach Threshold Support Services provide residential services for those requiring a need for this type of support.	16+	Kathleen Cairns Fiona Walker	2nd Floor East New Cross Centre, Lamb Street, Hamilton ML3 6AH	01698 423335	kathleen.cairns@crossreach.org.uk fiona.walker@crossreach.org.uk	Open Mon - Frid 8.30 - 4.30	

NAME	LOCALITY	PROVISION	AGE GROUP	MAIN CONTACT	ADDRESS	TELEPHONE	ALTERNATIVE CONTACT	FREQUENCY	*COST
K-Otic Drama Productions	South Lanarkshire	Drama workshops for individuals with ASD and ASN	16+	Alex Barr	East Kilbride, Hamilton & Coatbridge	07772 970370	alex@koticproductions.co.uk www.koticproductions.co.uk	Various times & Venues, call to discuss	£8.00 per class
Lanarkshire Additional Support Team (LAST)	South Lanarkshire	Information, Signposting & Social Occasion Trips	Children & Families	Shirley Anderson	Meeting Rooms of Cargill House Club, St Leonards St, Lanark, ML11 7JR	07472 388092	lastgroup2012@outlook.com	3rd Wednesday of every month (11.00am –1.00pm)	£5 per family per trip if using own transport; £10 per family, per trip, if provided by group.
Neigh Whips	South Lanarkshire	Provide bespoke equestrian activities.	Children & Adults	Lyndsey Sneddon	x	07970 190778	lyndsey111@hotmail.co.uk		where applicable
Paediatric Occupational Therapy	South Lanarkshire	Assess children who are having problems with every day activity: self care, habd functioning, play development, balance & co-ordination, perceptual skills	Children	x	Airdire Cleland Hamilton	01236 769291 01698 863217 01698 285828	x	Appointments by referral	n/a
REACH Lanarkshire Autism	South Lanarkshire	Family Support, Activities, Therapeutic Interventions & Social Groups, 1-1 with parent carer offered by appointment	Children & Families	Joanne, Liz	Office: 57 Belmont Road, Whitlawburn, Cambuslang, G72 8PG	0141 641 0068	info@reachautism.org.uk joannereachautism@gmail.com lizreachautism@gmail.com	Variable depending on programme. Support Group held fortnightly in Whitlawburn Community Resource Centre 9.30am - 11.30am. Drop in sessions Mon & Frid 9.30am-12.30pm. Appointments available, please phone	Membership £20 per Year
Relationship Scotland Mediation Service	South Lanarkshire	Relationship Counselling and Family Mediation	Families	Mark Stalker	x	01698 421 333	mark@familysupport.org.uk	By Appointment	
Silverton Short Breaks Service	South Lanarkshire	Short Break Respite for ASD, ASN inc challenging behaviour, physical disabilities & health needs	5-16 year olds	Alan Miller	Larch Grove, Silvertonhill, Hamilton	01698 424102	x	group at ARCH Weekends Referral by social work.	
South Lanarkshire Carers Network	South Lanarkshire	Raising awareness of issues and Signposting	Carer/Support Worker	Joyce Brownlie, Pauline McIntosh Helen Lawrie	65 Bothwell Road, Hamilton, ML3 0DW	01698 285163	joyce@slcn.co.uk	1st Wednesday of every month – 10.30am – 12.30pm	
South Lanarkshire Self-directed Support Network	South Lanarkshire	Self Directed Support	Adults and Carer/Support Worker	Kevin McGoldrick	x	07503 246288	secretary@selfdirectnetwork.org.uk	Variable – advertised on web page	n/a
Supporting Autism in Lanarkshire (SAIL)	South Lanarkshire	Peer Support, Signposting & Adult Group.	18+	Linda Morrow, Fiona Hamilton Ross McFadden	Reid St, Burnbank, Hamilton ML3 0RQ	07505 722494	fbhamilton1981@gmail.com www.sailautism.org.uk	Wed 7pm - 9pm. Siblings are welcome	
Take Control (South Lanarkshire)	South Lanarkshire	Information & help with Self directed Support	Adult and Carer/Support Worker	Peter or Agnes	42 Campbell Street, Hamilton, ML3 6AS	01698 892372	peter@takectrl.org.uk agnes@takectrl.org.uk	x	
The A Team	South Lanarkshire	Information and Signposting	Children and Carer/Support Worker	Sharon Hope	x	01555 870819	sharon@gihope.com	Monthly during term time, for info sessions, Robert Owen Primary pupils only for extra curricular activities.	
The Advocacy Project (TAP)	South Lanarkshire	Advocacy Services	Adult and Carer/Support Worker	Alistair Sharp	x	0141 420 0961	enquiry@theadvocacyproject.org.uk	As per arrangement	
Children in Scotland	National	Collective Voice for children: Enquire ASL Advice & Resolve Mediation; NPFS, PAS support; training ...	Children & Parent / Support Worker	n/a	Level1, Rosebury house, 9 Haymarket Terrace, Edinburgh, EH12 5EZ	0131 313 2322	info@childreninscotland.org.uk www.childreninscotland.org.uk	n/a	n/a

NAME	LOCALITY	PROVISION	AGE GROUP	MAIN CONTACT	ADDRESS	TELEPHONE	ALTERNATIVE CONTACT	FREQUENCY	*COST
Enquire	National	Scottish advice service for additional support for learning. Enquire will explain how the Education System will relate to your circumstances	Children & Parent / Support Worker	n/a	n/a	Helpline 0345 123 2303	info@enquire.org.uk	Also have childrens advice website relating to issues with education / school called reach.scot	n/a
Mindroom	National	Support & Guidance for people with learning difficulties	Parents / Carers of Children & Young Adults up to 25yrs	x	Norton Park, 57 Albion Road, Edinburgh, EH7 5QY	0131 475 2330	admin@mindroom.org directhelp@mindroom.org	Waiting List in Operation at times	
National Autistic Society	National	Advice	Parents, Carers, Professionals ...	n/a	NAS Scotland, Central Chambers, 1st Floor, 109 Hope St, Glasgow, G2 6LL	Helpline 08008001050 Glasgow 01412218090	supportercare@nas.org.uk	Helpline Open Mon - Thurs 9am - 5pm, Frid 9am - 3pm	n/a
PAMIS	National	Information Support & Advice for families caring for someone with profound and multiple learning disabilities. (PMLD)	Child and Carer/Support Worker	Lesley McLaren Michelle Morrison	Campbell Street Hamilton, South Lanarkshire ML3 6AS	01698 420411	l.y.mclaren@dundee.ac.uk; m.w.morrison@dundee.ac.uk	Variable as we have events every few months, increasing during school holidays, where we bring families together. We also meet during evenings and week-ends where this suits families.	n/a
PDA Society	National	Advice, Support, Training, Factsheets	x	Paula Webb Tracy Rose	www.pdasociety.org.uk	x	info@pdasociety.org.uk paula.webb@pdasociety.org.uk	x	n/a
People First	National	Provide support to people with learning difficulties for choice & control in life	Child and Adults	Jim Quigley	x	07841 929249	jimquigleyp1st@aol.co.uk	x	
Resolve	National	Independent Mediation Service	Children & Parent / Support Worker	Sandra Mitchell	Level1, Rosebury house, 9 Haymarket Terrace, Edinburgh, EH12 5EZ	0131 313 8844	smitchell@childreninscotland.org.uk , www.resolve.org.uk	x	n/a
Scottish Autism	National	Research, Knowledge Sharing & Advisory Service, Respite, Breaks, Supported Living, Transition....	Parents, Carers, Professionals ...	Charlene Tait	Hilton House, Alloa Business Park, Whins Road, Alloa, FK10 3SA	Autism Advisor 01259 222022 General Enquiries 01259 720044	General Info via website: www.scottishautism.org Website contains an on-line support programme "Right Click"	Autism Advice Line Open Mon to Thurs 9.30am -4pm & Frid 9.30am - 4pm	n/a
Sense Scotland	National	Support, Campaigning & Awareness Raising	Child, Adult & Carer/Support Worker	Ewan Davidson	TouchBase Scotland Centre 43 Middlesex Street, Glasgow, G41 1EE	01698 422280 Advisory Line 0300 330 9292	edavidson@sensescotland.org.uk	Individual	
Sleep Scotland	National	Charity promoting healthy sleep in children and young adults through education, sleep counselling and sleep awareness	Child, Adult and Carer/Support Worker	Marjory Donaghue Dian McFadden	x	0131 651 1392	gw10donaghuemarjory@glow.sch.uk dian.mcfadden@prtcc.org.uk		
The Mungo Foundation	National	Residential support for adults with learning difficulties.	Adults	Contact Via Social Work	x	x	x	Via Social Work	

\*Please contact the individual groups for more information on free services & those services where charges apply.



# Report

**9**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>15 November 2017</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Self-Directed Support</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ♦ consider the key findings and recommendations arising from the Audit Scotland report, 'Self-Directed Support - 2017 Progress Report', which is available via the following link below [http://www.audit-scotland.gov.uk/uploads/docs/report/2017/nr\\_170824\\_self\\_directed\\_support.pdf](http://www.audit-scotland.gov.uk/uploads/docs/report/2017/nr_170824_self_directed_support.pdf)
- ♦ to inform key stakeholders of the progress of Self-Directed Support (SDS)

## **2. Recommendation(s)**

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

- (1) that the content of the report be noted.

## **3. Background**

- 3.1. SDS aims to improve the lives of people with Social Care needs by empowering them to be equal partners in decisions about their care and support. Four fundamental principles of SDS are built into legislation – participation and dignity, involvement, informed choice and collaboration. This means Social Care should be provided in a way that gives people choice and control over their own lives and which respects and promotes their human rights. It requires significant changes to the way Social Care has been provided in the past. Crucially, authorities should work in partnership with people and communities to design and deliver the services that affect them.
- 3.2. The ten-year SDS strategy was introduced jointly by the Scottish Government and COSLA in 2010. It is one of a number of national policies designed to empower people and communities to become more involved in designing and delivering services that affect them. The Social Care (Self-Directed Support) (Scotland) Act 2013, the Community Empowerment (Scotland) Act 2014 and the Public Bodies (Joint Working) (Scotland) Act 2014 were all introduced following the report by the Christie Commission in 2011. They were designed to encourage significant changes to how services were previously provided, and require public bodies to give people more say in decisions about local services and more involvement in designing and delivering them.

- 3.3. Councils already had a legal duty to assess people's Social Care needs. If they assess someone as needing support and eligible to receive services, they provide, arrange or pay for services to meet these needs. They can require a contribution to the costs if the person has sufficient income. Councils do not have to offer the SDS options to people who do not meet local eligibility criteria. But in those circumstances, councils should inform individuals about where else they can find help, for example, voluntary groups and charities, or the local community.
- 3.4. This is now the seventh year of the ten-year SDS Strategy. It is recognised that implementing the Strategy is not just about authorities changing their Social Work processes and procedures, the way they plan and manage their budgets, and how they work with external providers and communities to ensure a balance of flexible, good-quality services. It is much more than that. Authorities must work in partnership with other people and organisations to transform the way they provide Social Care, so that individuals have as much choice and control as possible over the Social Care decisions that affect their lives. This transformation needs to involve not only Social Work Services, but other people in the authority, including: elected members and board members; front-line Healthcare and Social Work staff; other staff whose work affects Social Care Services (for example, finance, commissioning and procurement); third and private sector organisations; and people who need Social Care support and their carers, families and communities.
- 3.5. The aim of this follow-up audit was to establish whether councils, integration authorities and the Scottish Government are making sufficient progress in implementing SDS to achieve the aims of the ten-year SDS strategy. Audit Scotland set out to answer four key questions:-
- ◆ what progress have councils and integration authorities made in implementing SDS?
  - ◆ what impact is SDS having on people with support needs, carers, families and communities?
  - ◆ what factors are supporting or impeding effective implementation of SDS?
  - ◆ how effectively is the Scottish Government supporting implementation of SDS and evaluating its impact?

#### **4. Key Findings**

- 4.1. In terms of the summary of the key findings and recommendations the following observations were noted:-
- 4.1.1. SDS should be offered to people assessed as meeting local eligibility criteria for Social Care. More reliable data is needed on the number of people choosing each option and this is now being developed. The number of people receiving direct payments (Option 1) has doubled between 2010 and 2016, although it is still only 7,530, less than five per cent of the people receiving non-residential Social Care services.
- 4.2. Most people receiving Social Care services rate them highly. The national **Health and Care Experience Survey 2015/2016** found that 81% of people receiving formal Social Care services rated their overall help, care or support services as either excellent or good. Two-thirds of people felt they had a choice over how their Social Care was arranged.

- 4.3. There are many examples of people being supported in new and effective ways through SDS, and this has greatly improved the quality of their lives. Even a relatively small budget can make a big difference to the life of someone with Social Care needs and their carers, family and friends. Information and assistance from third sector agencies and organisations is helping people and their families to make decisions and arrange their support.
- 4.4. Not everyone with support needs is getting the choice and control envisaged in the SDS strategy. This includes people with mental health problems, who often need more flexible support. There can be good reasons for lack of choice, including protection from harm or limited options in rural or remote locations, but some people feel they have been denied the opportunity to access more effective ways to improve their quality of life.
- 4.5. Social Work staff are positive about the principles of personalisation and SDS but a significant minority lack understanding or confidence about focusing on people's outcomes, or do not feel they have the power to make decisions with people about their support.
- 4.6. People using Social Care Services and their carers need better information and help to understand SDS and make their choices. Many of those responding to the Audit Scotland survey and focus group were not aware of SDS before they were assessed. People need the information in the right format and at the right time and place.
- 4.7. The process of getting access to SDS Options 1 and 2 can be long and bureaucratic. When this happens people feel frustrated about the process.
- 4.8. Front-line staff who feel equipped, trusted and supported are better able to help people choose the best support for them. What makes this possible for staff is effective training, support from team leaders or SDS champions, and permission and encouragement from senior managers to use their professional judgement to be bold and innovative.
- 4.9. Creative types of support can introduce some risks or uncertainty for supported people, carers, providers and staff. This means there can be difficult decisions to make. Authorities must also think about how they spend public money when people want to spend their budget on more creative types of support. People and professionals must work together to find an appropriate balance between the risks and the potential benefits in terms of a person's outcomes.
- 4.10. Authorities are experiencing significant pressures from increasing demand and limited budgets for Social Care Services. Councils' total spending on all services decreased by 5% in real terms between 2011/2012 and 2015/2016. At the same time, their spending on Social Work Services alone increased by 8.6%.
- 4.11. Within the context of these pressures, authorities' approaches to commissioning can restrict how much choice and control people may have. Authorities do not have clear plans for deciding how to re-allocate money from one type of service to another as more people choose alternative services. There also needs to be flexibility in provider contracts or agreements so that not everyone gets the same service, which may not be the best way to achieve people's outcomes.

- 4.12. SDS Option 2 is not yet fully developed. Option 2 was introduced in the SDS Act as a new way for people to control their support without having to manage the money. Of all the options, it is the most different between authorities in the extent to which people can choose their support and their provider.
- 4.13. Changes to the types of support available to people are happening slowly. Day centres are the main type of service that has seen changes to provide more personalised support. While there is investment in developing new, alternative and preventative types of support within local communities, it is too soon to see the potential long-term benefits from this.
- 4.14. Choice and control within a support service can often mean demand for greater flexibility from staff. This can have an impact on their health and wellbeing and their work-life balance, making recruitment and retention, which is already difficult, even harder.
- 4.15. The Scottish Government took an inclusive approach to developing the SDS Act and guidance. Since 2011/2012, it has spent £60.37 million on supporting SDS implementation and has committed another £9.51m in 2017/2018. When dedicated funding comes to an end, there is a potential threat to the provision of independent information, advice and advocacy, which helps individuals to choose and control their support.
- 4.16. SDS implementation stalled during integration of Health and Social Care Services. Changing organisational structures and the arrangements for setting up, running and scrutinising new integration authorities inevitably diverted senior managers' attentions. Some experienced staff are also being lost through early retirement and voluntary severance schemes as the pressures on budgets mount.
- 4.17. The Scottish Government and COSLA have produced a 2016/2018 implementation plan for the ten-year strategy, which they developed in collaboration with partner organisations following a period of consultation and review. It reflects the experience and lessons learned from implementing SDS up to that point. The plan sets out actions for the partners that target six significant remaining challenges.
- 4.18. It is the expressed view of Audit Scotland that their evidence – from people who need support and their carers and families, Social Work staff and managers in authorities, and third and private sector organisations – shows many examples of positive progress in many different ways. But there is no evidence that authorities have yet made the transformation required to fully implement the SDS Strategy.
- 4.19. The Scottish Government should provide joined-up, strategic leadership across the range of its policies to ensure that SDS becomes a core part of how people with Health and Social Care needs are supported to improve their quality of life.
- 4.20. Audit Scotland has detailed a number of recommendations for local authorities/integration authorities, COSLA and the Scottish Government to consider. This report concentrates on the recommendations for local authorities and are summarised under four distinct headings:-
- 4.20.1. **Directing your own Support**
- ◆ work in partnership with service users, carers and providers to design more flexibility and choice into support options
  - ◆ review their processes for supporting children to transition into adult services

#### 4.20.2. Assessing Needs and Planning Support

- ◆ provide staff with further training and help on identifying and planning for outcomes
- ◆ work with service users and carers to review their assessment and support planning processes to make them simpler and more transparent
- ◆ establish clear guidance for staff on discussing the balance between innovation, choice and risks with service users and carers and implementing local policies in practice
- ◆ support staff in applying professional judgement when developing innovative solutions to meet individual needs flexibly
- ◆ ensure they are providing information on sources of support to those who are accessing SDS
- ◆ work with service users, carers and providers to review the information and help they offer to people during assessments, reviews and planning discussions

#### 4.20.3. Commissioning for SDS

- ◆ develop longer-term commissioning plans that set out clearly how more choice and flexibility will be achieved for local service users and how decisions will be made to re-allocate money from one type of service to another
- ◆ work with service users, carers and provider organisations to develop more flexible outcome-focused contractual arrangements
- ◆ continue to work with communities to develop alternative services and activities that meet local needs

#### 4.20.4. Implementing the National SDS Strategy

- ◆ develop targeted information and training on SDS for Healthcare professionals who have a direct or indirect influence on people's Health and Social Care support
- ◆ monitor and report the extent to which people's personal outcomes are being met and use this information to help plan for future processes and services

### 5. Self-Directed Support in South Lanarkshire

- 5.1. The Audit Scotland report is welcomed and provides a benchmark from which we can evaluate progress within South Lanarkshire.
- 5.2. The Council fully acknowledges the significant transformational change that the SDS legislation seeks to embed and as a consequence major changes have been adopted in terms of our assessments and methodology around allocating funds to support eligible needs.
- 5.3. As an indicator of how SDS is progressing, the following data has been submitted to Scottish Government as part of the annual Social Care Return. This is currently being collated by Scottish Government and will be published in due course. Comparable data for 2015/2016 is detailed below also.

Data Extract	2015 - 2016	2016 - 2017
Number of SDS1 clients (regardless of what other options chosen)	287	314
<b>Value of payments (Option 1)</b>	<b>£3,174,000</b>	<b>£4,11,8000</b>
Number of SDS2 clients (regardless of what other options chosen)	4	54
Number of SDS3 clients (regardless of what other options chosen)	563	7,213

- 5.4. There is a marked change in the figures reported which in part is a consequence of improved information held on the Social Work system. Data confidence is one of the key issues identified by Audit Scotland.
- 5.5. Whilst much progress has been made there remain a number of key developments to be put in place. In summary these relate to:-
- ◆ further refinements to the Adult Outcomes Support Plan
  - ◆ revisions to the assessments for carers that also needs to take account of the impending implementation of the new Carers Act
  - ◆ finalise the changes to review modules
  - ◆ agree future funding methodology in terms of children supported through SDS
- 5.6. This work continues to be overseen by the SDS Implementation Board. Action plans are in place and progress monitored.
- 5.7. The Audit Scotland report, as with previous reports on this matter, highlights the critical role of elected members and Board members.
- 5.8. Supplement 3 to the main Audit Scotland report, attached as an appendix, provides a checklist for elected members as an aid to understanding how SDS is being progressed within their authority.
- 5.9. An evaluation of our approach to SDS took place on 3 November 2017 and a report has been drafted on the outcome of this.
- 5.10. The Council works in partnership with Take Control South Lanarkshire which is managed by the Glasgow Centre for Inclusive Living (GCIL). They provide an independent source of information and advice to service users and carers on how the SDS options work and the issues that need to be considered in making a choice for example, employers duties if employing a personal assistant. This service is funded in part by the dedicated SDS implementation funds provided by Scottish Government. The Audit Scotland report comments specifically on the risks to the continuation of such services once the SDS funding comes to an end.
- 5.11. Social Work Resources continues to work closely with colleagues in legal and procurement to ensure that the Council's interests are protected whilst balancing other statutory duties relating to choice, best value, contractual obligations and procurement rules impacting on Social Care.
- 5.12. In relation to the specific recommendations identified by Audit Scotland the following additional information is relevant:-

#### **5.12.1. Directing your own Support**

- ◆ Social Work Resources engage directly with service users, carers and partners to develop more flexible ways in which to support individuals, this in part is fulfilled through our Users and Carers Sub Group and provider meetings
- ◆ Social Work Resources have in place a revised protocol for managing transition cases between children and adult services

#### **5.12.2. Assessing Needs and Planning Support**

- ◆ a comprehensive programme of learning and development is in place to support staff respond appropriately to the legislative duties and practice shifts. Further work is being undertaken to review and refine operational procedures to strengthen accountability and delegated authority
- ◆ risk is embedded within the co-produced assessments and is an area for consideration within the support planning phase leading ultimately to a clear understanding of the nature of risk and its relationship with stated outcomes

#### **5.12.3. Commissioning for SDS**

- ◆ the Strategic Commissioning Plan is set by the Health and Social Care Partnership and provides direction as to the commissioning intentions. Further work is being undertaken to refine the Strategic Commissioning Plan taking account of the developments of localities and the transformational shift needed in order to fulfil Scottish Government's expectations of changing the balance of care
- ◆ Social Work Resources works closely with colleagues in procurement service to ensure a mix of service provision which balances flexibility and choice with the statutory duties of best value and procurement rules and regulations

#### **5.12.4. Implementing the National SDS Strategy**

- ◆ the SDS Implementation Board includes Health professionals whose role is to consider how as a Partnership we give effect to Section 13 of the statutory guidance for SDS; and
- ◆ a range of briefings and support information has already been provided to Health professionals and additional support is planned to ensure Health staff understand their role in supporting the SDS process

### **6. Employee Implications**

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

### **7. Financial Implications**

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

### **8. Other Implications**

8.1. There are no risk implications associated with this report.

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

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

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

9.1. There is no requirement to carry out an impact assessment in terms and proposals contained within this report.

9.2. There is no requirement for consultations of proposals contained within this report.

**Val de Souza**  
**Director, Health and Social Care**

30 August 2017

**Link(s) to Council Values/Objectives**

- ◆ Improve services for older people
- ◆ Protect vulnerable children, young people and adults
- ◆ Get it right for every child
- ◆ Strengthen partnership working, community leadership and engagement

**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:-

Pat McCormack, Service Development Manager

Ext: 3708 (Phone: 01698 453708)

Email: [pat.mccormack@southlanarkshire.gcsx.gov.uk](mailto:pat.mccormack@southlanarkshire.gcsx.gov.uk)



## Self-directed Support

Checklist for councillors and board members

### ACCOUNTS COMMISSION ✓

### AUDITOR

### GENERAL ✓

The Auditor General and the Accounts Commission published their joint report, Self-directed Support, 2017y progress report on 24 August 2017. This checklist accompanies that report and sets out some questions that councillors and board members might ask to seek assurance about progress in implementing Self-directed Support in their Council or integration authority.

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
<b>How users, carers and families experience self-directed support in our authority</b>			
Paragraphs 15-22, 65-66	<p>Do we offer self-directed support (SDS) to all eligible people when we assess or review their social needs?</p> <ul style="list-style-type: none"> <li>In what circumstances are people not offered the four SDS options?</li> <li>What are we doing to give these people more choice and control?</li> </ul>	<p>Yes. The act and supporting regulations set out the circumstances in which either people would not be able to access SDS or there are limitations that apply to certain options e.g people on certain statutory orders or option 1 not currently available for long term residential care. The SDS guidance also recognises that SDS would not be appropriate in circumstances where the individual is in crisis and where the support arrangements would not be described as stable and</p>	<p>Staff have access to both the statutory guidance and council guidance. Arrangements are in place to offer flexibility of providers through Option 2.</p>

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
		ongoing. The immediacy of response is to deal with the crisis. Once the assessment is that we are in a stable state then the four options should be offered.	
Paragraphs 23-29	How many people do we support, how many people have been offered the SDS options, and how many people have chosen each option? <ul style="list-style-type: none"> <li>how do we expect these numbers to change in future, and why</li> </ul>	The Social care return for 2016-17 is detailed at section 5.3	We will continue to improve the data quality and recording to evidence progress.
Paragraphs 8, 36-43	How do we involve service users, carers and providers to help design more flexibility and choice into support options? <ul style="list-style-type: none"> <li>What do they tell us about how we all could improve?</li> </ul>	We have a dedicated user and carers group that meets quarterly and have been involved from the outset in the development of our approach. Similarly, we had a providers group to develop a shared understanding of the processes and options. SDS is now a standing item on provider meetings. The two main issues which users and carers raise are timescales for completing the assessment process and the level of funding available.	Clear statement of the council's eligibility criteria will assist in managing expectations and provide clarity of levels of intervention.  We have streamlined the approval process to minimise delays between completion of assessment and approval of funding.  A tailored assessment is in place for those individuals seeking to access low level services such as community meals, alert etc.
Cont.			
	Have we reviewed our assessment and	Yes. We	We will

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
Paragraphs 36-43, 47-51	<p>support planning processes to make them simpler and more transparent?</p> <ul style="list-style-type: none"> <li>what do users and carers think about the processes?</li> </ul>	continue to keep this under review and will adjust where appropriate. Users and carers offer different views on their experiences but generally the issue of timescales is a recurring theme.	continue to review and update to ensure the best possible fit between statutory compliance and service user choice and control.
Paragraph 38	<p>Have we reviewed our processes for supporting children to transition into adult services?</p> <ul style="list-style-type: none"> <li>have we jointly agreed improvement actions between children's and adult services</li> </ul>	Yes. A revised protocol was approved and implemented in 2017.	We will monitor to ensure the agreed arrangements are working as intended.
Paragraphs 35, 47-51	<p>Have we reviewed the information and help we offer to people during assessments, reviews and planning discussions?</p> <ul style="list-style-type: none"> <li>do people understand our information? Does everyone who needs it get it? Do they get it at the right time?</li> <li>how have we involved users, carers and providers in reviewing the information and help?</li> <li>do we offer people independent advice and advocacy when they need it?</li> </ul>	<p>Yes. We have produced a range of communications aimed at service users, carers and staff. We developed a communication strategy for SDS that was shared with service users and amended to reflect their comments and observations. The councils website has a dedicated SDS page that offers both general information on SDS as well as links to providers that could offer support. The council has a current contract with Glasgow Centre for Inclusive Living (GCIL) who provide the independent advice service. The service is</p>	We will continue to monitor, review and update our information in both printed and electronic formats.

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
		known locally as Take Control South Lanarkshire and is based in Campbell Street, Hamilton. GCIL have a long history of supporting people with disabilities and long term conditions and have provided excellent support people as they explore the various options available to them.	
Paragraphs 25, 36, 44-46	<p>What difference is SDS making to people's personal outcomes?</p> <ul style="list-style-type: none"> <li>• how do we record and monitor this so that we know if things are improving across the board?</li> <li>• how are we using this information to plan future SDS processes and services?</li> </ul>	The new L15 Outcomes Support plan for adults and the equivalent child's plan will detail the outcomes for individual service users and carers.	

### Supporting Social Work staff to implement SDS

Paragraphs 44-46, 52-54	Do all our Social work staff feel they have the time, information, training and support they need to be able to identify and plan for people's personal outcomes?	Yes	We have recently issued a SNAP survey to all frontline staff to capture their views. This will be considered and reported on in due course
Paragraphs 44-46	<p>Do all our Social Work staff fully understand outcomes?</p> <ul style="list-style-type: none"> <li>• are they confident about working with personal outcomes?</li> <li>• have they had sufficient training?</li> </ul>	Yes	As above.
Paragraphs 52-54	Do our behaviours and processes encourage and support Social work staff to develop innovative solutions to meet individual needs flexibly?	<p>There is a tension between SDS and procurement in terms of service users choice.</p> <p>A small number of new and</p>	We are working closely with the procurement service to strike a balance between procurement

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
		innovative services have been developed which offer a different model of support rather than traditional care services e.g. Clydesdale Community Initiatives.	legislation, delivery of best value and continue to offer flexibility and choice to service users
Cont.			
Paragraphs 55-58	Do Social Work staff have sufficient guidance and support on how to balance innovation, choice and risks with service users and carers?	There are a number of sources of guidance that support frontline staff. This has been developed nationally by Social Work Scotland on behalf of COSLA, SSSC and NES in respect of health staff.	
<b>Monitoring and planning progress in SDS implementation</b>			
	<p>Do we regularly review our progress in implementing SDS?</p> <ul style="list-style-type: none"> <li>do we review progress against our SDS implementation plans?</li> <li>do we monitor and report on the SDS options chosen by people, ensuring this data is accurate and consistent?</li> <li>do we monitor and report on whether people's personal outcomes are being met with SDS?</li> </ul>	<p>Yes. The SDS Implementation Board meets regularly to review progress.</p> <p>SDS is reported nationally as part of the annual Social Care Survey.</p> <p>Updates are provided to committees, CMT and others as appropriate.</p> <p>The councils internal audit service has conducted several internal examinations of the processes and compliance with the act.</p>	<p>We will continue to develop the information on SWISplus and IMPROVE to ensure SDS data is captured, analysed and acted upon in support of the council's evidence of compliance and making a difference to service users and carers.</p>

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
		Further work requires to done on measuring outcomes and this is the focus of work nationally and locally.	
	Do we use national information, reports and tools to help us improve how we are implementing SDS?	Yes. Reviewed by SDS Implementation Board	Continue to apply lessons learned from reviews and research.
Paragraphs 63-72	<p>Do our strategic commissioning and related plans show:</p> <ul style="list-style-type: none"> <li>• how more choice and control will be achieved for service users?</li> <li>• how decisions will be made about re-allocating resources from one type of service to another in response to people making their SDS choices?</li> </ul>	<p>The Strategic Commissioning Plan reflects SDS and service users choice. Further detailed work will be undertaken in respect of locality planning and engagement with stakeholders at a local level to inform future commissioning intentions.</p>	<p>The council recognises the tension between traditional services, particularly building based services and more personalised, individualised support arrangements.</p> <p>The council continues to offer building based services and the usage and demand will inform future options.</p>
Paragraphs 65-70	<p>Are we using flexible contractual arrangements that give supported people and providers the opportunity to be flexible about support?</p> <ul style="list-style-type: none"> <li>• have we involved users, carers and providers in developing this?</li> <li>• If we do not have outcomes-focussed contractual arrangements, how are we giving supported people flexibility, choice and control?</li> </ul>	<p>Revised option 2 approach improves the flexibility for service users to make arrangements with providers of choice. This already existed through option 1 (Direct Payment)</p>	<p>Continue to streamline processes but retaining the statutory requirements of best value, duty of care, managing risk and protection as appropriate.</p>
Paragraphs 73-75	<p>Are we working with communities to develop alternative services and activities that meet local needs?</p> <ul style="list-style-type: none"> <li>• how are these community-based services and activities helping to support people?</li> <li>• are there opportunities to develop more community-based services and activities?</li> </ul>	<p>Working with VASLAN and other organisations to improve the visibility of community based alternatives and</p>	<p>Continue to develop through strategic commissioning plan.</p>

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required Actions
		provide links to other services and support.	
Cont.			
Paragraph 91	<p>Have we developed targeted information and training on SDS for healthcare professionals who have direct or indirect influence on people's Health and Social Care support, including:</p> <ul style="list-style-type: none"> <li>• primary care professionals such as GPs, district nurses, occupational health professionals?</li> <li>• hospital staff who may influence decisions about discharging patients when they need temporary or permanent support?</li> <li>• managers and administration staff?</li> </ul>	<p>We have delivered a number of awareness sessions for NHS community based staff. We have worked with colleagues in NES to develop a bespoke portal for SDS information specifically targeted at health staff.</p>	<p>Continue to work with NHS colleagues locally and nationally to increase awareness of SDS and the application of section 13 of the statutory guidance</p>

✓ **AUDIT SCOTLAND**

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# Report

10

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>15 November 2017</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Review of Pan Lanarkshire Justice Services</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee of the review of pan Lanarkshire services that is currently taking place in Justice Services

## 2. Recommendation(s)

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

- (1) that the contents of the report are noted.

## 3. Background

### 3.1. Context of Criminal Justice Services

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

### 3.2. Accountability

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

### 3.3. Pan Lanarkshire Services

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

## 4. Current Position

4.1. Clear communication has taken place with all staff involved in the Court, Throughcare and DTTO Services and trade union colleagues have also been kept fully informed.

Any proposed changes to the delivery of Services will be presented in the first instance to the CJP. An updated position paper outlining any changes to the proposed models of delivery for pan Lanarkshire services will be provided to the next Social Work Resources Committee.

## **5. Employee Implications**

- 5.1. Employee implications will be clarified following the conclusion of the pan Lanarkshire reviews.

## **6. Financial Implications**

- 6.1. There are, currently, no financial implications associated with this report, however, there may be financial implications for Justice Services depending on the outcome of this review.

## **7. Other Implications**

- 7.1. There are no additional risk implications 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. As this report does not propose a change in policy, strategy or plan it is not necessary to complete an impact assessment.
- 8.2. Consultation is currently underway with all staff currently employed in these services across South and North Lanarkshire. The trade unions have also been involved as well as the respective human resources departments.

**Val de Souza**  
**Director, Health and Social Care**

5 October 2017

## **Link(s) to Council Values/Objectives**

- ◆ Improve community safety
- ◆ Fair and open
- ◆ Protect vulnerable children, young people and adults
- ◆ Self aware and improving

## **Previous References**

- ◆ none

## **List of Background Papers**

- ◆ none

## **Contact for Further Information**

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

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# Report

11

Report to: **Social Work Resources Committee**  
 Date of Meeting: **15 November 2017**  
 Report by: **Executive Director (Education Resources)  
 Director, Health and Social Care**

Subject: **South Lanarkshire's Children's Services Plan**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update in relation to progress made to develop a new Children's Services Plan for South Lanarkshire, to ensure compliance with the duty set out within the Children and Young People (Scotland) Act 2014

## 2. Recommendation(s)

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

- (1) that the content of the report be noted.

## 3. Background

3.1. Partners have been working to comply with the new legislation outlined in Part three of the Children and Young People (Scotland) Act 2014, which places a duty on the Council and Health Board to put in place a Children's Services Plan for South Lanarkshire by April 2017, that follows the legal framework set out in the Act.

3.2. Guidance provided for authorities on the Act asks us to set out clear strategic aims of the Plan that incorporates five sub aims within the legislation:

- ◆ safeguards, supports and promotes wellbeing of children
- ◆ ensures action is taken at the earliest appropriate time
- ◆ that action is integrated from the viewpoint of service users
- ◆ Services constitute the best use of available resources
- ◆ related services are provided with the intention of safeguarding, supporting and promoting wellbeing

3.3. The Act also places a duty on partners to work to integrate service provision with an aim of facilitating better outcomes and preventing negative outcomes from arising and to improve efficiency by avoiding duplication.

3.4. The Children's Services Plan, requires us to tell the story of where we have come from (improvements already achieved), where we are now and where we want to get to by describing how the wellbeing of children and young people will be improved.

3.5. Within South Lanarkshire, there is existing good practice of having a published Children's Services Plan with strong governance and reporting arrangements, including a published Annual Report.

#### **4. Progress**

- 4.1. The process of scoping out the new plan has been helped by the strong partnership ethos already in place including the governance structure, the 2016/2017 Performance Improvement Plan (PIP) with its high level themes and the work of the strategic sub groups (Corporate Parenting, Substance Misuse and Getting it Right for Every Child (GIRFEC) Transformation) which are reflected in the aforementioned PIP.
- 4.2. The process of writing the Children's Services Plan has also been helped by the following:
- ◆ the culture of producing an annual report and the areas for improvement identified in the 2015/2016 Annual Report
  - ◆ an Improvement Action Plan, produced after the joint inspection of Children's Services in 2014
  - ◆ the work of strategic working groups such as the Mental Health Task and Finish Group
  - ◆ the Corporate Parenting Strategy and supporting Action Plan
  - ◆ the work towards creating a refreshed suite of measures/indicators for moving forward to be supported by the activity of the Realigning Children's Services (RCS) Programme
  - ◆ data already held by partners such as Partnership Action for Continuing Employment (PACE), PLACE/Local Outcome Improvement Plan (LOIP) and the Strategic Needs Assessment created for the Health and Social Care Partnership; and
  - ◆ the systems and structures already in place that identify need e.g. Early Years Multi Agency Support Meetings, Domestic Abuse Screening, Early and Effective Intervention/Youth Offending, Homelessness, Information Sharing etc
- 4.3. Partners, on behalf of the Getting it Right for South Lanarkshire's Children Partnership Board, have been working on Realigning Children's Services, a national programme led by the Scottish Government, to support local improvement in joint strategic commissioning practice. It focuses on improved evidence collection, analysis and a strengthening of partnership working across all agencies involved in Children's Services. It also supports the Scottish Government's principles of Public Service Reform and the approach to GIRFEC.
- 4.4. The process of scoping out the Children's Services Plan has been informed by the wealth of data available in South Lanarkshire and also by ensuring input from a wide range of stakeholders. This includes:-
- ◆ a 'mini' Joint Strategic Needs Assessment (JSNA) carried out in 2015;
  - ◆ the work of the Continuous Improvement Group in gathering single agency data. (A three year trend analysis on the agreed data set has provided a good raft of indicators for consideration)

- ◆ data that can be accessed via South Lanarkshire Council's Central Research Unit (CRU) with support from CRU colleagues
- ◆ additional data that can be made available by partners and through consultation with stakeholders
- ◆ Some initial findings from the RCS Programme

- 4.5. In addition, the RCS programme is beginning to provide valuable analysis that will inform years two and three of the plan. Reports on the extensive consultation carried out last year as part of the programme have only just been received and the main findings will be considered by the partners over the coming months.
- 4.6. In developing the plan we also considered other key drivers e.g. experience from the Joint Inspection and resultant improvement actions, the Child Protection Business Plan, Corporate Parenting Strategy and supporting Action Plan, Community Learning and Development Plan, Early Learning and Childcare Planning, A Fairer Healthier Scotland, Mental Health Strategy for Scotland 2016 and the Health and Social Care Strategic Plan.
- 4.7. A wide range of stakeholders were engaged through a series of consultations which took place in March of this year and focused on the creation of an updated vision, proposed high level themes and identified outcomes and measures. Over 230 people, representing all of Children's Services planning partners, participated in either a Senior Managers Seminar or one of two locally delivered events. This activity directly informed decisions made around the content of the Plan.
- 4.8. The plan has a refreshed vision that reflects where we are as a partnership, and what we aspire to achieve for children, young people and families across South Lanarkshire:

'Children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.'

This vision is underpinned by a commitment to:-

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

4.9. The priorities set out within the Children's Services Plan centre on three key themes, each with a high-level outcome. These are:-

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

4.10. A number of prioritised areas for action sit under each of the three themes. These areas for action have been identified as a result of interrogating the available data and where we have identified the need for improvement. The areas for action are set out in the following grid:-

Children have the best start in life and are supported to realise their potential.	The health and wellbeing of children, young people and families is improved.	The life chances of our most vulnerable children and young people are improved.
Children's exposure to second hand smoke in pregnancy and early childhood is reduced	Emotional and behavioural concerns in early years is reduced	Employability of care experienced young people is improved
The number of children living in low income households is reduced	More children and young people are a healthy weight	Attainment for care experienced children and young people is improved  Reduce the impact of parental substance misuse on children and young people
Speech, language and communication in early years is improved	Health and wellbeing of care experienced children and young people is improved	Attendance at school for care experienced children and young people is improved
School attendance of children and young people in the most deprived communities is improved	Emotional wellbeing of children and young people is improved	The rate of repeat referrals to the Scottish Children's Reporter Administration (SCRA) is reduced
Attainment of children and young people in the most deprived communities is improved	Substance misuse by young people is reduced	Support to children and families affected by homelessness is improved

Employability of young people within the most deprived communities is improved	Teenage pregnancies in under 16's is reduced	Support to children and families affected by domestic abuse is improved
		Support to children and young people affected by parental substance misuse is improved
		Support to young carers is improved
		Support to children and young people with additional support needs is improved

- 4.11. The content of the CSP, along with the analysis of available data and the consultation activity carried out with the stakeholders, has been shared with partners developing the Local Outcome Improvement Plan.

## **5. Next Steps**

- 5.1. We will seek to use the information provided by the RCS programme which can be aligned with this planning activity and, after thorough scrutiny by the Partnership, we expect this to inform years two and three of the Plan.
- 5.2. There is also a need to consider local commissioning processes based on robust information about needs, costs and quality and engagement of service users. The RCS Programme is well placed to provide the key drivers for this demand.
- 5.3. The Children's Services Senior Managers' Event held on 6 October 2017, provided information on the process and content of the plan and began exploring potential areas for change informed by the RCS programme.
- 5.4. There is an expectation that the Partnership will begin to work to shift spend from higher tariff (and therefore more expensive) provision to earlier (less expensive) activity e.g. reductions in externally accommodated children/young people/reduction in number of places in children's houses. In addition a range of other initiatives such as the Family Nurse Partnership, Breaking the Cycle, Pupil Equity Funding, etc. have allowed us to evidence where models of prevention and early intervention can, and do, have a financial benefit as well as a positive wellbeing impact.
- 5.5. It is intended that a summary version of the plan that is accessible to children, young people and the wider community will be produced.
- 5.6. The draft CSP will be presented to the Executive Committee for approval. Copies have been made available in the Members' Areas.

## **6. Employee Implications**

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

## **7. Financial Implications**

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

## **8. Other Implications**

- 8.1. There are no risk or sustainability issues associated with this report

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

- 9.1. There are no Equality Impact Assessment or consultation arrangement implications associated with this report

**Tony McDaid**  
**Executive Director (Education Resources)**

**Val de Souza**  
**Director, Health and Social Care**

24 October 2017

### **Link(s) to Council Objectives/Values**

- Raise educational achievement and attainment
- Protect vulnerable children, young people and adults

### **Previous References**

None

### **List of Background Papers**

- Council Plan

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:- Anne Donaldson, Head of Education (Inclusion)

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# Report

12

Report to: **Social Work Resources Committee**  
 Date of Meeting: **15 November 2017**  
 Report by: **Chief Social Work Officer, Head of Children and Justice Services**

Subject: **Chief Social Work Officer Report 2016/2017**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ outline the content of the Chief Social Work Officers' Report 2016/2017

## 2. Recommendation(s)

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

- (1) that the content of the Chief Social Work Officers' Report, which will be forwarded to the Chief Social Work Advisor Scotland, 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. This will be the fourth CSWO report provided by South Lanarkshire Council.

## 4. CSWO Report

4.1. The report is split into 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 – Key challenges, developments and improvements during the year**

- 4.3.1. 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.
- 4.3.2. The details of the CSWO's priorities for the service are confirmed as:-
- ◆ Public Protection responsibility for Children, Adults and Multi Agency Public Protection arrangements
  - ◆ Health and Social Care Integration
  - ◆ Self Directed Support
  - ◆ implementation of the requirements of the Children and Young Peoples Act
  - ◆ implementation of the Carers (Scotland) Act
  - ◆ continuing to drive forward Community Justice
- 4.3.3. A brief narrative is provided on the progress of these priorities which highlights key developments and achievements, for example, the continued development of service user/carer participation and involvement and the implementation of the Self Directed Support, Outcomes Support Plan.
- #### 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. A range of methods used to aid meaningful participation and involvement are outlined in this section including the use of the video recording device VOXUR. The Resource also has a commitment to provide advocacy.
- #### 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 2016/2017.
- 4.5.2. Illustrated are some of the challenges that require strategic and operational responses, including the projected rise in older peoples 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 2016/2017 is also outlined. The budget of £133,161 million was allocated as follows:-
- |                              |           |
|------------------------------|-----------|
| Adult and Older People       | £96.674m  |
| Children and Families        | £25.378m  |
| Justice and Substance Misuse | £ 1.070m  |
| Performance and Support      | £ 10.039m |
- 4.6.3. Also detailed are some of the financial pressures that Social Work Resources has managed over 2016/2017 and the Resources' risks as highlighted in the Resources' 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's 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 in relation to the report.

#### **6. Financial Implications**

- 6.1. There are no financial implications in relation to the report.

## **7. Other Implications**

- 7.1. There are links to the Social Work Risk Register identified within the CSWO Report.
- 7.2. There are no sustainable development issues.
- 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 required.
- 8.2. Consultation with carers and service users is referenced in the CSWO report.

**Liam Purdie**  
**Chief Social Work Officer**  
**Head of Children and Justice Services**

5 October 2017

### **Link(s) to Council Values/Objectives**

- ◆ Protect vulnerable children, young people and adults
- ◆ Improve services for older people

### **Previous References**

- ◆ Social Work Resources Committee - 15 June 2016

### **List of Background Papers**

Annual Report – Chief Social Work Officer, South Lanarkshire Council 2016/2017

### **Contact for Further Information**

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

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**Annual Report  
Chief Social Work Officer Report  
South Lanarkshire Council  
2016/2017**

South Lanarkshire Chief Social Work Officer Report 2016/2017		
Section	Title	Page numbers
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## Introduction

Welcome to the annual Chief Social Work Officer Report for 2016/2017. I assumed the role of CSWO for South Lanarkshire Council on 23 May 2017 and this is my first report. I am grateful to my predecessor, Robert Swift, for completing the previous year's report.

Local Authorities have a statutory requirement to appoint a professionally qualified Chief Social Work Officer (CSWO). He or 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, both commissioned and 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.

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.

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. 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.

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 2016/17 Social Work Resources activities included:

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

Additionally, we have a range of Home Care, Day Care and Supported Living providers operating across our localities. Social Work funds a wide range of contracted services and there are forty one independent care homes for older people, thirteen care homes for adults and a small number of children's care homes within the council area.

As always, the ongoing development of social work services and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2016-17 and I look forward to working together during the year ahead.

Liam Purdie  
Chief Social Work Officer (CSWO)

## 1. CSWO's Summary of Performance –

### Key challenges, developments and improvements during the year

A review of Social Work Services in Scotland, led to a set of recommendations in the Changing Lives report. These recommendations were aimed at delivery social services for the 21<sup>st</sup> Century that would continue to rise to the challenge of supporting and protecting vulnerable people and improving the well-being of people and communities. The recommendations were to set social services on a sustainable course.

Changing Lives has led to a very wide range of specific products and outcomes, including guidance on the role of the CSWO, the responsibilities of Social Workers and practice guidance for social work services.

The Scottish Social Services Council has been instrumental in supporting the up-skilling and competence of the social services workforce, similarly the Health and Care Professionals Council regulate and set standards for occupational therapists working in social services.

A range of other organisations and individuals also deliver on Changing Lives, including Social Work Scotland (SWS), Coalition for Care and Support Providers (CCSP).

The Changing Lives report was over a decade ago and has been followed by [Social Services in Scotland: A Shared Vision and Strategy 2015-2020](#). This Strategy was developed by the Social Work Services Strategic Forum consisting of wide range of representation from across Scotland.

Within South Lanarkshire Social Work Resources continue to operate in a period of change and innovation. In 2016-17, social care services were delivered within an environment of significant organisational change and reducing public sector funding. 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.

As outlined in the Public Bodies (Joint Working) (Scotland) Act 2014 the **South Lanarkshire Health and Social Care Partnership** now has an established Integration Joint Board (IJB). A Performance and Audit Sub Group will assist with the necessary governance and accountability arrangements of the IJB. Four locality planning areas are being developed and by March 2017 a manager will be appointed within each locality. An important building block of locality development has been the approval of an operational management structure which will provide the necessary platform through which further locality development can be planned and implemented. Each locality now has a locality planning group that is chaired by a voting member of the IJB. Each group is currently profiling information and looking at the respective priorities which will assist in shaping future commissioning intentions and the next iteration of our Strategic Commissioning Plan.



A further area of significant activity, with strong links to the personal outcomes agenda, is **Self-directed Support**. Self-directed Support is underpinned by a ten year strategy and whilst there remains a lot to do, Social Work Resources has continued to make good progress in relation to this multi-faceted agenda. Areas which required development include changes in the assessment process, associated IT developments, staff training and, procurement amongst others. Throughout 2016/17 further developments have been taken forward such as the implementation of the Outcomes Support Plan and the Adult Carers Support Plan; the latter is introduced through the new Carers (Scotland) Act 2016.

The introduction of the **Community Justice (Scotland) Act 2016** followed a consultation period on the Future Model of Community Justice in Scotland. The outcome of consultation was that the Community Justice Authorities (CJA) would cease to exist on 31 March 2017 with:

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

The Scottish Governments vision is reflected in the first South Lanarkshire Community Justice Outcome Improvement Plan which has been developed with contributions from all partner agencies. 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

Our plan aims to ensure as a partnership we:

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

Throughout 2016/17 Children's Services continued with developments to implement the **Children and Young People (Scotland) Act 2014**. The Act consists of 18 parts, with specific parts being phased in at differing timeframes. Consultation and supporting guidance has been issued in respect of: Named Person; Childs Plan; Corporate Parenting; Aftercare; and Continuing Care. The Act ensures that children's rights influence the design and delivery of policies and services. The Act puts the child at the centre and improves the way families are supported by promoting co-operation between services. Better permanence planning for looked after children is ensured by improving support for kinship carers, families and care leavers and extending the role of corporate parenting across the public sector. Continuing Care and Aftercare Services are being developed to support young people up to their 26th birthday.

The **Carers (Scotland) Act** was passed in February 2016 and throughout the summer of 2017 the regulations and guidance will be drafted and consulted upon with implementation expected in April 2018. This Act is far reaching, bringing new

legal rights for carers including young carers. There is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. The Act changes the definition of a carer in Scotland and stipulates what must be included in the new Adult Carer Support Plan and Young Carers Statement to assess carers' needs. It places new duties on local authorities and health boards in terms of strategic planning, provision of information and advice for carers. Carers' involvement in strategic planning remains firm policy intent. Social Work Resources have a long established partnership with carers and carers' organisations in South Lanarkshire and will continue to work with them as we prepare to implement the new Act.

In addition to the challenges and opportunities initiated by legislation the CSWO oversees standards and improvements in a range of Social Work activity including; The **Joint Inspection of Children's Services** (JICS), South Lanarkshire's first, which concluded with the published report in February 2015. Since then there has been a review of children's services structure, accountability and responsibility. Our Action Plan identified 17 improvement actions covering 6 areas of improvement. 13 of these actions are now complete and the remaining 4 are being progressed. Children's services are monitored as part of multi agency Continuous Improvement Activity and we continue to build on improvement in key areas of service delivery. The Improvement Action Plan will continue to inform the Children's Service Plan 2017-20 which is currently in development.

The **Joint Inspection of Older People's Service** took place from July to October 2015. In line with the findings of our own self evaluation across the 9 Quality Indicators inspected, the Partnership was evaluated as Adequate for 6 indicators and as Good for 3 indicators. An improvement plan is in place to address the 9 recommendations for improvement and the progress which is being made is monitored through the multi agency inspection group and by regular liaison with Care Inspectorate.

The **Alcohol and Drugs Partnership** conducted a self assessment of services against the Quality Principles during 2015 -16 including consultation with staff and services users. A positive response was received from the Care Inspectorate and for the areas where improvement was identified an action plan is in place to take the necessary actions forward.

The **Care Inspectorate** continue to regulate and inspect our 43 registered care services which include: 8 Care Homes for older people; 14 Day Centres for older people; 6 Care Homes for children and young people; 3 Child and Family services (Fostering, Adoption, Supported Carers); 6 Adult Lifestyles Centres; 2 Adult Community Support Services, 4 Home Care services. During 2016/17, 29 services were inspected.

Following consultation in 2015 and autumn 2016 which South Lanarkshire Council, Social Work Resources contributed to, new **National Care Standards** have been developed and are expected to be implemented from Spring 2018. Council employees will require to be briefed on the new standards which will impact on our registered services and those of the external care providers from whom we commission services.

The **Realigning Children's Services** programme has been working in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children. It supports a joint strategic commissioning approach, providing tools and support with which Community Planning Partnerships can gather evidence, develop staff skills and facilitate discussion within the local partnership. This

programme is now in its final year and the insight which has been gained will contribute to the continued development of children's services.

Support for unaccompanied asylum seeking children (**UASC**). A review of the South Lanarkshire Council protocol for managing UASC and Age Assessments for those claiming to be aged 16-18yrs has been undertaken and a protocol prepared. This has achieved greater consistency across the locality offices and a bank of suitably trained Lead Professionals to ensure UASC interventions are fair, supportive and transparent.

Alongside this activity the CSWO has continued to lead an active improvement agenda within Social Work Resources and across the Partnership including;

- a revised **Supervision Policy** which has been developed based on Morrison & Wonnacott's (2010) 4 x 4 x 4 model. This will promote supervision in the context of a supportive learning environment and actively encourage a culture of continuous development. The new policy will roll out to staff within the resource, from March 2017.
- **Social Work Governance Group** which has been established to provide assurance in relation to the delivery of safe, effective, person-centred social work practice in the delivery of its statutory duties. To provide assurance to the council, the Integrated Joint Board and to staff that governance is being discharged in relation to the statutory duties and quality of care requirements. To support localities in ensuring social work governance is understood and applied at a locality level. To ensure that the Scottish Social Services Codes of Practice for Social Services Workers and Employers are understood and implemented
- the **Child and Family Services Performance and Continuous Improvement Group** which has undertaken a programme of audit activity to monitor compliance with policies, procedures and standards within the service and identify areas and actions for improvement.
- ongoing **self-evaluation activity** has taken place within Adult and Older People's Services using as a guideline the Quality Indicator Framework provided by the Care Inspectorate and the newly developed National Care Standards.
- an **analysis of complaints** received and suggested improvement actions are presented to Social Work Committee annually.
- continued development of **service user/carer participation and involvement activity**. Users and carers have involvement within joint planning structures. Their feedback and input is also sought directly in relation to how services can be improved using tools such as electronic surveys and interactive sessions with option finder key pads.
- 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 has greatly enhanced performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.
- engagement in audit and improvement action planning for **Child Protection and High Risk Offenders**.
- presenting reports from the **Mental Welfare Commission** for discussion at Senior Management Team meetings with follow-up actions implemented as appropriate.
- regular meetings with the **Care Inspectorate, Link Inspector** to ensure continuous improvement and findings from self evaluation are taken forward across the Resource.
- participation in the **Customer Service Excellence (CSE)** award scheme. 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 38 criteria.

- the positive evaluation of South Lanarkshire’s partnership **Missing Children from Foster Care** pilot in respect of Looked After Children who go missing from Residential and Foster Care in Scotland.
- the advancement of **Corporate Parenting Core Commitments** which are advanced and lead to improved outcomes for our looked after and accommodated children and young people.
- taking forward **penal reform** – South Lanarkshire has been chosen as a test site. The aim of this is to reduce the use of remand and short term custodial sentences using alternatives to custody including more reliable community bail options by having more person centred coordinated services.

Social Work within South Lanarkshire continues to operate against a backdrop of significant change and challenge 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.

As CSWO I will continue to progress our priorities of:

- public protection responsibility for Children, Adults and Multi Agency Public Protection arrangements
- health and social care integration
- Self Directed Support
- the requirements of the Children and Young Peoples Act
- implementation of the Carers (Scotland) Act
- continue to drive forward Community Justice

## 2. Partnership Working – Governance and Accountability Arrangements

### South Lanarkshire Council Vision, Values, Ambitions and Objectives

Social Work Resources is one of the five Council Resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources; Housing and Technical Resources. All Resources work together in support of the Council Plan. The council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and along with our Values, influences everything that we do. Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

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

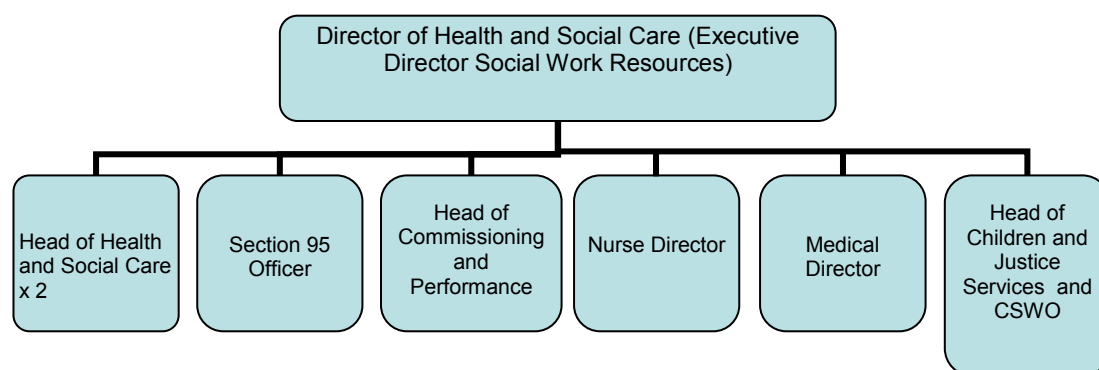


Each Resource prepares an annual Resource Plan which details the work, achievements and ongoing performance activity. Here is the link to [Social Work Resource Plan 2016/17](#).

Within the South Lanarkshire Health and Care Partnership, the Director of Health and Social Care has the additional role of the Executive Director Social Work Resources within Council structures. They cannot hold the office of CSWO.

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 Integrated Joint Board (IJB).

## Health and Care Partnership



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.

### Partnership Structures

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.

Examples of the key forums which the CSWO attends and influences include:

Structure	Role
<b>Council</b>	The CSWO attends; 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)
<b>Integrated Joint Board</b>	The CSWO; is a standing member of the IJB attends Health and Care Senior Management Team meetings attends Support, Care and Governance Group (Depute Chair)

<b>Children's Services</b>	The CSWO is a member of; Getting it Right for South Lanarkshire's Children (GIRSLC) Partnership Board GIRSLC Strategy Group (Chair) - which develops the partnership's Children's Services Plan and Oversees the work of Children's Services Planning sub groups eg Corporate Parenting, Continuous Improvement Group.
<b>Public Protection</b>	The CSWO is a member of; Chief Officers' Group Child Protection Committee Adult Protection Committee as required MAPPA Strategic Oversight Group (Chair on rotation)
<b>Community Planning</b>	The CSWO attends; 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) Lanarkshire Data Sharing Partnership Board

## Reporting Arrangements

At the time of drafting this report, May 2017 Council elections have taken place and a new administration will take office. It is anticipated that there will be significant change in the new administration as over 20 of our elected members are retiring. However, for the time frame to which this report refers the Council was a Labour led administration, with sixty seven elected members. Details of the new administration is now included:

Date	Scottish Labour Party	Scottish Nationalist Party	Conservative /Unionist	Independent	Scottish Liberal Democrats Party	Solidarity Scotland	Total
May 2017	38	21	4	2	1	1	67
June 2017	19	25	14	5	1		64

Social Work Committee deals with the majority of the business relevant to the CSWO role as well as strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups.

The CSWO is a member of the Integration Joint Board (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. As Child and Family and Justice Social Work Services are not currently included in the South Lanarkshire Integration scheme they 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, and
- the production of an annual performance report

A current key area of development for the Board is the locality planning agenda. Within South Lanarkshire four locality planning areas have been established each with a locality Planning Group chaired by a voting member of the IJB. Each group is considering profiling information and looking at the respective priorities emerging from this which will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan.

A key role for the CSWO is the monitoring of Resource performance. Social Work Resources utilises 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 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 e.g. Adult Support and Protection, AWI, Child Protection.

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.

## **User and Carer Engagement**

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.

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:

1. Potential - Everyone should have their leadership potential recognised;
2. Development - People's leadership potential can only be fulfilled through opportunities for development;
3. Early Involvement - People who use services and carers must be involved at all stages of developing and delivering services;
4. Person-centred - Everyone is an individual and should be helped to show leadership in the way that suits them best;
5. Information - People need information that is clear to them and they need it in plenty of time;
6. Equality - People use their leadership skills to challenge inequality in services and wider society;
7. Control through Partnership - Citizen Leadership enables people to have more control over their own services, through working in partnership with those services;
8. Wider Benefit - Citizen Leadership is for the benefit of other people who use services as well as yourself.

A range of tools and approaches are used to engage service users and carers. This can include individual or group activity, service wide activity and electronic methods and tools such as online surveys. Further examples of the delivery of this strategy include:

- representation of key third sector groups within planning and decision making processes, for example, Carers Strategy Group and the Young Voices Group for children



and young people who are looked after and accommodated; the development of locality planning groups through health and social care integration;

- carers' groups within each of our residential older people's homes and adult day care centres;
- SDS Carer and Service-user Group;

Staff are excellent with dad. Very informative regards any concerns they may have about him. They are also very approachable and friendly.

- engagement with young people and other stakeholders in relation to corporate parenting;
- engagement with Young Carers;
- advocacy for Adults and Older People;
- advocacy for Children and Young People supported through the work of *Who Cares? Scotland* as a key partner in children's services;

"I liked having my advocate at the meetings. It made me feel less nervous. My advocate listened to my wishes for the meetings. I feel stronger now."

- a focus on supporting and empowering service-users and carers to identify and achieve their desired outcomes. This is central to the assessment, support planning and review process that Social Work Resources has in place for adult, older people and children's services. This has been further reinforced by the requirements of Self-directed Support legislation and the Children and Young People (Scotland) Act 2014, which reaffirms the importance of the Getting it Right for Every Child approach;

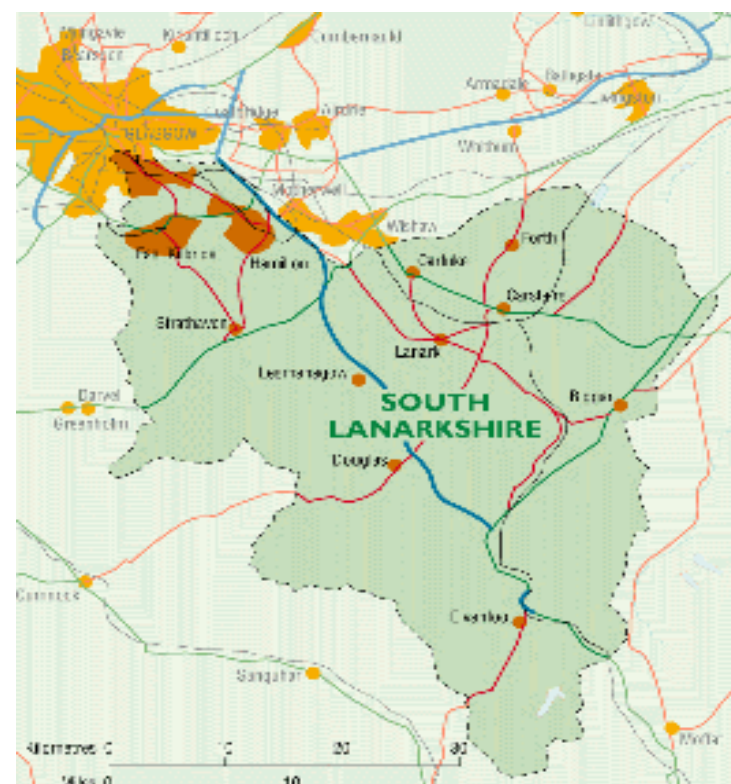
From Douglas View Care Home (Rehab Unit) to having my own flat. I know Social Work has played a major part in this process.

- the GIRFEC assessment tool, which uses the "What I think tool" and VIEWPOINT to capture and embed the child's view through the Child's Plan;
- the use of the VOXUR tool<sup>1</sup> to record DVD evidence of service-users' satisfaction;
- the use of snap surveys, ipads and option finder
- exit interviews for offenders completing a Community Payback Order

Delivering social services in a climate of reform of public services is being driven with more emphasis on achieving inclusion through partnership with people who need assistance and with those who support them: professionals, carers and communities. Working with partners we can help people living in South Lanarkshire to feel safe, flourish and experience improved opportunities and a better quality of life.

<sup>1</sup> The VOXUR box can be loaded with questions and then acts as a mobile points of view box / diary room. Great for engaging with people without them having to write and it can be used in various locations, pulling all of the answers together into one video output. It can be a good way of involving people in carrying out consultations by getting them to take charge of the VOXUR unit.

### 3. Social Services Delivery Landscape



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. Of the population within South Lanarkshire, 17.3% are aged 15 and under, 15.9% are aged 16-29, 18.5% are aged 30-44, 23.1% are aged 45-59, 16.9% are aged 60-74 and 8.2% of the population are aged 75+.

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; and
- Rutherglen and Cambuslang.

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.

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 the following range of providers

- 12 Childcare Services;
- 13 Day Care Services;
- 21 Supported Living Services;
- 23 Home Care Services; and
- 54 Care Home Services.

Social Work fund a wide arrange of contracted services provided by the independent, voluntary and private sector. There are forty two independent care homes for older people, fourteen care homes for adults, and a small number of children's care homes in the Council area. We record occupancy levels for all care homes.

Social Work Resources oversees relevant inspection reports for external providers, ensuring graded inspections, requirements and recommendations are tracked. When performance is weak a coordinated 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.

Social Work in South Lanarkshire has a number of challenges, which require strategic and operational responses. Many of these challenges arise from the socio-economic circumstances of the local authority area and the following information describes some of these challenges:

- 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%;
- there are significant issues of deprivation, with the most recent Scottish Multiple Deprivation Index (SIMD) 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;
- 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 approx 20,000 people in South Lanarkshire are earning less than the living wage;
- around 13% of the working age population in South Lanarkshire are income deprived and for this reason tackling disadvantage and deprivation is a priority objective in the Council Plan;
- 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;

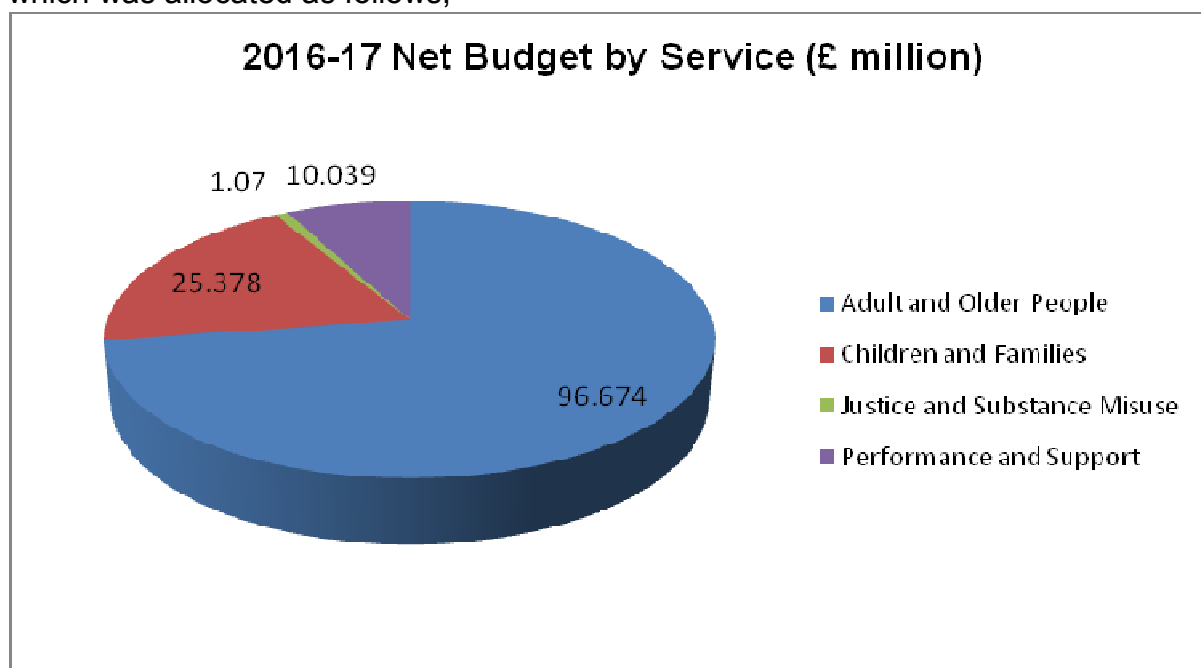
Against this background demand for social work and social care services continues to be high. The following is an overview of the services we delivered in 2016/17 and the main areas of activity which the CSWO oversees:

- worked with 1898 people to promote independence as part of the Supporting Your Independence approach;
- provided 13768 items of equipment to people to enable them to stay at home;
- supported 2845 carers through our two carers organisations
- at any time can support up to 213 older people with a home like environment in the council's own residential homes and up to 1569 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 871 inquiries which led to 41 investigations. For adults over the age of 65 demand increased and we supported 1100 inquiries leading to 67 investigations;
- monitor local authority welfare guardianship orders. Visits have been maintained at a good level over the course of the year within 91% within timescale;
- monitor private welfare guardianship orders. Demand remained high with 87% of visits being completed within timescale;
- protected 712 children through child protection investigations. At 31 March 2017, there were 140 children on the Child Protection Register;
- prepared 529 reports for children who were supported through the Children's Hearing system;
- supported 227 children and young people in foster placements on a full time basis;
- supported the 563 children who were looked after by the council. Of these children: 266 or 47.3% were looked after at home; (106 of these with friends and relatives); 227 or 40.3% were looked after by foster carers/prospective adopters. 12.4% children were in residential and/or secure accommodation, 40 or 7.1% in the council area, 15 or 2.7% in residential schools 15 or 2.7% required specialist, out of area placements to meet their needs;
- supported 1051 people with a learning disability to live in their own communities
- worked with 7052 adults with a physical disability who were referred to the physical disability teams;
- worked with 671 individuals with a mental health problem who were referred to Community Mental Health Teams;
- supported 630 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities;
- supported 1134 individuals through providing substance misuse services, following a referral for alcohol or drug misuse; and
- during the past year helped residents of South Lanarkshire to claim over £12.5m in benefits and over £3.8m in backdated payments through the Money Matters Advice service. Over the same period Money Advisors have also helped people to deal with over £11m debt.

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. And 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. Resources

Social Work Resources had a net revenue budget of £133,161 million for 2016/17 which was allocated as follows;



There were a number of financial challenges which Social Work Resources had to manage during the year including:

- the financial impact of demographic growth;
- the Council requirement to achieve ongoing savings. The target for 2016/17 being £36m. In a social work context this resulted in a savings target of £5.45m;
- managing service user and carer expectations, whilst continuing to meet service-users' outcomes;
- an increase in demand for external placements for children, with a rise in costs for these, which can range from approx £1000 per week to in excess of £7,500 per week for a residential care placement.

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.

Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. There are 13 top service risks identified for the Resource 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. The identified risks for 2016/17 are listed below;

### Risk Description

1	Reduction in funding and income generated by the Council
2	Integration of Health and Social Care
3	Self-directed Support (SDS)
4	A lack of intervention or action by the council fails to prevent the death, neglect or injury to service-users
5	Failure to meet legislative requirements
6	Reputation is damaged following poor external evaluation
7	Partnership arrangements are not effective
8	Change management and strategic direction
9	Information management
10	Business continuity arrangements are not complete or robust
11	There are not enough trained, competent and qualified staff to lead and deliver quality, person centred services
12	Reduced funding and savings difficulty
13	Effects of implementation of Welfare Reform legislation

As the integration of Health and Social Care develops further we need to look to Strategically Commission services and supports for those most vulnerable people living in our communities. We need to understand long term demand and how best to meet that 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.

In 2015, South Lanarkshire Community Planning Partnership joined the Realigning Children's Services Programme (RCSP) – an initiative sponsored by Scottish Government to support effective commissioning of children's services. A key aim of the RCS is to improve the availability and use of evidence about local needs and

services. We are in the final year of this programme and will use the learning to refocus priorities if required.

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.



## **5. Service Quality and Performance including Delivery of Statutory Functions**

Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. A full report is available in the Resource Plan, which is currently being finalised for 2017/18 and which will incorporate performance figures from 2016/17. Examples of how service performance and monitoring is addressed are given below:

- a quarterly meeting dedicated to performance management 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;
- 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;
- 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.
- the Joint Inspection of Children's Services (JICS), South Lanarkshire's first, concluded with the published report in February 2015. The subsequent Action Plan identified 17 improvement actions covering 6 areas of improvement. 13 of these actions are now complete and the remaining 4 are in progress. Children's services are monitored as part of multi agency Continuous Improvement Activity and we continue to build on improvement in key areas of service delivery. The Improvement Action Plan will continue to inform the Children's Service Plan 2017-20 which is currently in development.
- the Joint Inspection of Older People's Service took place from July to October 2015. In line with the findings of our own self evaluation across the 9 Quality Indicators inspected, the Partnership was evaluated as Adequate for 6 and as Good for 3. An improvement plan is in place to address the 9 recommendations for improvement. Our progress is being monitored through the multi agency inspection group and regular liaison with Care Inspectorate.
- our 43 registered services undergo regular self evaluation and external inspection by the Care Inspectorate. During 2016/17, 29 inspections took place with no requirements indicated for 22 of the establishments inspected. The details of the Social Work Registered Care Service inspection summary is included in Appendix 1.
- South Lanarkshire Council has achieved Gold Status as an Investor in People. 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.
- within Social Work Resources 3 services (Day Care, Residential Care and Mental Health) have achieved the Customer Service Excellence Award and are fully compliant in all areas of the standard. The higher standard of Compliance Plus has been achieved in 37 criteria.

<b>Customer Service Excellence Service Area</b>	<b>Compliant Plus</b>
Adult Mental Health Services	8
Older Peoples Day Care Services	15
Older Peoples Residential Care	14

## Statutory functions

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 in an appropriate manner. This is done 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;
- analysis and management of information relating to Guardianship Orders;
- ensuring there is effective governance arrangements for the management of the 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;
- decisions relating to the need to place children in secure accommodation and the review of such placements. The CSWO Chairs meetings relating to individual children;
- the requirement for all social work staff working with service-users to be 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, have agreed to adhere to specific professional codes that guide their practice;
- Self-directed Support (SDS): a new 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.
- the Health and Social Care Partnership Learning and Workforce Development Board which meets 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;
- 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;
- actively promoting 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;
- the CSWO leading staff seminars, conferences and locality events as required;

- undertaking significant case/learning reviews when required and by following an agreed procedure. This ensures that all findings and areas for improvement are reported and action is taken;
- 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;
- responding 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;

Social Work Scotland (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.

The raft of legislation which is the operational backdrop to social work practice continues to grow, and can be viewed at [Social Work Scotland - What we do](#) useful documents.

## 6. Workforce

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.

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.

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 that of external providers adheres to these standards and is equipped to support service users.

The CSWO has led and helped shape capacity in the following ways;

### **Planning -**

- building on the work of the previous CSWO, the current CSWO will support possible successors through the Chief Social Work Officer 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.

### **Development -**

- contributing to Health and Social Care Integration. Work continues and locality planning groups are established that will report into the Integrated Joint Board;
- the 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 opening in 2017. A significant development programme is already underway to support staff to gain the

required qualification. A plan will be developed over the coming year to ensure that workers who fall within this part of the register are supported through the registration process;

- an induction programme for Newly qualified Social Workers which 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 Workers; and
- 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.

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.

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 and values to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent social services.

Liam Purdie  
Chief Social Work Officer  
South Lanarkshire Council  
22 June 2017

<b>Care Inspectorate Inspection Activity 2016/17</b>					
<b>CARE HOMES</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Canderavon House	4	4	5	5	4
David Walker Gardens	5	5	5	5	0
Dewar House	4	NA	5	NA	3
Kirkton House	5	NA	5	NA	0
McClymont House	5	5	5	5	0
McKillop Gardens	5	NA	5	NA	0
McWhirters House	3	NA	4	NA	3
Meldrum Gardens	6	6	6	6	0
<b>OP DAY CARE</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Ashley Grant House	5	5	5	5	0
Canderavon NC	4	5	5	5	0
Harry Heaney Centre	5	5	5	NA	0
Jenny McLachlan Centre	6	NA	5	NA	0
Jimmy Swinburne RC	5	5	5	5	1
Lesmahagow NC	5	NA	5	NA	0
McClymont RC	5	NA	5	NA	0
Jean Brownlie (Service Closed)	5	5	5	NA	4
Willie Devin (Service Closed)	5	5	5	NA	0
Meldrum House	5	5	5	5	0
Newberry Rooney	5	NA	NA	4	1
Nisbet Centre	5	NA	NA	5	0
Parkhall	5	5	5	4	1

Saltire	5	5	5	5	0
St Andrews	5	5	5	5	0
Whitehill	5	5	5	5	0
<b>HOME CARE</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>	
Clydesdale / Larkhall	2	3	3	7	
East Kilbride	5	5	5	1	
Hamilton / Blantyre	4	4	4	0	
Rutherglen	3	NA	3	6	
<b>ADULT DAY OPS</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Carluke Lifestyles	5	6	5	5	0
Eastfield Lifestyles (Murray Owen)	5	NA	5	NA	0
Fairhill Lifestyles	5	5	5	5	0
Harry Smith Complex Lanark	6	6	6	6	0
East Kilbride Lifestlyes	5	NA	5	NA	0
Stonehouse/Larkhall	4	4	4	4	2
Care & Support North	5	NA	4	NA	0
Care & Support South	5	NA	NA	5	0
<b>CHILD AND FAMILY</b>					
<b>Care Service</b>	<b>Care/Support</b>	<b>Envir</b>	<b>Staff</b>	<b>Man/Lead</b>	<b>Require</b>
Bardykes Road	4	NA	4	NA	0
Hillhouse Road	5	5	NA	NA	0
Hunters Crescent	4	4	4	4	0
Langlea Avenue	5	5	5	5	0

Rosslyn Avenue	5	NA	5	NA	
Station Road	5	5	5	5	0
Supported Carers (Adult Placement Service)	5	NA	5	5	1
Fostering Services	5	NA	5	5	0
Adoption Services	5	NA	5	5	0