



Council Offices, Almada Street
Hamilton, ML3 0AA

Wednesday, 31 August 2022

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, 07 September 2022
Time: 10:00
Venue: Hybrid - Council Chamber, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

Members

Margaret B Walker (Chair), Catherine McClymont (Depute Chair), Joe Fagan (ex officio), Alex Allison, John Bradley, Walter Brogan, Robert Brown, Archie Buchanan, Mathew Buchanan, Janine Calikes, Maureen Devlin, Mary Donnelly, Allan Falconer, Elise Frame, Lynsey Hamilton, Celine Handibode, Graeme Horne, Mark Horsham, Martin Hose, Cal Johnston-Dempsey, Eileen Logan, Hugh Macdonald, Richard Nelson, Carol Nugent, John Ross, David Watson

Substitutes

John Anderson, Maureen Chalmers, Margaret Cooper, Poppy Corbett, Margaret Cowie, Geri Gray, Ross Lambie, Richard Lockhart, Elaine McDougall, Mark McGeever, Davie McLachlan, Graham Scott, Bert Thomson

BUSINESS

1 Declaration of Interests

Monitoring Item(s)		
2	Social Work Resources - Revenue Budget Monitoring 2021/2022 Joint report dated 9 August 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	5 - 14
3	Social Work Resources - Revenue Budget Monitoring 2022/2023 Joint report dated 28 July 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	15 - 22
4	Social Work Resources - Capital Budget Monitoring 2021/2022 Joint report dated 17 August 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	23 - 26
5	Social Work Resources - Capital Budget Monitoring 2022/2023 Joint report dated 17 August 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	27 - 30
6	Social Work Resources – Workforce Monitoring – April to June 2022 Joint report dated 15 August 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	31 - 38
7	Social Work Resource Plan: Quarter 4 Progress Report 2021/2022 Report dated 19 August 2022 by the Director, Health and Social Care. (Copy attached)	39 - 66
8	Social Work Risk Register Report dated 9 August 2022 by the Director, Health and Social Care. (Copy attached)	67 - 84
Item(s) for Decision		
9	Social Work Resources Workforce Plan 2022 – 2025 Report dated 18 August 2022 by the Director, Health and Social Care. (Copy attached)	85 - 98
10	Accelerating Preparations for Winter – Home First Joint report dated 29 July 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)	99 - 104
11	Enhancing Social Work Fieldwork Capacity Joint report dated 10 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)	105 - 110
12	Enhancing Carers Supports Joint report dated 29 July 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)	111 - 116
13	Preparing for Winter: Enhancing Care at Home Capacity Joint report dated 29 July 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)	117 - 122

- 14 Strengthening Community Alarm Digital Capabilities** 123 - 126
Joint report dated 19 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 15 Enhancing Improvement Support** 127 - 130
Joint report dated 18 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 16 Enhancing Multi Agency Public Protection Arrangements (MAPPA) Support Capacity** 131 - 134
Joint report dated 19 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 17 Blantyre Care Development – Progress Update** 135 - 138
Report dated 7 September 2022 by the Director, Health and Social Care. (Copy attached)

Item(s) for Noting

- 18 Social Work Resource Plan 2022/2023** 139 - 158
Report dated 19 August 2022 by the Director, Health and Social Care. (Copy attached)
- 19 Community Payback Annual Report 2020/2021** 159 - 170
Report dated 5 July 2022 by the Director, Health and Social Care. (Copy attached)
- 20 Care Inspection Updates for Registered Services** 171 - 174
Report dated 19 August 2022 by the Director, Health and Social Care. (Copy attached)
- 21 Joint Inspection of Adult Support and Protection** 175 - 178
Report dated 19 August 2022 by the Director, Health and Social Care. (Copy attached)
- 22 Rates and Charges for Care Services for 2022/2023** 179 - 182
Report dated 26 July 2022 by the Director, Health and Social Care. (Copy attached)
- 23 Notification of Contracts Awarded 1 October 2021 to 31 March 2022** 183 - 186
Report dated 9 August 2022 by the Director, Health and Social Care. (Copy attached)

Urgent Business

- 24 Urgent Business**
Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name:	Tracy Slater
Clerk Telephone:	07385370089
Clerk Email:	tracy.slater@southlanarkshire.gov.uk

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2021/2022
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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 2021 to 31 March 2022 for Social Work Resources

2. Recommendation(s)

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

- (1) that the Social Work Resources final outturn position as at 31 March 2022 of an overspend of £2.967m, after transfer to reserves, as detailed in Appendix A of the report, be noted, and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the fourth revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2021/2022.

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 F.

4. Employee Implications

4.1. There are no employee implications as a result of this report.

5. Financial Implications

5.1. As at 31 March 2022, there was an overspend position against the budget, being £0.916m. This was the position before transfers to reserves. The position reported in the paper includes agreed transfers to reserves (as detailed in Appendices B to F) approved by the Executive Committee on 29th June 2022. The Resource position as at 31 March 2022, after the transfers to reserves were approved, is an overspend of £2.967m.

- 5.2. The Adult and Older People position at Appendix D shows an underspend of £2.082m before transfer to reserves. Included within this position is a commitment in relation to the Integrated Joint Board (IJB). The budget delegated to the IJB has underspent by £8.827m and the Council agreed to the IJB retaining £6.746m of this non-recurring underspend within their reserves earmarked for future care costs in line with the approach to integrating health and social care budgets. Of the underspend remaining, £2.051m was transferred to a Council reserve to be used in 2022/23 towards projected pressures within Children and Family Services.
- 5.3. The £2.967m overspend relates to additional Covid related expenditure of £2.573m for Children and Families Services which was not funded by the Scottish Government via the Mobilisation Plan as these services are not delegated to the Integrated Joint Board (IJB) and £0.395m non Covid related. Further details on the variances for the individual services are detailed in Appendices B to F.
- 5.4. The additional costs of Covid-19 faced by services devolved to the IJB have been fully funded by the Scottish Government through the Mobilisation Plan. The additional cost includes expenditure on beds to facilitate discharge from hospital, expenditure on support for carers, PPE equipment, staff overtime and sustainability and additional cost being incurred by Social Care providers. These additional costs and income from Scottish Government are included in Appendix B and total £15.702m.
- 5.5. In addition to extra costs, Social Work Resources had lost income from services which were not being provided during the emergency and non-achievement of proposed savings. This totals £2.069m and is included at Appendix D.
- 5.6. Taking the two figures together gives additional cost to the Council of £17.771m.
- 5.7. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

- 7.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. 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.
- 7.2. There are no implications for sustainability in terms of the information contained in this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. 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)

Soumen Sengupta
Director, Health and Social Care

9 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Social Work Resources Committee – 9 February 2022
- ◆ Executive Committee – 29 June 2022

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 31 March 2022

Contact for Further Information

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

Hazel Goodwin, Finance Manager

Ext: 2699 (Tel: 01698 452699)

Email: Hazel.goodwin@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March (No.14)

Social Work Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance	Budget Proportion 31/03/22	Actual 31/03/22	Variance 31/03/22		% Variance 31/03/22	Note
	£000	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>										
Employee Costs	100,519	104,283	(3,764)	(3,764)	100,518	104,367	(3,849)	over	-3.8%	
Property Costs	2,567	2,891	(324)	(324)	2,569	2,923	(354)	over	-13.8%	
Supplies & Services	5,310	7,004	(1,694)	(1,694)	5,311	6,718	(1,407)	over	-26.5%	
Transport & Plant	4,541	4,600	(59)	(59)	4,541	4,512	29	under	0.6%	
Administration Costs	1,719	1,693	26	26	1,717	1,640	77	under	4.4%	
Payments to Other Bodies	23,584	25,213	(1,629)	(1,629)	23,583	25,307	(1,724)	over	-7.3%	
Payments to Contractors	112,461	126,775	(14,314)	(14,314)	112,461	122,929	(10,468)	over	-9.3%	
Transfer Payments	3,125	3,690	(565)	(565)	3,126	3,698	(572)	over	-18.3%	
Financing Charges	337	409	(72)	(72)	337	421	(84)	over	-24.9%	
Total Controllable Exp.	254,163	276,558	(22,395)	(22,395)	254,163	274,515	(18,352)	Over	-7.2%	
Total Controllable Inc.	(67,791)	(87,134)	19,248	19,248	(67,791)	(85,227)	17,436	over recovered	-25.7%	
Net Controllable Exp.	186,372	189,424	(3,147)	(3,147)	186,372	187,288	(916)	Over	-0.5%	
Transfer to reserves as at (31/03/22)	0	0	0	0	0	2,051	(2,051)			
Position after Transfer to Reserves as at 31/03/22	186,372	189,424	(3,147)	(3,147)	186,372	189,339	(2,967)			

Variance Explanations

Variance explanations are shown in Appendices B -F.

Budget Virements

Budget virements are shown in Appendices B-F.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March (No.14)

Covid-19

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance	Budget Proportion 31/03/22	Actual 31/03/22	Variance 31/03/22	% Variance 31/03/22	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	0	5,624	(5,624)	(5,624)	0	5,621	(5,621)	over	1
Property Costs	0	534	(534)	(534)	0	594	(594)	over	2
Supplies & Services	0	1,656	(1,656)	(1,656)	0	1,490	(1,490)	over	3
Transport & Plant	0	180	(180)	(180)	0	167	(167)	over	4
Administration Costs	0	83	(83)	(83)	0	13	(13)	over	
Payments to Other Bodies	0	1,476	(1,476)	(1,476)	0	2,191	(2,191)	over	5
Payments to Contractors	0	12,915	(12,915)	(12,915)	0	10,164	(10,164)	over	6
Transfer Payments	0	52	(52)	(52)	0	55	(55)	over	7
Financing Charges	0	0	0	0	0	0	(0)	-	n/a
Total Controllable Exp.	0	22,520	(22,520)	(22,520)	0	20,295	(20,295)	Over	n/a
Total Controllable Inc.	0	(19,978)	19,978	19,978	0	(17,722)	17,722	Over recovered	8
Net Controllable Exp.	0	2,542	(2,542)	(2,542)	0	2,573	(2,573)	Over	n/a
Transfer to reserves as at (31/03/22)	0	0	0	0	0	0	0		
Position after Transfer to Reserves as at 31/03/22	0	2,542	(2,542)	(2,542)	0	2,573	(2,573)		

Variance Explanations**1 Employee Costs**

These costs relate to the additional hours in response to COVID-19 to maintain existing service delivery and to support hospital discharge and includes the £500 payment to Social Care staff.

2 Property Costs

These costs related to expenditure on hygiene products in response to COVID-19 and the operation of the PPE hub for supplies to all Social Care providers.

3 Supplies & Services

These costs mainly relate to an increase in demand for equipment and adaptations as services are remobilised.

4 Transport & Plant

This cost relates to staff travelling separately due to covid 19 in accordance with social distancing.

5 Payment to other bodies

This expenditure relates to costs incurred by South Lanarkshire Leisure in respect of providing COVID-19 vaccination venues (offset by Government funding), additional supports required for fostering, adoption, and services where the service user has chosen a direct payment.

6 Payment to Contractors

This expenditure relates to the response to COVID-19 to provide capacity in the system, payments to external providers in respect of sustainability, the Social Care Support Fund and additional costs incurred on PPE and infection and prevention control measures. It also includes the expenditure in relation to residential schools and external placements for young people as a result of the pandemic.

7 Transfer Payments

This expenditure is in relation to payments made to provide financial assistance to those people who may face financial hardship over winter periods, due to Covid 19.

8 Income

This over recovery of income is currently offsetting the expenditure incurred in response to COVID-19 and the cost of the £500 payment to Social Care staff.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March (No.14)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfer	Budget Proportion 31/03/22	Actual 31/03/22	Variance 31/03/22		% Variance 31/03/22	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	17,247	16,747	499	499	17,246	16,703	543	under	3.1%	1
Property Costs	328	325	5	5	330	325	5	over	1.5%	
Supplies & Services	509	519	(10)	(10)	509	577	(68)	Over	-13.4%	2
Transport & Plant	628	619	9	9	628	566	62	Under	9.9%	3
Administration Costs	299	296	2	2	298	369	(71)	over	-23.8%	4
Payments to Other Bodies	9,717	9,635	81	81	9,716	9,324	392	under	4.0%	5
Payments to Contractors	5,595	6,913	(1,318)	(1,318)	5,595	6,958	(1,363)	over	-24.4%	6, a
Transfer Payments	3,112	3,609	(496)	(496)	3,113	3,622	(509)	over	-16.4%	7
Financing Charges	19	28	(9)	(9)	19	29	(10)	over	-52.6%	
Total Controllable Exp.	37,454	38,691	(1,237)	(1,237)	37,454	38,473	(1,019)	over	-2.7%	
Total Controllable Inc.	(2,226)	(2,549)	228	228	(2,226)	(2,328)	102	over recovered	-4.6%	8
Net Controllable Exp.	35,228	36,142	(1,009)	(1,009)	35,228	36,145	(917)	over	-2.6%	
Transfer to reserves as at (31/03/22)	0	0	0	0	0	0	0			
Position after Transfer to Reserves (31/03/22)	35,228	36,142	(1,009)	(1,009)	35,228	36,145	(917)	Over	-2.6%	

Variance Explanations

- Employee costs**
The underspend is a result of vacancies which are actively being recruited.
- Supplies & services**
Overspend in relation to the increase cost of provisions and purchases of IT equipment to aid mobile and working from home requirements.
- Transport & Plant**
The underspend has arisen from the reduction in expenditure in respect of transporting children to and from service due to Covid 19.
- Administration costs**
This overspend relates in part to the allocation of mobile phones to staff for agile working.
- Payment to other bodies**
The underspend is in respect of non-recurring underspends in relation to funding to develop both supported accommodation and young carers services and demand for supported carers and short break services. This is offset in part by an overspend as a result of continuing use of external foster placements arising from permanent fostering placements.
- Payment to Contractors**
This overspend is a result of the increased requirement for children's residential school and external placements.
- Transfer Payments**
This overspend relates to additional demand for kinship care.
- Income**
This is in relation to the recovery of costs from the Home Office for services provided to unaccompanied asylum-seeking children in South Lanarkshire children's care facilities.

Budget Virements

- Drawdown from reserves to Finance and Corporate Net effect £0.762m, Payment to contractor £0.762m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March (No.14)

Adults and Older People Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance BEFORE Transfers £000	Annual Forecast Variance AFTER Transfers £000	Budget Proportion 31/03/22 £000	Actual 31/03/22 £000	Variance 31/03/22 £000		% Variance 31/03/22	Note
Employee Costs	68,710	67,856	854	854	68,710	68,261	449	under	0.7%	1, b, c, d
Property Costs	1,613	1,421	192	192	1,613	1,430	183	under	11.3%	2
Supplies & Services	4,149	4,086	63	63	4,149	3,890	259	under	6.2%	3
Transport & Plant	3,571	3,521	50	50	3,571	3,504	67	Under	1.9%	4
Administration Costs	454	449	5	5	454	461	(7)	over	-1.5%	
Payments to Other Bodies	13,209	13,309	(100)	(100)	13,209	12,930	279	Under	2.1%	5, e
Payments to Contractors	106,781	106,861	(80)	(80)	106,781	105,800	981	Under	0.9%	6
Transfer Payments	7	27	(20)	(20)	7	18	(11)	over	-157.1%	
Financing Charges	42	43	(1)	(1)	42	45	(4)	over	-7.1%	
Total Controllable Exp.	198,536	197,573	963	963	198,536	196,339	2,197	under	1.1%	
Total Controllable Inc.	(57,167)	(56,234)	(933)	(933)	(57,167)	(57,052)	(115)	under recovered	0.2%	7, a, b, c, d, e
Net Controllable Exp.	141,369	141,339	30	30	141,369	139,287	2,082	under	1.5%	
Transfer to reserves as at (31/03/22)	0	0	0	0	0	2,051	(2,051)			
Position after Transfer to Reserves (31/03/22)	141,369	141,339	(30)	(30)	141,369	141,338	31	under	0%	

Variance Explanations**1. Employee Costs**

The underspend is a result of vacancies for Social Workers, instructors and care staff which are actively being recruited, offset in part by turnover being less than budgeted for within other staff sectors.

2. Property Costs

This underspend in respect of utilities across a range of day care building which are not fully operational in line with Covid guidance, alongside facilities being used as test centres and being funded by Scottish Government.

3. Supplies & Services

The underspend is a result of reductions in day services impacted by Covid 19, offset in part by an overspend on the license costs associated with the new home care scheduling system.

4. Transport & Plant

The underspend as a consequence of building based day services currently not fully operational during Covid 19. This is offset in part with an overspend associated with additional costs incurred for staff travel in accordance with social distancing guideline,

5. Payments to other bodies

Only part year funding was required from the Carers Act, resulting in a non-recurring underspend.

6. Payments to contractors

The majority of underspend has arisen as a result of the availability of external providers to deliver services, care homes ability to accept admissions during covid and a reduction in the requirement for free personal care. Overspends in daycare and the implementation of 21/22 savings have offset these underspends slightly.

7. Income

The under recovery is in respect of the Service Level Agreement with the State Hospital and is offset by an underspend in employee costs.

Budget Virements

- a. Transfer of MA funding to Finance and corporate Net effect (£0.105m), Income (£0.105m)
- b. Incorporation of IJB reserve for Quality Assurance and Commissioning team Net Effect: £0, Income (£0.115m), Employee costs £0.115m.
- c. Incorporation of IJB reserve for Project management team Net Effect: £0, Income (£0.158m), Employee costs £0.158m,
- d. Incorporation of IJB reserve for Scheduling team Net Effect £0, Income (£0.115m), employee costs £0.115m
- e. ICF Prepayment 20/21 carried forward net effect £0, Payment to other bodies £0.740m, income (£0.740m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March (No.14)

Performance and Support Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance	Budget Proportion 31/03/22	Actual 3/03/22	Variance 31/03/22		% Variance 31/03/22	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	7,129	6,745	384	384	7,129	6,686	443	Under	6.2%	1, a
Property Costs	489	455	34	34	489	455	34	Under	7.0%	
Supplies & Services	545	599	(54)	(54)	546	623	(77)	Over	-14.1%	2
Transport & Plant	251	191	60	60	251	184	67	Under	26.7%	3
Administration Costs	432	322	110	110	431	331	100	Under	23.2%	4
Payments to Other Bodies	35	28	7	7	35	14	21	under	60.0%	
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	262	318	(56)	(56)	262	328	(66)	over	-25.2%	5
Total Controllable Exp.	9,143	8,658	485	485	9,143	8,621	522	over	5.7%	
Total Controllable Inc.	(1,030)	(949)	(81)	(81)	(1,030)	(985)	(45)	under recovered-	4.4%	
Net Controllable Exp.	8,113	7,709	404	404	8,113	7,636	477	under	5.9%	
Transfer to Reserves as at (31/03/22)	0	0	0	0	0	0	0			
Position after Transfer to Reserves (31/03/22)	8,113	7,709	404	404	8,113	7,636	477			

Variance Explanations**1. Employee Costs**

The underspend is a result of vacancies which are actively being recruited.

2. Supplies and Services

The overspend reflects the share of costs associated with Council's computerised EDRMs filing system as well as increase demand for IT equipment due to working from home.

3. Administration Costs

Due to staff working agile and home working there has been less demand for printing and stationery.

4. Financing Charging

This overspend is due to increased demand for IT equipment due to agile and home working.

Budget Virements

- a. Payaward from Finance and Corporate Resources Net Effect £0.118m, employee costs £0.118m

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2022 (No14)

Justice Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance	Budget Proportion 31/03/22	Actual 31/03/22	Variance 3/03/22		% Variance 31/03/22	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	7,433	7,310	123	123	7,433	7,096	337	under	4.5%	1
Property Costs	137	158	(21)	(21)	137	119	18	Under	13.1%	
Supplies & Services	107	144	(37)	(37)	107	138	(31)	Over	-29.0%	
Transport & Plant	91	89	2	2	91	91	0	Under	1.1%	
Administration Costs	534	542	(8)	(8)	534	466	68	Under	12.7%	2
Payments to Other Bodies	623	764	(1410)	(141)	623	848	(225)	Over	-36.1%	3
Payments to Contractors	85	86	(1)	(1)	85	7	78	under	-91.8%	4
Transfer Payments	6	3	3	3	6	3	3	under	50.0%	
Financing Charges	14	20	(6)	(6)	14	19	(5)	over	-35.7%	
Total Controllable Exp.	9,030	9,116	(86)	(86)	9,030	8,787	243	under	2.7%	
Total Controllable Inc.	(7,368)	(7,424)	56	56	(7,368)	(7,140)	(228)	under recovered	3.1%	5
Net Controllable Exp.	1,662	1,692	(30)	(30)	1,662	1,647	15	under	0.9%	
Transfer to Reserves as at (31/03/22)	0	0	0	0	0	0	0			
Position after Transfer to Reserves (31/03/22)	1,662	1,692	(30)	(30)	1,662	1,647	15			

Variance Explanations1. **Employee costs**

The underspend is a result of vacancies which are actively being recruited and non-recurring funding received to support the pandemic recovery. This underspend offsets the overspend in PTOB.

2. **Payment to other bodies**

The overspend relates to the services purchased from 3rd party sector from non-recurring funding and is offset with the underspend in Employee costs. There have also been costs relating to the delivery of the Whole System Approach, which have contributed towards this overspend.

3. **Payment to contractors**

This underspend occurred as a result of timing whereby a planned payment for the Big Lottery project moved between financial years and is offset by an under recovery of income.

4. **Income**

Under recovery has arisen from carrying forward Big Lottery funding received that was not spent in the financial year. There is also an under recovery in the fees and charges from other local authorities due to reductions in the funding available.

Budget Virements

Report

3

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2022/2023
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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 2022 to 15 July 2022 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2023

2. Recommendation(s)

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

- (1) that the underspend of £0.407m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2023 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the first revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2022/2023.

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. There are no employee implications as a result of this report.

5. Financial Implications

5.1. As at 15 July 2022, there is an underspend of £0.407m against the phased budget, all of which lies within Adults and Older People Services as a result of vacancies across Social Workers, Day Care and Residential homes.

5.2. There are likely to be further underspends in relation to specific funding streams in Adults and Older People, where spend has not yet commenced or is not fully committed. Finance Services are currently in discussion with the Chief Financial Officer from the IJB to confirm the anticipated position and this will be reported back in the regular reports to this Committee.

- 5.3. Within Children and Families, budget pressures are ongoing into 2022/2023 in relation to residential placements, fostering and kinship care, some of which is a legacy from the pandemic. £3.451 million has been added to the Children and Families budget on a one-off basis and has been funded by the monies set aside in Reserves at the end 2021/2022 (£2.051 million approved as part of the year-end report to Executive Committee in June 2022) as well as £1.400 million from the Children and Families Residential reserve which was set aside in 2020/2021. In addition, some of the remaining Covid funding (up to £3.000 million) is available to assist with this pressure. The period 4 overspend position on Children and Families (£0.167 million) is after taking account of the drawdown of £3.451 million and is currently being managed by an underspend on Performance and Support.
- 5.4. The Council continues to incur expenditure in relation to COVID-19 and these costs are now included within the individual service statements rather than shown as a separate Covid-19 appendix.
- 5.5. The Covid-19 related expenditure incurred by Social Work Resources for Adults and Older People Social Care, will be funded by COVID reserves held by the IJB. The additional cost includes expenditure on beds to facilitate discharge from hospital, PPE equipment, staff overtime and sustainability and additional cost being incurred by Social Care providers.
- 5.6. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. 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.
- 7.2. There are no implications for sustainability in terms of the information contained in this report.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. 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)

Soumen Sengupta
Director, Health and Social Care

28 July 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee – 29 June 2022

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 15 July 2022

Contact for Further Information

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

Hazel Goodwin, Finance Manager

Ext: 2699 (Tel: 01698 452699)

E-mail: Hazel.Goodwin@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 July (No.4)

Social Work Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 15/7/22	Actual 15/7/22	Variance 15/7/22		% Variance 15/7/22	Note
	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>									
Employee Costs	108,670	108,670	0	26,212	25,601	611	under	2.3%	
Property Costs	3,358	3,358	0	830	881	(51)	over	-6.1%	
Supplies & Services	6,101	6,101	0	1,250	1,152	98	under	7.8%	
Transport & Plant	4,800	4,800	0	603	574	29	under	4.8%	
Administration Costs	1,731	1,731	0	222	230	(8)	over	-3.6%	
Payments to Other Bodies	25,871	25,871	0	6,959	6,945	14	under	0.2%	
Payments to Contractors	129,562	129,562	0	28,025	28,222	(197)	over	-0.7%	
Transfer Payments	3,811	3,811	0	1,378	1,381	(3)	over	-0.2%	
Financing Charges	367	367	0	16	10	6	under	37.5%	
Total Controllable Exp.	284,271	284,271	0	65,495	64,996	499	under	0.8%	
Total Controllable Inc.	(72,787)	(72,787)	0	(11,402)	(11,310)	(92)	Under recovered	0.8%	
Net Controllable Exp.	211,484	211,484	0	54,093	53,686	407	Under	0.8%	

Variance Explanations

Variance explanations are shown in Appendices B -E.

Budget Virements

Budget virements are shown in Appendices B-E.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 July 2022 (No.4)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 15/7/22	Actual 15/7/22	Variance 15/7/22		% Variance 16/07/21	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	17,492	17,492	0	4,654	4,625	29	under	0.6%	a
Property Costs	404	404	0	69	89	(20)	over	-29.0%	
Supplies & Services	636	636	0	133	126	7	under	5.3%	a
Transport & Plant	636	636	0	130	119	11	under	8.5%	
Administration Costs	302	302	0	87	83	4	under	4.6%	a
Payments to Other Bodies	10,609	10,609	0	3,200	3,199	1	under	0.0%	a
Payments to Contractors	7,131	7,131	0	2,308	2,510	(202)	over	-8.8%	1
Transfer Payments	3,798	3,798	0	1,375	1,374	1	under	0.1%	
Financing Charges	21	21	0	5	1	4	under	80.0%	
Total Controllable Exp.	41,029	41,029	0	11,961	12,126	(165)	over	-1.4%	
Total Controllable Inc.	(2,247)	(2,247)	0	(204)	(202)	(2)	over recovered	1.0%	a
Net Controllable Exp.	38,782	38,782	0	11,757	11,924	(167)	over	-1.4%	

Variance Explanations**1. Payment to Contractors**

This overspend is a result of the continuing increased requirement for children's residential school and external placements.

Budget Virements

- a Incorporation of Scottish Attainment Fund Net Effect £0, Employee Costs £0.208m, Administration £0.011m, Payment to Other Bodies £0.315m, Supplies and services £0.100m, Income (£0.635m).
- b Transfer from Reserves and non-recurring funding solutions Net effect £3.451m, Payment to contractors £2.400m, Payment to other bodies £0.750m, Transfer payments £0.801, Employee costs (£0.300m), Income (£0.200m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 July 2022 (No.4)

Adults and Older People Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 15/7/22 £000	Actual 15/7/22 £000	Variance 15/7/22 £000		% Variance 15/07/22	Note
Employee Costs	78,074	78,074	0	18,174	17,769	405	under	2.2%	1.a, b, c, d, e, f
Property Costs	2,353	2,353	0	586	597	(11)	over	-1.9%	f
Supplies & Services	4,940	4,940	0	1,093	1,009	84	under	7.7%	2.f
Transport & Plant	3,810	3,810	0	425	406	19	under	4.5%	
Administration Costs	461	461	0	73	86	(13)	over	-17.8%	
Payments to Other Bodies	14,984	14,684	0	3,602	3,595	7	under	0.2%	f
Payments to Contractors	122,390	122,390	0	25,676	25,669	7	under	0.0%	B,f
Transfer Payments	7	7	0	2	6	(4)	over	-200.0%	
Financing Charges	57	57	0	4	4	0	-	0%	
Total Controllable Exp.	226,776	266,776	0	49,635	49,141	494	Under	1.0%	
Total Controllable Inc.	(62,331)	(62,331)	0	(9,521)	(9,434)	(87)	Under recovered	0.9%	b, c, d, e, f
Net Controllable Exp.	164,445	164,445	0	40,114	39,707	407	under	1.0%	

Variance Explanations

- Employee costs**
The underspend is a result of vacancies of vacancies across Social Workers, Day Care and Residential homes.
- Supplies and Services**
This underspend is a consequence of building-based day services currently not being fully operational.

Budget Virements

- Transfer of Modern Apprentice funding to Finance and Corporate Resources, Employee Costs (£1.0m).
- Day care regarding Net Effect: £0, Employee costs £0.102m, Income (£0.036m), Payment to contractors (£0.065m).
- Incorporation of IJB reserve for Quality Assurance and Commissioning team Net Effect: £0, Income (£0.377m), Employee costs £0.377m.
- Incorporation of IJB reserve for Project management team Net Effect: £0, Income (£0.178m), Employee costs £0.178m,
- Incorporation of IJB reserve for Scheduling team Net Effect £0, Income (£0.147m), employee costs £0.147m.
- Incorporation of IJB financial plan 2022/23 Net Effect: £0, Employee costs £4.197m, Property costs £0.642m, Supplies & Services £0.581m, Payment to Other Bodies £0.536m, Payment to Contractors (£0.088m), Income £5.868m

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 July 2022 (No.4)

Performance and Support Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 15/7/22	Actual 15/7/22	Variance 15/7/22		% Variance 15/07/22	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	5,382	5,382	0	1,416	1,272	144	under	10.2%	1
Property Costs	534	534	0	148	148	0	-	0%	
Supplies & Services	432	432	0	6	5	1	under	16.7%	
Transport & Plant	256	256	0	8	6	2	under	25.0%	
Administration Costs	387	387	0	52	52	0	-	0%	
Payments to Other Bodies	35	35	0	2	0	2	under	100.0%	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	278	278	0	4	4	0	-	0.0%	
Total Controllable Exp.	7,304	7,304	0	1,636	1,487	149	Under	9.1%	
Total Controllable Inc.	(782)	(782)	0	(48)	(45)	(3)	under recovered-	6.3%	
Net Controllable Exp.	6,522	6,522	0	1,588	1,442	146	under	9.2%	

Variance Explanations1. **Employee costs**

This is an underspend due to vacancies which are being actively recruited, mainly within Admin and Clerical staff.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 15 July 2022 (No4)

Justice Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 15/7/22	Actual 15/7/22	Variance 15/7/22		% Variance 15/07/22	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	7,722	7,722	0	1,968	1,935	33	under	1.7%	a,
Property Costs	67	67	0	27	47	(20)	over	-74.1%	
Supplies & Services	93	93	0	18	12	6	under	33.3%	
Transport & Plant	98	98	0	40	43	(3)	over	-7.5%	
Administration Costs	581	581	0	10	9	1	under	10.0%	c
Payments to Other Bodies	543	543	0	155	151	4	under	2.6%	a, b, c
Payments to Contractors	41	41	0	41	43	(2)	over	-4.9%	c
Transfer Payments	6	6	0	1	1	0	-	0.0%	
Financing Charges	11	11	0	3	1	2	under	66.7%	
Total Controllable Exp.	9,162	9,162	0	2,263	2,242	21	under	0.9%	
Total Controllable Inc.	(7,427)	(7,427)	0	(1,629)	(1,629)	0	-	0.0%	a, b, c
Net Controllable Exp.	1,735	1,735	0	634	613	21	under	3.3%	

Variance ExplanationsBudget Virements

- Incorporation of Justice Services recovery funding Net Effect £0: Employee costs £0.681m, Payment to Other Bodies £0.069m, Income (£0.750m).
- Incorporation of S27 Allocation for 3rd Sector Net effect: £0, Income (£0.130m), Payment to Other Bodies £0.130m.
- Big Lottery funding carried forward from 21/22 Net effect £0, Administration £0.042, Payment to other Bodies £0.087, Payment to contractors £0.013m, Income (£0.142m).

Report

4

Report to: **Social Work Resources Committee**
 Date of Meeting: **7 September 2022**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring
 2021/2022**

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 2021 to 31 March 2022

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £5.354 million, and expenditure for the year of £5.054 million, be noted.

3. Background

- 3.1. This is the final capital monitoring report presented to the Social Work Resources Committee for the financial year 2021/2022.
- 3.2. As noted in the last report to this Committee (9 February 2022), the budget for Social Work Resources for financial year 2021/2022 was £5.354 million. There have been no other changes to this budget allocation since that meeting.
- 3.3. The report details the financial position for Social Work Resources in Appendix A.

4. Employee Implications

4.1. There are no employee implications as a result of this report.

5. Financial Implications

5.1. 2021/2022 Capital Programme – Final Position

As detailed in Section 3.2, the total capital programme for Social Work Resources for 2021/2022 was £5.354 million. Total expenditure to the 31 March 2022 was £5.054 million, a difference of £0.300 million in comparison to the programme of £5.354 million.

5.2. The programme underspend of £0.300 million is mainly due to the timing of project spend on a number of projects. The main projects which are responsible for the underspend are: Blantyre Care Facility (£0.131m), Community Alarms (£0.021m) and Replacement SwIS Plus System (£0.148m).

- 5.3. Any underspend on these projects, along with the funding, will carry forward into next financial year as required. An update on the 2022/2023 programme is detailed in a separate report to this Committee.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. 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.
- 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 also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

Soumen Sengupta
Director, Health and Social Care

17 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent

Previous References

- Social Work Resources, 9 February 2022

List of Background Papers

- Financial ledger to 31 March 2022

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: lorraine.o'hagan@southlanarkshire.gov.uk

South Lanarkshire Council
Capital Expenditure 2021-2022
Social Work Resources Programme
For Period 1 April 2021 – 31 March 2022

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Anticipated Spend £000	Actual Expenditure £000
Care Facilities	6,200	-	(1,200)	5,000	5,000	4,869
Other	568	-	(214)	354	354	185
TOTAL	6,768	-	(1,414)	5,354	5,354	5,054

Report

5

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Capital Budget Monitoring 2022/2023
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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 2022 to 15 July 2022

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £3.903 million, and expenditure to date of £1.793 million, be noted.

3. Background

- 3.1. This is the first capital monitoring report presented to the Social Work Resources Committee for the financial year 2022/2023. Further reports will follow throughout the year.
- 3.2. The budget of £3.903 million for Social Work Resources is based on the overall Capital Programme for 2022/2023, which was approved by the Executive Committee on 29 June 2022. The budget also reflects adjustments totalling a net decrease of £3.490 million approved by the Executive Committee on 29 June 2022 and 24 August 2022.
- 3.3. The report details the financial position for Social Work Resources in Appendix A.

4. Employee Implications

4.1. There are no employee implications as a result of this report.

5. Financial Implications

5.1. 2022/2023 Capital Programme Update

The total capital programme for Social Work Resources is £3.903 million, as detailed in Section 3.2. This budget is based on the original programme of projects approved by the Council in February 2022, updated to include budget carried forward from financial year 2021/22 as well as additional funding received and used to fund expenditure incurred in 2021/22.

- 5.2. The 2022/2023 Capital Programme of £3.903 million also includes budget amendments for 2022/2023, totalling a net decrease of £3.490 million, which have been identified since the approval of the original budget in February 2022. The details of these amendments are shown in Appendix A.
- 5.3. **Period 4 Position**
Anticipated spend to date was £1.680 million and spend to 15 July 2022 amounts to £1.793 million. This represents a position of £0.113 million ahead of profile and this mainly reflects the timing of spend on the Blantyre Care Facility project.
6. **Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
7. **Other Implications**
- 7.1. The main risk associated with the Council's Capital Programme is an overspend. There are detailed project management plans prepared and the risk of overspend on each project is monitored through four weekly investment management meetings.
- 7.2. The Council continues to experience material shortages, longer lead times and extraordinary inflationary price increases and it is anticipated that this will continue to impact the supply chain for the foreseeable future. The impact of this will continue to be monitored through the four weekly investment management meetings. Further updates will be reported in the coming months with any significant increases in contract values being brought to members' attention.
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 also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

Soumen Sengupta
Director, Health and Social Care

17 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ South Lanarkshire Council (Special), 23 February 2022
- ◆ Executive Committee, 29 June 2022
- ◆ Executive Committee, 24 August 2022

List of Background Papers

- Financial ledger to 15 July 2022

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: lorraine.o'hagan@southlanarkshire.gov.uk

**South Lanarkshire Council
Capital Expenditure 2022-2023
Social Work Resources Programme
For Period 1 April 2022 – 15 July 2022**

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Care Facilities	2,702	40	-	2,742	1,560	1,721
Other	4,691	40	(3,570)	1,161	120	72
TOTAL	7,393	80	(3,570)	3,903	1,680	1,793

For Information Only

Budget Adjustments approved by Executive Committee, 29 June 2022:

Budget Adjustments

Community Alarms Replacement – Additional Funding
Community Alarms Replacement – Slippage

Total Budget Adjustments

£0.040m
(£2.070m)

(£2.030m)

Budget Adjustments approved by Executive Committee, 24 August 2022:

Budget Adjustments

Replacement Care Facility – Blantyre
SWIS Plus Replacement

Total Budget Adjustments

£0.040m
(£1.500m)

(£1.460m)

Report

Report to:	Social Work Resources Committee
Date of Meeting:	9 August 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources – Workforce Monitoring – April to June 2022
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ provide employment information for April to June 2022 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 April to June 2022 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
- ◆ Staffing Watch as of 11 June 2022

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 April to June 2022.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for June 2022 was 7.6%, this figure has increased by 0.5% when compared to last month and is 2.3% higher than the Council-wide figure. Compared to June 2021, the Resource absence figure has increased by 2.4%.

Based on the absence figures at June 2022 and annual trends, the projected annual average absence for the Resource for 2022/2023 is 8.1%, compared to a Council-wide average figure of 6.1%.

For the financial year 2022/2023, the projected average days lost per employee equates to 5.6 days, compared with the overall figure for the Council of 4.3 days per employee.

Managers follow the procedures outlined in the Maximising Attendance Policy to support employees to remain at work, or to return to work after a sickness absence. There are comprehensive employee supports in place and additionally, Personnel Services work in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. At the time of this report, the Council overall absence level was 4.73% with 1.07% of this relating to Covid-19 for sickness and special leave.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall, 369 referrals were made this period. This represents an increase of 12 when compared with the same period last year.

4.3. Accident/Incident Statistics

There were 31 accidents/incidents recorded within the Resource this period, an increase of 14 when compared to the same period last year.

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

During the period, no disciplinary hearings were held within the Resource, a decrease of 6 when compared to the same period last year. No appeals were heard by the Appeals Panel. No grievance hearings were raised within the Resource, this figure remains unchanged when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure remains unchanged when compared to the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were a total of 49 leavers in the Resource this period eligible for an exit interview. This figure has increased by 7 when compared with the same period last year. Twenty six exit interviews were conducted in this period, an increase of 15 when compared to the same period last year.

4.6. When processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from the following options:

- ◆ plan to hold for savings
- ◆ fill on a fixed term basis pending savings
- ◆ transfer budget to another post
- ◆ end of fixed term post

4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period April to June 2022, 90 employees (69.65 FTE) employees in total left employment, managers indicated that 87 posts (67.00 FTE) posts were being replaced, 2 posts (1.65 FTE) were due to the end of fixed term contracts, and 1 post (1.0 FTE) is being held pending a service review.

5. Staffing Watch

- 5.1. There has been a decrease of 14 in the number of employees in post from 12 March 2022 to 11 June 2022.

6. Employee Implications

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no Climate Change, Sustainability and Environmental Implications in terms of the information contained within this report.

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. 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.
- 10.2. 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)

Soumen Sengupta

Director, Health and Social Care

15 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

Previous References

None

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: -

Eileen McPake, HR Business Manager

Ext: (Tel: 01698 454647)

E-mail: Eileen.McPake@southlanarkshire.gov.uk

**Absence Trends - 2020/2021, 2021/2022 & 2022/2023
Social Work Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023
April	5.5	4.5	6.2	April	10.2	9.6	12.6	April	7.1	6.2	8.3	April	4.4	4.3	5.6
May	4.4	5.0	5.7	May	8.1	9.3	10.1	May	5.7	6.5	7.1	May	3.1	4.9	5.4
June	3.9	3.9	5.9	June	7.6	7.6	11.3	June	5.2	5.2	7.6	June	2.7	4.7	5.3
July	3.7	6.1		July	6.3	10.3		July	4.6	7.5		July	2.3	4.0	
August	4.4	7.3		August	6.7	10.2		August	5.2	8.2		August	3.1	4.7	
September	5.4	7.6		September	7.5	10.3		September	6.1	8.5		September	4.2	6.4	
October	5.9	6.9		October	8.2	11.3		October	6.7	8.4		October	4.8	6.3	
November	6.6	6.2		November	8.9	10.8		November	7.4	7.7		November	5.8	6.9	
December	6.5	5.5		December	10.3	11.1		December	7.7	7.3		December	5.6	6.9	
January	5.8	7.4		January	13.1	13.0		January	8.3	9.2		January	4.8	7.0	
February	5.1	7.5		February	12.6	10.1		February	7.6	8.3		February	4.8	6.6	
March	4.6	8.0		March	10.6	12.8		March	6.6	9.5		March	4.9	7.9	
Annual Average	5.2	6.3	6.7	Annual Average	9.2	10.5	11.2	Annual Average	6.5	7.7	8.1	Annual Average	4.2	5.9	6.1
Average Apr-Jun	4.6	4.5	5.9	Average Apr-Jun	8.6	8.8	11.3	Average Apr-Jun	6.0	6.0	7.7	Average Apr-Jun	3.4	4.6	5.4
No of Employees at 30 Jun 2022			1855	No of Employees at 30 Jun 2022			1022	No of Employees at 30 Jun 2022			2877	No of Employees at 30 Jun 2022			16186

For the financial year 2022/23, the annual average days lost per employee equates to 5.6 days.

SOCIAL WORK RESOURCES

Appendix 2

	Apr - June 2021	Apr - June 2022
MEDICAL EXAMINATIONS		
Number of Employees Attending	117	106
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	20	30
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	118	140
REFERRALS TO EMPLOYEE SUPPORT OFFICER	100	93
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	2	0
TOTAL	357	369

CAUSE OF ACCIDENTS/INCIDENTS	Apr - June 2021	Apr - June 2022
Specified Injuries*	0	2
Over 7 day absences	0	3
Over 3 day absences**	0	1
Minor	9	14
Near Miss	1	3
Violent Incident: Physical****	4	4
Violent Incident: Verbal*****	3	4
Total Accidents/Incidents	17	31

*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	Apr - June 2021	Apr - June 2022
Total Number of Hearings	6	0
Total Number of Appeals	0	0
Appeals Pending	0	0

Time Taken to Convene Hearing April - June 2022

0-3 Weeks
0

4-6 Weeks
0

Over 6 Weeks
0

RECORD OF GRIEVANCE HEARINGS	Apr - June 2021	Apr - June 2022
Number of Grievances	0	0
Number Resolved at Stage 1	0	0
Number Resolved at Stage 2	0	0
Number Resolved at Stage 3	0	0
Still in Progress	0	0

RECORD OF DIGNITY AT WORK	Apr - June 2021	Apr - June 2022
Number of Incidents	0	0
Number Resolved at Informal Stage	0	0
Number Resolved at Formal Stage	0	0
Number of Appeals	0	0
Appeals in Process	0	0
Still in Process	0	0

ANALYSIS OF REASONS FOR LEAVING	Apr - June 2021	Apr - June 2022
Career Advancement	3	8
Child Caring / Caring Responsibilities	1	0
Disatisfaction with terms and conditions	1	2
Further Education	0	4
Moving outwith area	0	2
Personal Reasons	0	2
Poor relationship with managers / colleagues	2	0
Travelling difficulties	1	2
Other	3	6
Number of Exit Interviews conducted	11	26

Total Number of Leavers Eligible for Exit Interview	42	49
--	-----------	-----------

Percentage of interviews conducted	26%	53%
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Reason	April - June 2022		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	69.65	90	69.65	90
Being replaced	67.00	87	67.00	87
Filling on a temporary basis	0.00	0	0.00	0
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	1.65	2	1.65	2
Held pending service Review	1.00	1	1.00	1
Plan to remove for savings	0.00	0	0.00	0

Joining Staffing Watch Return Social Work Resources

As at 11 June 2022

	Male		Female		Total
	F/T	P/T	F/T	P/T	
Social Work	231	168	1041	1240	2680

*Full-Time Equivalent No of Employees
Salary Bands

	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
Social Work	1.00	1149.08	589.20	542.04	34.80	28.76	2.00	0.00	0.00	2346.88

As at 12 March 2022

	Male		Female		Total
	F/T	P/T	F/T	P/T	
Social Work	226	172	1026	1270	2694

*Full-Time Equivalent No of Employees
Salary Bands

	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
Social Work	1.00	1182.65	568.72	542.39	31.80	26.76	2.00	0.00	0.00	2355.32

Report

7

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

Subject:	Social Work Resource Plan: Quarter 4 Progress Report 2021-2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

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

2. Recommendations

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

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

3. Background

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

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

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

4. Resource Objectives 2021-22

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

5. Quarter 4 Progress Report 2021-22

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

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

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

The overall summary of progress to date is as follows:

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

(Data correct 20 January 2022)

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

5.3.1.

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

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

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

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

5.4. Areas for improvement

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

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

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

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

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

6. Employee Implications

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

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

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

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

9. Other Implications

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

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

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

10. Equality Impact Assessment and Consultation Arrangements

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

Soumen Sengupta
Director, Health and Social Care

19 August 2022

Link(s) to Council Values/Priorities/Outcomes

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

Previous References

- Executive Committee of 28 April 2021

List of Background Papers

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

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-
Ciana Stewart, Planning and Performance Manager
E-mail: Ciana.stewart@southlanarkshire.gov.uk

Appendix 1
Social Work Resource Objectives 2021-22

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

Social Work Resources

improve

Resource Plan

Performance Report 2021-22
Quarter 4 : April 2021 - March 2022

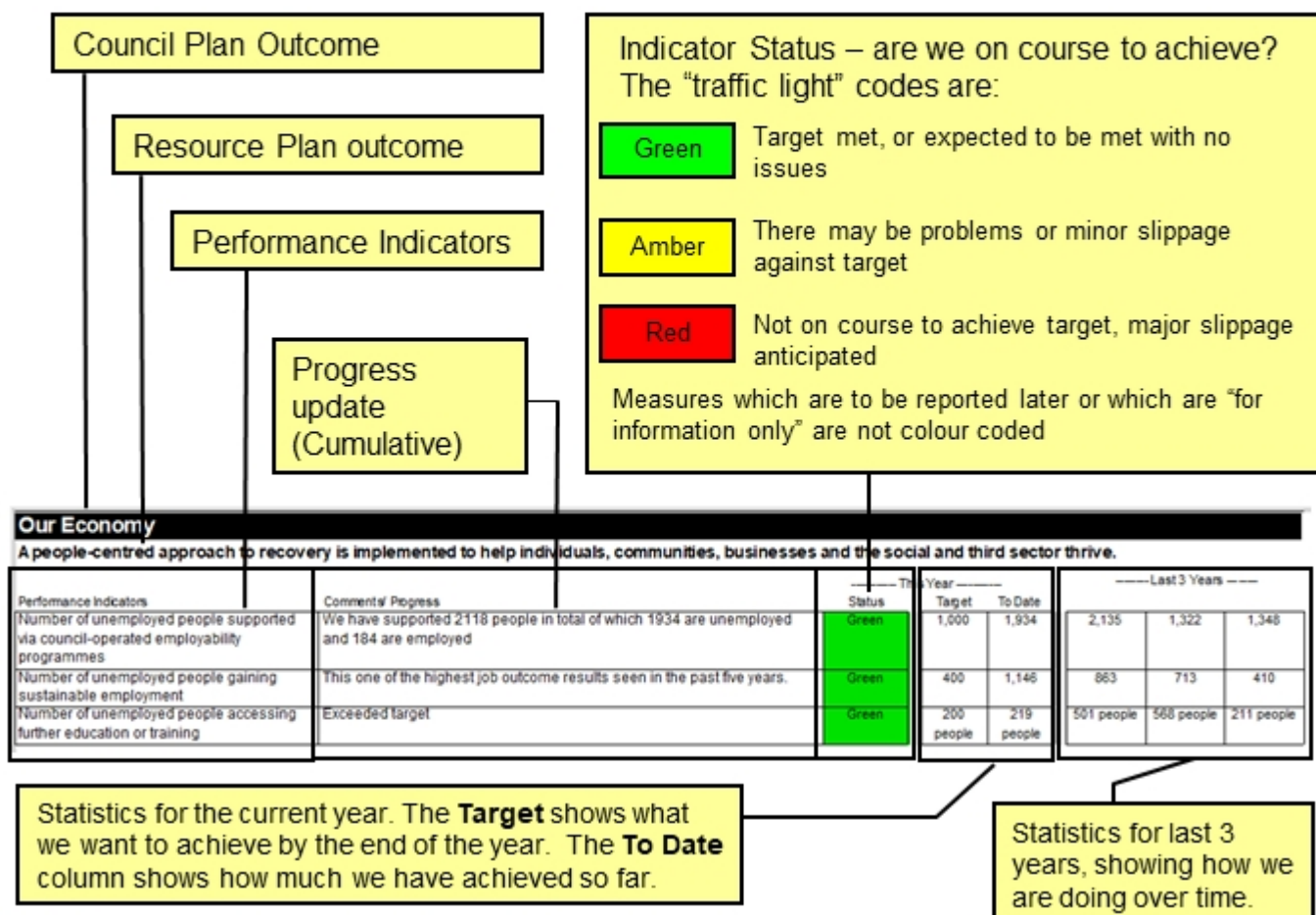
(This represents the cumulative position to March 2022)

Summary - number of measures green, amber and red under each Council Plan Outcome / Theme

Council Outcome/ Theme	Green	Amber	Red	Report later / Contextual	Total
Communities and Environment	4	1	1		6
<i>Education and Learning</i>					
Health and Wellbeing	4			1	5
Children and Young People	5			1	6
<i>Housing and Land</i>					
<i>Our Economy</i>					
<i>Delivering the plan and achieving best value</i>					
Total	13	1	1	2	17

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.



Communities and Environment

Embed sustainable development strategy across Social Work Resources

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Make an annual saving from using recycled items as opposed to new through the joint store	<p>The cumulative total for recycled equipment for 2021/22 was:</p> <p>No of items - 2511</p> <p>Cost of items - £272,891</p> <p>Value of items - £536,999</p> <p>Since April 2021 there has been a saving for the Council of £267,296, exceeding the annual saving target of £175,000.</p>	Green	175,000	267,296	0	0	0

Community Justice Outcome Improvement Plan is progressed

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of clients first seen within two working days of a DTTO commencing	<p>In quarter 4 there were 14 Drug Treatment and Testing Orders commenced, all of which were seen within two working days of a DTTO commencing.</p> <p>In 2020/21 100% of clients were first seen within two working days of a DTTO commencing.</p>	Green	95.0%	100.0%	93.0%	100.0%	100.0%

Disadvantaged people/groups are provided with access to timely support and interventions

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of drug/alcohol clients starting treatment/ psychological intervention within three weeks of referral	<p>In quarter 4 there were 131 referrals, 127 (97%) of these referrals started their treatment within 3 weeks of referral.</p> <p>In 2021/22 there have been 636 referrals made to the service with 613 (96%) of cases, have started their treatment within 3 weeks of referral.</p>	Green	90%	96%	93%	94%	97%

Communities and Environment

For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of offenders on CPO unpaid work requirement seen within five working days by their case manager	In Quarter 4 70% (85 out of 122) of offenders had their induction within 5 working days. In 2021/22 68% (252 out of 368) have had their induction within the timescale.	Amber	75.0%	68.0%	80.0%	77.0%	57.0%
Percentage of people starting their placement within seven days of a CPO unpaid work	In Quarter 4 82 (67%) of unpaid work placements commenced within 7 days of orders being imposed out of a total of 122. In 2021/22 65% of people started their placement within 7 days of a Community Payback Order (CPO)commencing.	Red	75.0%	65.0%	77.0%	77.0%	47.0%
Percentage of Criminal Justice Social Work reports submitted to Court by the due date	In quarter 4 98% (314 out of 321) of Criminal Justice Social Work Reports were submitted to the court by the due date. In 2021/22 99% (1242 from a total of 1256)of Criminal Justice Social Work reports were submitted to Court by their due date.	Green	95.0%	99.0%	99.0%	98.0%	97.0%

Children and Young People

Care and protect vulnerable children and young people

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of parental attendance at initial Child Protection case conferences		Unassigned	0%	0%	0%	0%	0%
Percentage of Child Protection Investigations completed that progress to Case Conference	In quarter 4, 78 out of the 149 (52%) CP investigations completed will progress to an initial child protection case conference. In quarter 4, initial case conferences were held in relation to 55 children, 39 of these children were placed on the CP register, 71% conversion rate. From 1 April 2021 to 31 March 2022, 369 out of the 716 (52%) CP investigations completed will progress to an initial child protection case conference. Initial case conferences were held in relation to 325 children, 240 of these children were placed on the CP register, 74% conversion rate.	Green	60%	73%	0%	0%	0%

Children and Young People**Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of children seen by a supervising officer within 15 days	In quarter 4, 100% of children made subject to a CSO were seen within 15 days of their initial hearing date. To date, 94% of children made subject to a CSO have been seen within agreed timescales.	Green	75.0%	94.0%	93.0%	90.0%	70.0%
Percentage of reports submitted to the Children's Reporter within agreed timescales	In quarter 4, 67% (68 out of 101) reports were submitted to the Scottish Children's Reporters Administration within agreed timescales. To date, 82% (314 out of 385) reports have been submitted to the Scottish Children's Reporters Administration within agreed timescales.	Green	75.0%	82.0%	79.0%	71.0%	88.0%

Children and Young People**Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of our looked after children and young people accommodated in residential placements	As at March 2022, 769 children are looked after, 75 (10%) of these children are looked after in a residential setting including local authority houses, secure accommodation and residential schools. This position has been consistent since 1 April 2021.	Green	12.0%	10.0%	0.0%	0.0%	0.0%

Children and Young People**Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Report the number of young carers supported by Action for Children on a quarterly basis to Senior Management Team	<p>Over the course of 2021-2022, the Young Carer Steering group has taken forward the work overseeing the Action for Children contract as it relates to Young Carers.</p> <p>Additional staff have been recruited to fill vacancies and a part time post. the part time post has been filled by someone with lived experience of being a young carer and has a breadth of knowledge and insight that will be invaluable within the service.</p> <p>A Driver diagram has been developed and a data collection plan is in place. Data shows an increase in the number of referrals and statements being completed over the course of 7months than in the previous year prior to Action for Children taking this over. Regular inputs to classes in year groups are now taking place which is leading to greater awareness of the needs of young carers and the additional challenges that they face in order that they live a life of experiences equal to that of their non-young carers lives. New processes have been set up including referrals to money matters and uptake of this support is being measured. Other areas being explored are Weight management and smoking cessation.</p> <p>there are currently 119 young carers receiving support, either via 1:1 or groupwork support. Groups have worked with specific specialism including and artist in order to offer stimulating and attractive opportunities for young carers Action for children were able to access additional funding which has made a positive difference to family. For example funding was sourced from Morgan Stanley of £1,200 which was used to purchase gifts. The Nationwide Building Society within SLC also provided funding. Families were assisted with funding for white goods and emergency payments for food from Iceland. They also have access to short breaks funding.</p> <p>Work in relation to transitional support to young carers to Lanarkshire Carers Centre for young adult carer support is being taken forward. Education are devising a questionnaire for teaching staff which will capture the level of knowledge and awareness of young carers.</p> <p>AFC work in partnership with Over the Wal, who provide experiences for the siblings of those children with serious illnesses and/or disability. AFC have reviewed the Statement and consulted with young carers in order that it continues to be user friendly. They have also reviewed the pathway plan.</p> <p>Columba 1400 experience will be taking place Easter 2022, this was</p>	Green	-----	2,021	0	0	0

Children and Young People**Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
	extended due to restrictions with Covid. Feedback from families and young people has been very positive over the course of the last year.						

Health and Wellbeing**Care and protect vulnerable adults**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there were a total of 242 local authority welfare guardianship visits due with 94% (228) being completed on time. In quarter 4, there were a total of 60 local authority welfare guardianship visits due with 87% (52) being completed on time.	Green	90%	94%	98%	93%	93%
Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there were a total of 2321 private welfare guardianship visits due with 95% (2198) being completed on time. In quarter 4, there were a total of 489 private welfare guardianship visits due with 91% (447) being completed on time.	Green	90%	95%	93%	86%	94%

Deliver better health and social care outcomes for all

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of telecare installations completed by Care and Repair within agreed timescales		Unassigned	0%	0%	0%	0%	0%

Health and Wellbeing**Continue to support carers good health and wellbeing alongside their caring role**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Number of new carers supported by the commissioned carer support from Lanarkshire Carers	<p>In Quarter 4, a total of 315 newly identified Carers. 1,419 carers engaged and supported, 7,560 services were accessed, and 491 Adult Carer Support Plans undertaken by our Commissioned Services.</p> <p>To date, 912 new carers have been identified, 3,340 carers have engaged and been supported. 22,263 services have been accessed by carers and 912 Adult Carer Support Plans have been progressed.</p>	Green	800	912	0	0	0

Promote choice, control and flexibility in social care

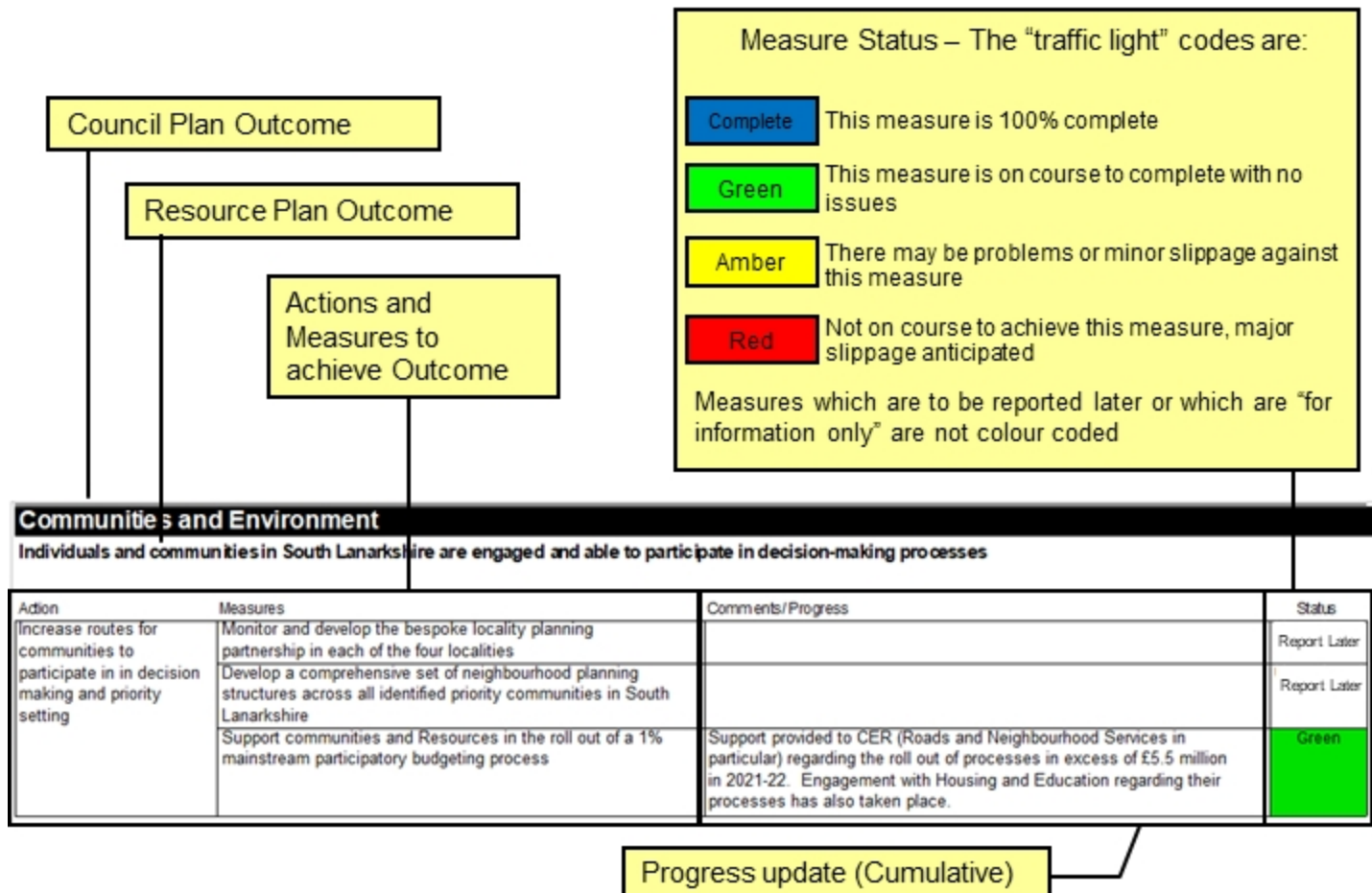
Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of personalised outcomes being achieved through service users reviewed support plans	<p>To date there were a total of 552 outcomes due to be met through reviewed L15 support plans with 76% (422) being achieved.</p> <p>In quarter 4, there were a total of 175 outcomes due to be met with 75% (131) being achieved.</p>	Green	75.0%	76.0%	0.0%	0.0%	0.0%

Summary - number of measures complete, green, amber and red under each Council Plan Outcome / Theme

Council Outcome/ Theme	Complete	Green	Amber	Red	Report later	Total
Communities and Environment	1	2				3
<i>Education and Learning</i>						
Health and Wellbeing		7			5	12
<i>Children and Young People</i>						
<i>Housing and Land</i>						
<i>Our Economy</i>						
Delivering the plan and achieving best value	2	3			1	6
Total	3	12	0	0	6	21

Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented .



Communities and Environment

Community Justice Outcome Improvement Plan is progressed

Action	Measures	Comments/ Progress	Status
Embed the national model for Community Justice in Scotland in South Lanarkshire Justice Services	Report on the priorities set out within the new CJ Outcome Improvement Plan 2022-2025 by March 2023	The CJP agreed on 16 March 2022 that the current CJOIP, due to be revised at end of March 2022 would continue up and to end of March 2023. The revised timeline for the development of the new CJOIP is due to the delay of both the Scottish Government's National Strategy for Community Justice and Community Justice Scotland's Outcome Performance Improvement Plan, until June and September 2022, respectively. The delay of both documents directly impacts the development of the new CJOIP and its supporting SNSA, as the partnership is required to report against nationally determined outcomes in relation to activity taking place from the date both documents are published. With the current CJOIP continuing for another year we will continue in 2022 to provide updates against the five priorities areas set out within the current CJOIP and CJS's three priority areas: Arrest Referral; Diversion; Bail Supervision.	Green

For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all

Action	Measures	Comments/ Progress	Status
Improve management of all offenders including high risk offenders	Provide training to increase awareness and knowledge of MAPPA to develop partnership-working arrangements with Adult and Older People Services by March 2023	Reported in Q3.	Complete

Health and Wellbeing**Care and protect vulnerable adults**

Action	Measures	Comments/ Progress	Status
Improve outcomes for people to live in their own homes and communities for as long as possible	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4	A six monthly report on inspection activity is reported to the Senior Management Team, Social Work Committee and South Lanarkshire Integrated Joint Board.	Green
Monitor vulnerable adults referrals/activity	Produce quarterly Adult Protection report for Adult Protection Committee and Chief Officers Group to monitor ASP activity	<p>Quarterly reports have been produced for the Adult Protection Committee and Chief Officers Group monitoring ASP activity.</p> <p>In Quarter 4 the Resource worked with a number of service users as a result of Adult Support and Protection (ASP) issues. There were 715 ASP inquiries, with 332 investigations started in the period and 7 protection plans being progressed.</p>	Green

Health and Wellbeing

Deliver better health and social care outcomes for all

Action	Measures	Comments/ Progress	Status
Implement the actions detailed within the Health and Social Care Delivery Plan	Report against trajectories for the six 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 to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	<p>Information on the 6 areas of the Health and Social Care Delivery Plan are monitored monthly and formally reported on a quarterly basis to the Integrated Joint Board, Performance Audit and Finance Sub Committee and Social Work Committee. Year on year comparison between April – November against 20/2021 shows</p> <ul style="list-style-type: none"> • A&E attendances up 26% against 2020/21 • emergency admissions up 13% against 2020/21* • unscheduled bed days (Acute) up 9% against 2020/21* • Unscheduled Care (UC) Bed days Acute/Geriatric Long Stay (GLS)/Mental Health (MH) up 15% against 2020/21* • delayed discharge non-code nine bed days down by 47% against 2020/21 <p>*(NB emergency admissions and unscheduled care bed days will increase as episodes of care are completed.)</p> <p>Between April – December 2021/22 there were 2,491 fewer delayed discharge standards bed days than trajectory 18,134 against the target of 20,625 (fig.5). Bed days have increased from April 2021 with bed days September - December above monthly trajectory. This increase can be linked to the significant increase in hospital activity and ongoing pressures in home care.</p> <p>The percentage of people who spend their last six months in a community setting has steadily increased since 2013/14, 2019/20 is slightly above target at 10.3%.</p> <p>Balance of care Data for 2019/20 shows the percentage of people over 75 who remain at home without support is above target by 1%.</p>	Green

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

Action	Measures	Comments/ Progress	Status
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	<p>In light of preparatory which was undertaken for the new Strategic Commissioning Plan 2022 – 2025 a review of the strategic directions was undertaken to ascertain if they still remained relevant to the delivery of the IJBs vision for health and social care services was undertaken and presented the IJB at its meeting on 25th January 2022.</p> <p>The Strategic Commissioning Plan 2019-22 outlined 13 strategic priorities and 43 commissioning intentions upon which 37 Directions were aligned to. To summarise the status of the directions:</p> <ul style="list-style-type: none"> -On hold. Not possible to progress during this period 2 (5%) -Progressing but a change in outcomes and/or delay expected 27 (73%) -Progressing as originally planned 1 (3%) -Direction completed 7 (19%) <p>The IJB agreed the removal of 8 Directions as they had been completed with those remaining being current. Some have been amalgamated or changed to reflect current arrangements.</p> <p>There are 27 Directions in all and represents an overall reduction of 10 Directions when compared with prior reports.</p>	Green

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

Action	Measures	Comments/ Progress	Status
Extend the range and choice of day opportunities for older people	Report to Social Work Committee on the progress of the Day Care Review within the lifecycle of this Resource Plan	Challenges faced by services during the Omicron variant period held up progress on returning for a third stage of consultation in respect of the Day Service Review. This was though completed during February and March 2022. The main focus of this stage of consultation concerned a future model of transport and a reduction in the day service estate which would be necessary in order to invest in a service model that is capable of offering choice and control in line with the principles of SDS.	Green
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	The Carers Strategy update was presented to SMT and SWC earlier in the year, identifying additional resources to assist update all activity in relation to the Carers (Scotland) Act 2026. The HSCP Strategic Commissioning Plan 2022/2025 has been presented to SWC. Update reports on the development of the National Care Service have also been provided to SWC. Community Justice Scotland are reviewing the National Community Justice LOIP and reviewing their Outcome Framework measures, our current CJLOIP has been extended for a year until such times as activity can be aligned to national developments. This activity has been reported to the Safer South Lanarkshire Board, and the Community Justice partnership.	Green
Progress South Lanarkshire's care Facilities Modernisation Programme	Provide a quarterly update to Senior Management team on the progress of the Blantyre Care Campus development including the Care Facility and Technology Enabled Properties in quarter 2 and 4	Phase 2 of the TEC zone project is nearing completion. The TEC zone technical specification is completed and the content design is nearing completion. Procurement of the software for the TEC zone and the build of the space is at the initial stages.	Green
Prepare for the Analogue to Digital Migration for Assistive Technology	Complete telecare asset audit, including testing of all peripheral technology by July 2022.		Unassigned
	Provide a quarterly update to Senior Management Team on findings from the Telecare Quarterly Benchmarking submission and agree relevant actions for 2023/24		Unassigned
Put Home First Model in place to support people to maximise their independence, safe and timely hospital discharge	Develop project plan for implementation by June 2022		Unassigned
	Develop measurement plan which tracks progress and implementation of Home First Model by September 2022		Unassigned

Health and Wellbeing

Deliver better health and social care outcomes for all

Action	Measures	Comments/ Progress	Status
and avoid unnecessary hospital admission.	Undertake phased recruitment of staffing to embed the model across the HSCP by January 2023		Unassigned

Communities and Environment

Strengthen engagement with service users and carers

Action	Measures	Comments/ Progress	Status
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Provide a quarterly update to Senior Management Team on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	<p>The adaptations to working in response to the Covid-19 pandemic have required staff to be innovative in gathering the views of service users including the use of technology. Opportunities for individual participation have continued during meetings and contacts including the processes of self-directed support, reviews of service provision and in access to Mind of My Own for children and young people.</p> <p>South Lanarkshire's Promise, the Corporate Parenting Strategy 2021-24 has recently been published and was shaped by the views and experiences of South Lanarkshire's care experienced children and young people. A survey of users of the Care Home service has also been undertaken.</p> <p>As restrictions on group activity ease plans are in development for increased collective consultation activity in both children's and adult services.</p>	Green

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

Action	Measures	Comments/ Progress	Status
Ensure high standards of governance are being exercised	Report to the Senior Management Team on the review of the Risk Register every 6 months and report to Social Work Committee annually	Review of Corporate Risk Register underway. SW Risk Sponsors Group regularly review risk register and report to SW Governance Group.	Green
Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	Some issues evident within the Care Home sector, and local activity with those homes and individuals placed within these homes. Quality Assurance and Commissioning team review some legacy arrangements with supported living providers. Overview report of care inspectorate grades for external services operating within South Lanarkshire will be presented to SMT June 2022.	Green
Chief Social Work Officer will continue to provide professional advice and guidance to the Council in accordance with legislative duties	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions by September 2022	Reported in Q3.	Complete

Develop improvement activity and promote scrutiny

Action	Measures	Comments/ Progress	Status
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	All statutory returns due were submitted to the Scottish Government within agreed timescales this year.	Complete

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

Action	Measures	Comments/ Progress	Status
Progress the procurement and implementation of the new Social Care Case Management System by 2023/24.	Complete the relevant steps in procurement and implementation and report progress to the Project Review Board throughout project delivery		Unassigned

Social Work Resources embeds sustainable development across services

Action	Measures	Comments/ Progress	Status
Contribute to a fair, healthy and sustainable food system	Provide an annual update to Senior Management Team and identify potential opportunities for sourcing more local produce through the procurement process, identify small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	Very small scale food growing initiatives take place within the unpaid work services operating from Auchentibber, and some of our care home have some small scale planting activity.	Green

Absence and Turnover performance results – as at Quarter 4 2021/22

**Improve Measures -
Absence**

	Target %'age	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Apr - June	Apr - Sept	Apr - Dec	Apr - Mar
Community & Enterprise	5.0%	5.7%	5.9%	6.4%	7.7%
Education	3.0%	3.8%	3.6%	4.5%	6.1%
Finance & Corporate	3.2%	3.1%	3.4%	3.6%	3.6%
Housing & Technical	4.5%	3.8%	4.8%	5.5%	4.9%
Social Work	5.3%	6.4%	7.0%	7.3%	7.1%
Council Wide	4.5%	4.6%	4.8%	5.5%	5.9%

**Improve Measures -
Turnover**

	Target %'age	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Apr - June	Apr - Sept	Apr - Dec	Apr - Mar
Community & Enterprise	5.0%	1.4	3.0%	3.9%	5.3%
Education	5.0%	0.5	1.9%	2.5%	3.4%
Finance & Corporate	5.0%	0.9	2.0%	2.3%	3.5%
Housing & Technical	5.0%	0.6	1.7%	2.5%	3.5%
Social Work	5.0%	1.5	3.2%	4.8%	6.5%
Council Wide	5.0%	0.9	2.4%	3.3%	4.4%

Report

8

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

Subject:	Social Work Risk Register
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on the Social Work Risk Register and the risk control actions for Social Work Resources
- ◆ seek approval to report progress on the Social Work Approve reporting at every Social Work Resources Committee

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that future updates on the Social Work Risk Register be reported at every Social Work Resources Committee.

3. Background

- 3.1. From a good practice and sound governance perspective, all public bodies are required to identify and take account of the impact of any potential risks in delivering services and discharging their obligations.
- 3.2. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision-making processes. The strategy requires Resources to record and review risks and control actions regularly.
- 3.3. The purpose of the Risk Register is to ensure that the Resource is fully aware of its top risks; that these risks are prioritised; and that controls are in place to eliminate or minimise the impact of the risks. Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls).
- 3.4. The Council aims to be *risk-embracing*, that is it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures. All Resources are adopting the "Three Lines of Defence" model as it provides a valuable framework in assuring the effective management of risk.
- 3.5. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. Risks scored 15 to 25 are considered to be very high risks, and risks scored 8 to 12 are considered to be high risks. Very high and high risks are monitored particularly closely. The top risks identified for a Resource are those residually scored as very high or high.

- 3.6. Social Work Resources seeks to promote an environment that is risk aware and strives to place risk management information at the heart of key decisions. This means that the Resource can take an effective approach to managing risk in a way that both addresses significant challenges and enables positive outcomes.
- 3.7. The last update of the Social Work Resources Risk Register was reported to Social Work Resources Committee on 10 November 2021. The Social Work Resources Risk Sponsor Group regularly reviews the Risk Register, with the most recent review in April 2022. The current Resource Risk Register is attached at Appendix 1.
- 3.8. Governance and oversight arrangements are in place through the following:
- Bi-monthly meetings to Resource Risk Management Group to review the Risk Register with each service area.
 - Quarterly meetings with Central Risk Management Team
 - Monthly meeting to review any risks associated with the Health & Social Care Partnership (HSCP) and the South Lanarkshire Integration Joint Board (IJB) which may impact on the Resource Risk Register
 - Standing agenda item on Social Work Governance Group
 - Social Work Resources Risk Register reported annually to Social Work Resources Committee and South Lanarkshire Council Executive Committee
 - Oversight by Internal Audit
- 3.9. In order to strengthen the oversight arrangements, it is proposed that an update report on risk will be provided at each Social Work Resources Committee alongside the annual overview report being provided in November/December each year.

4. Current Position

- 4.1. Work is being prepared by the Resource Risk Sponsors Group to finalise the review of the Resource Risk Register. Risk scorecards are being reviewed to consider risks at a service level as well as a strategic level.
- 4.2. The development process for the Resource Plan requires a risk assessment process to be undertaken, as appropriate, resulting in some actions within the Resource Plan having a corresponding risk identified within the Risk Register. Similarly, there are risks within the Health and Social Care Partnership and Integration Joint Board risk registers which may have an impact on the Resource Risk Register.
- 4.3. The status of the risk register is as follows:
- risk descriptions, controls and actions are being reviewed by risk owners
 - There is a new risk concerning workforce capacity – there are significant supply-side labour market availability challenges for social care locally just as there are nationally
 - there is a risk recognising the challenging Council funding situation affecting all Resources
 - there is a new risk associated with the proposed National Care Service
 - the risk of failing to evidence sufficient progress against Care Inspectorate requirements remains in relation to all registered services. However, improvement in the risk to the Council about Care at Home Services has been removed from the Council's risk register due to the progress made in service improvement and increase in Care Inspectorate gradings
 - the risk associated with EU Brexit is being removed from the Council's risk register as well as the Social Work Risk Register

- 4.4. Table 1 shows the top risks heat map, that is, it details the total number of risks for those categorised as very high or high.

Table 1 – Top Risks Heat Map

Likelihood	5 Almost Certain				4	
	4 Likely				6	
	3 Possible				9	
	2 Unlikely					
	1 Rare					
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
Impact						

- 4.5. The Committee is asked to note the contents of the current Resource Risk Register.

5. Employee Implications

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

6. Financial Implications

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

7 Climate Change, Sustainability and Environmental Implications

- 7.1. There are no direct environmental implications associated with this report.

8. Other Implications

- 8.1. From a good practice and sound governance perspective, all public bodies are required to identify and take account of the impact of any potential risks in delivering services and discharging their obligations.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore, no impact assessment is required.

Soumen Sengupta
Director, Health and Social Care

9 August 2022

Link(s) to Council Values/Priorities/Outcomes

Accountable, effective, efficient and transparent

Previous References

Social Work Committee Report 10 November 2021 – Update of the Social Work Risk Register and Risk Control Plan

List of Background Papers

- ◆ None

Contact for Further Information

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

Colette Brown, Planning and Performance Manager

Ext: 3447 (Phone: 01698 453447)

Email: colette.brown@southlanarkshire.gov.uk

Social Work Resources Risk Register (as at 19 April 2022)
Extract of risks with residual score category of Very High and High

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
1	1 Very High (15-25)	<p>The Council does not provide an adequate response to the pandemic; maintaining critical services; delivering emergency response commitments as a Category One Responder; and protecting wellbeing of employees and service users as far as reasonably practicable. Responding to the pandemic will impact on everything else the Council does</p> <ul style="list-style-type: none"> ◆ Health and Social Care Services increased pressures/service demands ◆ Absence rate increases due to the Pandemic and increased pressured on wellbeing of workforce ◆ Increased vacancy levels due to attrition rate of qualified staff to fulfil statutory requirements <p>Council Top Risk</p>	25	<ul style="list-style-type: none"> ◆ Roll out of MS Teams throughout the Council ◆ Health and wellbeing portal for staff ◆ Continued working from home arrangements in place ◆ Safe systems of working continue to be adopted ◆ New methods of service delivery such as outreach in place. ◆ All Council offices regular cleaning regime ◆ All workplace appropriate social distance signage in place ◆ Partnership risk registers in place ◆ All Core service continued to operate ◆ All core staff remained in work ◆ Testing frequency increased ◆ Ease of access to lateral flow testing ◆ National vaccination programme underway ◆ Planned Covid booster and flu vaccination autumn programme ◆ Regular statistical briefing email ◆ Effective communication systems in place ◆ Regular monitoring as restrictions ease ◆ More services remobilising as restrictions ease ◆ Enhanced cleaning and safe systems of work (infection prevention and control) 	20

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
2	1 Very High (15-25)	<p>Failure to ensure the health, safety and wellbeing of employees and the protection of service users and members of the public in the delivery of council services.</p> <ul style="list-style-type: none"> ◆ Increased demand on Mental Health Services ◆ More vulnerable service users ◆ Staff capacity with increasing absence rates and attrition of qualified posts and challenges in recruitment ◆ Building based services, remote working, key business activity ◆ Restrictions with use of vans etc ◆ UWS 32000 hours backlog ◆ Operation Koper and potentially fatal accident inquiry (only care homes) ◆ PPE sourcing and correct materials sourced ◆ Service users non vaccinated ◆ New fire safety legislation and installation could impact on existing Community Alarms ◆ Challenges to deliver group work programmes (Caledonia etc) ◆ New variant, Omicron impacts ◆ Reduction of face to face engagement <p>Council Top Risk</p>	25	<ul style="list-style-type: none"> ◆ Child and Adult Protection policy and procedures and governance procedures in place to guide all staff ◆ All Social Work establishments use the Corporate Occupational Health and Safety Management System. This includes developing and carrying out appropriate risk assessment and sharing information with employees and service users ◆ Protection of Vulnerable Groups (PVG) checks are carried out for all individuals who have contact with service users including staff, foster carers, and paid carers ◆ A range of telecare and assistive technology provides a means of monitoring children, young people and adults who may be at risk from a range of different types of harm ◆ Front line managers can access daily management information Reports from our SWiSplus client index and the IMPROVe performance system ◆ Workforce regulated by Scottish Social Services Council ◆ Safe systems of work ◆ Mental Health wellbeing resource available for staff ◆ UWS, unpaid work at home initiative ◆ Enhance case management for those who do not attend UWS ◆ Third sector supports (Action for children Sacro bolster Service provision ◆ Wellbeing and health and safety of staff ◆ Additional vehicles ◆ Safe systems of working ◆ Virtual technology (lack of face to face) 	20

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
3	1 Very High (15-25)	<p>Lack of capacity and skills to provide and meet increased service demands</p> <ul style="list-style-type: none"> ◆ Competition with other industry sectors ◆ (retail and hospitality sector, less responsibility) ◆ Competition within Social Care sector ◆ Covid – expectation of vaccination ◆ Qualified Social Work and front-line Manager salary differential across the country ◆ Volume of inexperienced workers and front-line Managers ◆ Differential in salaries with other LA's ◆ Competition with other and within the sector ◆ Staff turnover ◆ Newly qualified and less experienced <p>Council Top Risk</p>	25	<ul style="list-style-type: none"> ◆ Learning and development Board identifies, and monitors training and support required ◆ Social Work Governance Board in place with LDB reports tabled ◆ Council Workforce plan ◆ National integrated workplan 2022/25 ◆ Registration requirements for care at home and housing support services ◆ Working time Directives ◆ Learn of Line Mandatory Courses ◆ Plans to scope the use of digital platforms to deliver training ◆ Consideration of peripatetic teams ◆ Monitoring of increased service demands ◆ Recruitment and new posts on establishment ◆ High uptake of vaccinations ◆ Implications of National Care Service Consultation ◆ Additional funding from SG for Care at home (all recruiting at same time) ◆ Senior Practitioner role and team leaders (knock on to other service areas) ◆ Job evaluation – residential staff, sustainability of overall service 	20

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
4	1 Very High (15-25)	Reduction in external funding and fees/income received by the council, as well as increased service demands, results in saving difficulties. <ul style="list-style-type: none"> ♦ Failure to generate income from charging policy Council Top Risk	25	<ul style="list-style-type: none"> ♦ Active participation in the Efficiency agenda ♦ Annual budget meetings ♦ Service reviews and redesign ♦ Assessment and care arrangements and income maximisation opportunities ♦ Service Reviews including IT solutions to deliver service models ♦ Reassess 'waiving of charges' SDS in relation to carers Adults Carer Support Plans ♦ Procurement of Carers Services, Care at Home and Support Services to those with Learning disabilities ♦ Operation of Eligibility Criteria ♦ IJB Chief financial officer ♦ Additional short term funding sources ♦ Money Matters service continues to income maximise ♦ Eligibility Criteria aligned to Day Services (Lifestyles) ♦ Quality Assurance and Commission Team in place 	20
5	1 Very High (15-25)	The Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan <ul style="list-style-type: none"> ♦ Independent Review of Social Care and role of IJB Council Top Risk	25	<ul style="list-style-type: none"> ♦ Chief Officer representation on Group ♦ SOLAR Guidance ♦ Strategic Commissioning Plan Current review and consultation ♦ IJB Directions issued to Council and NHS Board annually ♦ SMT Work plan re the transformation/change agenda ♦ Chief Officers Network facilitated by the Scottish Government ♦ Code of Corporate Governance ♦ Performance reporting framework ♦ Tripartite Joint Chief Executive meetings ♦ Chief Officer 1-2-1 meetings with Chief Executives ♦ Active Carer Representative on IJB ♦ Recommendations from IRASC (Feely Report) powers to IJB's 	16

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
6	1 Very High (15-25)	Community Alarms - Failure to properly prepare and successfully transition from the current analogue services to a digital solution within the pre-determined timescale <ul style="list-style-type: none"> ◆ There are currently approximately 9,000 community alarm users in South Lanarkshire ◆ Interlinked fire and smoke sensors installation could lead to unintentional removal of existing alarms as part of work undertaken to met SG fire safety laws. 	25	<ul style="list-style-type: none"> ◆ Senior management team representation on ICT programme Board ◆ Workstream dedicated to digital switchover15 ◆ Capital programme funding agreed to support test of change ◆ South Lanarkshire Health and Social Care Partnership agreed to part fund a post within IT to map out the issues and way forward ◆ Ofcom have been predicting that telecommunications providers will stop supporting the public switched telephone network (PSTN) and Integrated Services Digital Network by 2025 ◆ Dedicated officer supporting this agenda ◆ Number of individual workstreams ◆ Programme Board and reports to CMT and Committee ◆ Scheduled visits and call being undertaken ◆ Developing coms strategy ◆ National tender for alarm receiving centre 	16
7	1 Very High (15-25)	Failure to evidence sufficient progress against Care Inspectorate requirements <ul style="list-style-type: none"> ◆ Resource responsible for 39 Registered Care Services ◆ Progress Care Inspectorate Action Plan for children and young people in need of care and protection in South Lanarkshire. Outstanding Advocacy and Kinship Continuing Care protocol ◆ Future Adult Support and Protection Inspection. Risks associated with capacity due 	20	<ul style="list-style-type: none"> ◆ New Link CI Inspector ◆ Transformation Change reports presented to Committee ◆ Positive subsequent Registered Services inspection reports ◆ Care at home oversight group ◆ Care Home oversight group ◆ Regular touchdown meetings with the Care Inspectorate (in house) ◆ Other localities have low risk inspection reports all have improvement plans. ◆ All services have a service improvement plan ◆ Annual Returns complete (22 March 22) ◆ Six monthly Report to SW Committee regarding C I grades ◆ Updates on Joint Inspection Action Plans to GIRFEC South Lanarkshire Board 	16

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
		<p>to Pandemic response, absence and staff retention for Council Officers/Qualified Social Workers and front-line Managers</p> <ul style="list-style-type: none"> ◆ New key QI standard 7.2 National care standard re Health and Safety ◆ C.I Outbreak visits, Drop ins ◆ Operation Koper (Fatal accidents) ◆ Risk on service meeting regulatory requirements as part of inspection (lags with reviews) ◆ Increase in ASP's ◆ Care Home Services (external) presenting range of challenges 		<ul style="list-style-type: none"> ◆ Children's Services Promise Board established ◆ Promise workers recruited ◆ Preparation well underway for ASP ◆ Oversight of national inspection activity, report findings shared ◆ C.I. Session on Joint Adult and Older People Quality Framework (9/3/22) ◆ Monitor Care Inspectorate reports on purchased services ◆ Deficiency in care meetings in place for poor grading of care providers 	

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
8	1 Very High (15-25)	New and amended legislation <ul style="list-style-type: none"> ◆ Social Work operates against a backdrop of many pieces of legislation, historically operating under the requirements of the Social Work (Scotland) Act 1968 ◆ Independent Review of Adult Social Care (IRASC) implications on Social Care Services (not just Adult Services) ◆ Guidance to Procurement on current contracts LA have in place - Ethical commissioning ◆ CJ Local Outcome Improvement Plan and national review ◆ Electronic Monitoring legislation ◆ Virtual Courts ◆ Bail and Release from Custody Consultation ◆ Children's rights 	20	<ul style="list-style-type: none"> ◆ The requirements are met under all the standard legislation the resource operates within ◆ Adults With Incapacity and Adult Support and Protection timescales are built into IMPROVe reporting systems and performance monitored ◆ Children and Child Protection legislation timeframes are built into the IMPROVe reporting system and performance monitored ◆ Social Work Governance Group established ◆ Respond to SG on range of consultations some regarding planned bills ◆ COVID legislation ◆ Mental Health Legislation/funding ◆ The Promise (Review of Children's Services) implementation Board • Review of Adult Social Care (Feeley) Report • Consultation outcome on the National Care Service • Preparation for the legislation for NCS (Briefings) • Reviewed screening process to ensure children's rights reflected • Voice of the child evident in case records • Carers Supports and Services further developed 	16

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
9	1 Very High (15-25)	<p>The Council fails to meet statutory and legislative duties in respect of public protection.</p> <ul style="list-style-type: none"> ◆ Child Protection ◆ Adult Protection ◆ Prevent (Terrorism or Extremism) ◆ Gender based Violence ◆ Staff capacity and experience of workers and Managers due to Pandemic demands ◆ Children's Rights (Advocacy) ◆ Duty to Assess, unmet need levels growing. (3500hours) ◆ MAPPA ◆ VISOR (Violent and Sex Offender Register) ◆ Information sharing agreement ◆ Carers ◆ Recruitment challenges for Administration resource to support PP process (minute taking, timescales/process) <p>Council Top Risk</p>	20	<ul style="list-style-type: none"> ◆ Public Protection Chief Officers Group ◆ Multi-agency child protection committee in place ◆ Multi-agency adult protection committee in place ◆ Multi-agency procedures adopted to provide guidance to staff ◆ Multi- agency MAPPA arrangements in place ◆ Operating oversight groups (MOG/SOG) ◆ Engaged with legal services and nation oversight groups re VISOR ◆ Significant case review protocol in place ◆ Data sharing agreements in place to support alert messaging and sharing key information ◆ Partnership Serious Organised Crime Group ◆ Contemporary guidance for PREVENT provided to staff ◆ Wider public health and environment COVID impacts ◆ Care Home Large Scale investigation findings ◆ Safer South Lanarkshire Board and Community Justice Partnership ◆ Getting it Right for South Lanarkshire Children's Partnership Board ◆ Locality Huddles re protection issues ◆ Police Scotland issuing ISA in relation to sharing routine information ◆ Carers Supports and Service Commissioned ◆ SBAR to CSWO addressing how improvements in advertising/marketing Vacancies, reviewing job descriptions, and level of experience 	16

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
10	1 Very High (15-25)	<p>Failure to fulfil emergency response commitment befitting the Council's status as a Category 1 (emergency) responder</p> <ul style="list-style-type: none"> ◆ Social Work responsible for a number of building-based services from care homes for the older people, care homes for children and young people, day care services for adults and older people ◆ The resource employs over a thousand homecare staff to support very vulnerable people in various urban and rural settings ◆ Capacity issues with service delivery ◆ Maintain life and limb services ◆ Risk to emergency social work pandemic <p>Council Top Risk</p>	20	<ul style="list-style-type: none"> ◆ Named responsible person identified in each service area ◆ Officers identified for Major Incident Support Team Lanarkshire ◆ Emergency planning arrangements are in place with all social work establishments ◆ Clear processes for Fire Inspection and property maintenance audit are in place in all establishments ◆ Pandemic/health and contingency plans are in place ◆ Emergency Social Work Services out of hours service provided ◆ Client index system regularly backed up ◆ Covid Legislation and mobilisation of emergency arrangements ◆ Regular external providers meetings ◆ Care Home Assurance Group ◆ Care at Home oversight Group ◆ All contingency and business continuity plans updated ◆ Mutual aid and Lanarkshire Resilience ◆ Report weekly to SG reliance group 	16
11	2 High (8-12)	<p>The Council is materially affected by the recommendations arising from the independent review of Adult Social Care in Scotland.</p> <ul style="list-style-type: none"> ◆ All social care services no longer based in Councils ◆ Impact on Council Budgets <p>Council Top Risk</p>	16	<ul style="list-style-type: none"> ◆ Briefing reports presented to IJB and Social Work Committee ◆ Consultation currently on National Care Services (includes all Social Care Services) ◆ Ongoing horizon scanning of recommendations ◆ COSLA supporting local councils ◆ Consultation concluded and published ◆ Further consultation to follow 	12

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
12	2 High (8-12)	Information Governance not subject to adequate controls <ul style="list-style-type: none"> ◆ Poor information recording within Client index systems ◆ SLC equipment Laptops etc Mobiles ◆ Lack of equipment ◆ GDPR requests and accessing files in the current service operating models. ◆ Access to archiving and Mitchell Library back log ◆ Archiving delayed, significant backlog. Council Top Risk	20	<ul style="list-style-type: none"> ◆ Data sharing protocols are in place with partners to ensure appropriate sharing of information about service users ◆ Electronic Documents Records Management System (EDRMS) is embedded in case file practice in all localities ◆ Resource following corporate file structure “Objective” ◆ New replacement client index system in planning ◆ Annual audit checklists ◆ Information Governance Group and Strategy ◆ Regular updates on guidance circulated (use of Zoom/MS Meetings) ◆ Good Governance Statements ◆ As working from home continues supporting guidance issued to staff regarding safe working practices and information governance. ◆ New Laptop order in place with updated Windows 10 	12
13	2 High (8-12)	Potential liability arising from claims of historic abuse <ul style="list-style-type: none"> ◆ Perceived failure on the authority and predecessor authority to fulfil its obligations in relation to looked after children Council Top Risk	16	<ul style="list-style-type: none"> ◆ Cross Council Historic Child Abuse Enquiry Group in place ◆ Regular meetings and monitoring Section 21 notices ◆ Review of historical records pertaining to current Section 21 notices completed ◆ Timescales met for Section 21 notices received. ◆ Level of insurance cover exists in relation to predecessor authorities. ◆ Redress for Survivors (Historical Child Abuse in Care) (Scotland) Bill published, payment levels for survivors who meet the eligibility for the scheme: Level 1, £20,000; Level 2 £40,000; Level 3 £80,000 	12

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
14	2 High (8-12)	Failure to embed Self-directed support (SDS) with the Carers (Scotland) Act 2016 in respect of Carers <ul style="list-style-type: none"> ♦ Allows for choice/option in how care is delivered service user/carer control ♦ Public information ♦ Better links with commissioned services 	20	<ul style="list-style-type: none"> ♦ The council's web pages have been updated to provide information on the self directed support options available to carers. ♦ The assessment for the supported person now clearly establishes the intensity and frequency of carer support. This establishes a clear link between the supported person and the carer. ♦ The key information pertaining to what carers budgets can be used for has also been updated. ♦ An electronic version of the current paper based Adult Carer Support Plan is in development and will be introduced in the near future. ♦ The methodology for calculating carers budgets has been updated and allows for a fairer distribution of resources based on levels of eligible need. ♦ General public information is under review and will be modified to reflect current practice. ♦ The council has strengthened links with third sector services such as Lanarkshire Carers and take Control South Lanarkshire. ♦ Established links with local eligibility criteria. 	9 or 12

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
15	2 High (8-12)	Procurement activity is affected by a lack of resources, non-compliance, or legal challenge <ul style="list-style-type: none"> ◆ Centralised procurement function reducing capacity and knowledge of health and social care requirements ◆ Pandemic impact on tenders (Care at home tender) ◆ Ethical commissioning ◆ Continuing Care (Tender) ◆ Swis plus replacement ◆ Care Home Services (external) presenting range of challenges Council Top Risk	20	<ul style="list-style-type: none"> ◆ Liaison with central procurement ◆ Governance arrangements in place ◆ Monitor Care Inspectorate reports on purchased services ◆ Deficiency in care meetings in place for poor grading of care providers ◆ Quality Assurance and Commission Team in place ◆ Developing work priority plan ◆ Regular reports re Care Inspectorate grades to Committee/SW Governance Group ◆ Seconded staff (Scotland Excel) within Procurement Service ◆ Specialisms within procurement services ◆ New procurement staff recruitment ◆ Dedicated team taking forward Swis plus replacement 	12
16	2 High (8-12)	IT development and functionality does not keep pace with changing service requirements <ul style="list-style-type: none"> ◆ Restrictions on legacy systems (SWIS plus) ◆ Project team ◆ Improve system update (2026) ◆ Windows 7 issues Council Top Risk	20	<ul style="list-style-type: none"> ◆ Strategic review of Social Work IT System ◆ IT Programme Board in place ◆ IT Infrastructure Subgroup in place for IJB ◆ As part of digital strategy, council has commenced a move to the Cloud, which will include the introduction of Office 365 ◆ Approval and funding for replacement SWiSplus system in place ◆ IMPROVe (CORVU) developments ◆ Regular IT update reports on range of SW developments ◆ Project team in place for new SWIS client index system 	12

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
17	2 High (8-12)	Fraud, theft, organised crime and cyber-attacks <ul style="list-style-type: none"> ◆ Employee fraud/theft ◆ Breach in internet security Council Top Risk	20	<ul style="list-style-type: none"> ◆ Code of conduct for all Social Work Staff ◆ Scottish Social Services Council accreditation ◆ Internal Audit ◆ Routine guidance to service users ◆ Trading standards input to providers re bogus callers ◆ Adult Protection Committee, Trading standards now included ◆ Bulletins and updates ◆ Use of social media channels to raise awareness ◆ SOC group council wide partnership group ◆ Community Justice Partnership ◆ Prevent (Terrorism or Extremism) awareness raising 	12
18	2 High (8-12)	Failure to achieve results and demonstrate continuous improvement through leadership, good governance, and organisational effectiveness <ul style="list-style-type: none"> ◆ Children's Services Inspection ◆ Adult Support and Protection Inspection 	20	<ul style="list-style-type: none"> ◆ Action plans following inspections findings ◆ Performance reporting through the IMPROVe system ◆ Regular Care Inspection oversight reports developed ◆ Care Inspectorate registered services reports to Committee ◆ Registered Service annual audit included in Good Governance Statement ◆ Customer Service Excellence Awards in 3 service areas ◆ Performance and Continuous Improvement Groups ◆ Quality Assurance and Improvement Group (Child and Family) ◆ Range of audit and self-evaluation activity undertaken ◆ Social Work Governance Group oversight ◆ Action plan from Children's Services Inspection ◆ ASP preparation for inspection 	12

	Risk Category	Key Risk	Inherent risk score	Sample of Controls	Residual risk score
19		<p>The Council is significantly affected by the impact of the UK leaving the European Union</p> <ul style="list-style-type: none"> ◆ There will be a shortage of entry level workers, including those with lower skills, those who gain their qualifications largely through work-based training, and those in less highly-paid sectors ◆ Social Care Staff shortages ◆ Access to supply chains (mobile phone components, computer parts, Technology enabled care equipment) <p>Council Top Risk</p>	20	<ul style="list-style-type: none"> ◆ The HM Treasury has provided assurances around the current EU funded programme for all projects ◆ Council Resources have reviewed their contingency plans to ensure that they are sufficiently robust to deal with any significant negative impact that may arise from the UK leaving the EU ◆ Recruitment drives underway across the Resource 	12

Category	Number of Risks	Percentage
Very High	10	45%
High	9	41%
Medium	3	14%
Low	0	0
Total	22	100%

Report

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

Subject:	Social Work Resources Workforce Plan 2022 – 2025
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present the Social Work Resources Workforce Plan 2022 – 2025
- ◆ highlight the key strategic actions required in relation to workforce planning

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the Social Work Resources Workforce Plan (Appendix 1) be approved.

3. Background

3.1. The Workforce Strategy for the Council was reported to Executive Committee in 2016 and following this Resources developed workforce plans covering the period 2017 – 2022.

3.2. Workforce plans outlined the strategic actions required to ensure that services have the right people, in the right place at the right time to enable delivery of the Council objectives.

3.3. The review of workforce plans has been delayed due to the Covid-19 pandemic and Resources have produced plans covering the period 2022 – 2025.

4. Workforce Planning Toolkit

4.1. The plans were developed using the Workforce Planning toolkit.

4.2. There are 4 planning stages outlined in the process:

Stage one - Determine the Business Strategy

This stage is to undertake an analysis of the key internal and external drivers which inform Resource planning process and determine how these will inform the services to deliver and the numbers and skills required in the workforce to achieve the desired outcomes.

Stage two - Analyse and discuss relevant data

This stage is about assessing relevant and available data from information on the current profile of the workforce and any observations and predictions around future resourcing requirements

Stage 3 – Agree objectives of the plan

Using the information from Stage 1 and 2, to identify what the plan is trying to achieve, which will then need to be reviewed against available resources.

Stage 4 – Agree actions and implement plan

This stage is the culmination of stages 1-3 where Resources and the HR Business Manager develop an action plan based on key areas of the workforce where risks have been identified in relation to ability to deliver business objectives.

5. Workforce Plan

Overview

- 5.1. The Workforce Plan, including the action plan, for Social Work Resources is attached as Appendix 1. The Plan provides an overview of the services delivered by the Resource, the service demands and a workforce profile. This, along with the strategic plans and drivers, was used to identify the objectives and action required.
- 5.2. For Social Work Resources the key themes for workforce planning that have been identified are:
 - sustained pressure on services and an increased demand that will continue over the period of the plan
 - significant national workforce supply challenges that require action at a national policy level to impact change
 - implications of the National Care Service and impact on existing workforce and ability to recruit
 - maintaining the well-being and value of the workforce to enable recruitment and retention across all service areas
- 5.3. In terms of actions specified to address the challenges, the key activities are:
 - continue to invest in key areas to address the increased demand for services while looking at how to redesign services to maximise the use of available resources
 - review recruitment practices to extend and promote social care by using a flexible approach and utilising employability routes
 - establishing the Care Academy in South Lanarkshire to 'grow our own' workforce and avoid a skills gap in the future years
 - robust career pathways to be identified to enhance career progression and succession planning
 - maintain employee health and well-being to ensure the workforce feel valued and supported
- 5.4. This aligns with the general, common themes from all Resource action plans which are:
 - increased demand and a reduced workforce pool and this is a national issue
 - demographic challenges – increased turnover, employees retiring earlier, flexible working requests and succession planning
 - employee well being
- 5.5. In addition to the Social Work Resources Workforce Plan, a Lanarkshire Health and Social Care Integrated Workforce plan 2022 - 2025 has been developed and a draft plan submitted to the Scottish Government, with feedback expected in October 2022 and a final plan to be submitted by the end of the year. A copy of the final plan will be made available once it has been submitted.

Risk Implications

5.6. The actions identified are to assist the Resource achieve the right people with the right skills to deliver service, however there are risks if these actions cannot be delivered. These are:

- reduced workforce supply is a risk to delivering the actions identified and this can be reduced by redesigning services to be delivered within workforce available
- ability to maintain service requirements given the time taken to train and develop employees to achieve the required skills mix given the complexity of skills set required across the different roles
- competing recruitment drives across services and sectors could impact on staffing levels in specific areas and ultimately performance and community outcomes
- financial implications of incurring staffing underspend in employee costs and how this is accounted for

5.7. Once the arrangements for the National Care Service are confirmed and national changes to policy relating to workforce ability are introduced then the associated risks will be reduced.

6. Monitoring the Plan

6.1. The action plan will be monitored through the Resource management team as the arrangements on national initiatives emerge and any significant changes will be reported through the Corporate Management Team.

7. Employee Implications

7.1. Having a proactive workforce planning process in place ensures an effective workforce is in place to deliver our services.

8. Financial Implications

8.1. There are no costs associated with undertaking the workforce planning process and any financial implications that have been detailed in the action plan will be met within existing resources

8.2. Planning for appropriate workforce arrangement demonstrates effective and efficient use of resources.

9. Climate Change, Sustainability and Environmental Implications

9.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

10. Other Implications

10.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:

- ◆ failure to ensure the health, safety and wellbeing of employees and the protection of service users and members of the public in the delivery of council services (very high)
- ◆ lack of capacity and skills to provide and meet increased service demands (very high)
- ◆ the Council does not fully deliver the strategic outcomes of the Integration Joint Board as outlined in their Strategic Commissioning Plan (very high)

10.2. The risks associated with the workforce plan and actions are elaborated on in 5.6 above.

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

11. Equality Impact Assessment and Consultation Arrangements

11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

11.2. There is also no requirement to undertake any additional consultation in terms of the information contained in this report.

Soumen Sengupta
Director, Health and Social Care

18 August 2022

Link(s) to Council Values/priorities/Outcomes

- Focused on people and their needs
- Working with and respecting others
- Accountable, effective, efficient and transparent
- Ambitious, self-aware and improving
- Fair, open and sustainable
- Excellent employer

Previous References

- ◆ Social Work Resources Committee, 6 September 2017
- ◆ Executive Committee of 13 April 2016 - Workforce Planning Strategy
- ◆ Executive Committee of 8 March 2017 – South Lanarkshire Council Workforce Plan, 2017- 2020

List of Background Papers

- ◆ none

Contact for Further Information

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

Eileen McPake, HR Business Manager

Ext: 845 4668 (Phone: 01698 454668)

Email: eileen.mcpake@southlanarkshire.gov.uk

1) Introduction and Background

The purpose of this plan is to outline the workforce challenges and mitigations for Social Work Resources. The strategy identifies key drivers and demands which the service will be required to address, together with the changing models of delivery and modernisation agenda that will be central to future success.

2) Resource and service delivery overview

Social Work Resources requires to deliver services within a complex and changing environment. Much of this delivery is shaped by statutory duties set out in legislation, whilst other elements involve the establishment of multi- agency approaches to support a wider and agreed strategic objectives.

Service Background

In terms of how the Resource is currently structured, there are 3 distinct areas of service delivered as outlined below:

South Lanarkshire Health and Social Care Partnership

South Lanarkshire Integration Joint Board (IJB) has the responsibility for strategic direction of the delivery of health and social care in South Lanarkshire. The South Lanarkshire Health and Social Care partnership (HSCP) support the IJB to operationally deliver community-based health and social care services.

Staff deliver statutory services for adults under a range of legislation including the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults With Incapacity (Scotland) Act 2000. Assessment and care management services assess the care needs of service users and their carers and help plan services to meet those needs. Care at home services and day opportunities provide a range of support designed to help people remain as independent as possible within the community. Care home care is available for individuals who need support in such a setting on a short or long- term basis. The HSCP commission services provided by the independent, voluntary, and private sector.

Children and Justice Services

Children's services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities. The service works to provide family support to promote the welfare and development of children, young people and their families. Social Work Resources has a duty to protect children. Whilst this is a shared responsibility with other agencies and the community, Social Work has particular responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures.

Justice staff work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime. Services are offered in courts, local offices and specialised teams to people referred by the courts, prisons and other agencies. A key aim is to work with

offenders to reduce their criminal behaviour and promote community safety. This is done by helping prisoners resettle following a period in prison, addressing responsibility for offending, providing programmes that offer realistic alternatives and raising awareness about how offending affects victims.

Performance and Support Services

Performance and Support Services support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance; Personnel; Workforce Planning; Corporate Governance; Information Governance; and Asset Management. Administration Services providing effective administration and communication support to all the service areas across the Resource. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, and risk management which involves the provision of a range of information which meets the following resource planning requirements, Scottish Government returns and statutory performance indicators; information to support planning, for example demographic profiles and trends, strategic needs analysis, management information requests as required by services and business needs.

Strategic Drivers for service change

Statutory and Policy

As highlighted, the vast majority of the responsibilities for social care are set out in statute and focus on areas such as child and adult protection, inclusive of high-risk offenders, mental health, substance misuse and health and wellbeing. Detailed below are some of the more recent policy areas that the service is having to respond to:

- Tackling inequality, discrimination and poverty
- Public Protection and the requirements to ensure people are protected from harm and abuse
- Implementation and embedding of the Carers Act 2016 requirements
- Self-Directed Support and the promotion of choice and control
- Implementation of the Strategic Commissioning Plan 2022 - 2025
- Delivery of 'The Promise' in that where it is safe to do, keep children with their families as outcomes overall are generally better
- Continuing to embed the national *Getting it Right for Every Child Practice Model and Children's Rights*
- The implications of the implementation of a National Care Service
- Climate Change and Sustainability
- Continued response to the impact of the COVID pandemic
- A reducing financial envelope affecting investment in services for the future.

Service Demand

There is no doubt that demand for social care services has risen quite considerably over the last number of years, with much of this explained by changing demographics, in that people are living longer but not always healthier lives. An ageing population has brought with it an increase in co-morbidities, resulting in higher demand for health and social care services in particular.

In a children and young people context, demand has increased in terms of protection, care and welfare requirement. The pandemic has impacted significantly on the ability to deliver services to same levels of activity within criminal justice services, for example unpaid work now has a significant backlog of hours. The information below provides an expanded summary of these demands and challenges:

- Affordability of services as a result of new financial pressures brought about by the Global Pandemic
- An increasing ageing population (this is most pronounced in the 75+ age group). Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services.
- 32% rise in the number of children looked after over the last 3 years
- 14% rise in the last 3 years in the number of people on guardianship orders with the consequential impact of a 15% increase in the number of statutory visits to be undertaken
- Increased adult support and protection activity over last three years with an 80% increase in the number of adult protection plans being agreed to support vulnerable adults.
- Dementia prevalence rates were 8 per 1,000 of the population in 2012/13 and projected to 9.7 per 1,000 of the population for 2020/21
- People supported in their communities with long term conditions places significant pressure on the provision of social care services. For example, people living with depression or anxiety is projected to grow from 224 to 281 per 1,000 of the population in 2020/21
- In 2020/21, 14% of the South Lanarkshire population had 3 or more long term conditions. The rate of people with 3+ LTCs is projected to increase steadily between 2022 and 2025 across most 18+ age groups
- Many factors combine together to affect the health and wellbeing of individuals and communities. Whether people are healthy or not, is determined by their social and economic circumstances and the wider environment all of which contribute to health inequalities. The pandemic will accentuate these inequalities and service provision will continue to be targeted at the most vulnerable in our communities. Social Work, the Health and Social Care Partnership and Community Planning Partners have a role to play in tackling these inequalities.

Strategic Plans

All of the above is factored into the key strategic plans which Social Work Resources is a key contributor or partner to. The main plans covering each of these areas are:

- South Lanarkshire Community Plan 2017-27
- South Lanarkshire Council Plan 2022 - 2027
- South Lanarkshire Strategic Commissioning Plan 2022-25
- South Lanarkshire Children's Services Plan 2021-23
- South Lanarkshire Alcohol and Drug Partnership Strategy 2020-23
- Annual Social Work Resources Plan
- Input to the Local Housing Strategy
- Input to the Sustainable Development and Climate Change Strategy

3) Current Workforce and People Skills Required

Workforce Profile

Service	Number of Employees (FTE)
HSCP	1763.38
Children and Justice Services	476.58
Performance and Support	233.74
Resource Total	2473.7

Absence rate for Social Work Resources for 2021/ 22 is 7.4%. For Adult and Older People Services the figure is 8.6% and Children and Justice Services the figure is 5.2%

During 2020/21 services experienced higher absence rates than previous years, particularly in short term absences related to COVID. Moving forward services need to take into account that rises in COVID infections will cause significant service disruption due to increased short term absences as the requirement for ongoing testing and self-isolation remains in place.

The employee turnover for the period 2021 / 22 for Social Work Resources was 9.53% and within Adults and Older People this figure is 10.13%, within Children and Justice Services this is 7.66%

Age profile show that for Adults and Older people 55% of the workforce are 50 + years old

Age profile show that for Children and Justices 41% of the workforce are 50 + years old

At any one time, approximately 2,500 staff are employed within South Lanarkshire Social Care Services. However, to deliver the service and support effectively, the service relies not just upon those it directly employs, but also the staff and resources of partners and services externally procured.

The service also depends on support from other disciplines and roles to be effective, for example Finance, Legal and Procurement expertise, given the complex service delivery models that exist across Council and externally procured social care services.

Workforce Challenges

At present, there are a number of workforce challenges for Social Work Resources directly impacting on the ability to fully meet current demand, as summarised below:

- Workforce availability – there are national workforce shortages (recently referenced in Audit Scotland's briefing on social care and the HSCP and Social Work Resources are experiencing difficulty in filling all care roles. This situation will not change unless there is Scottish Government action. This has led to increased pressure on the existing workforce due to vacancies
- Competition and pay – the Council, other social care providers and other employers are competing for the same pool of staff, with the pool not being sufficient in numbers. This is leading to competition and pay variation, which has increased the challenges around successful recruitment and retention of staff. The Care at Home service being a live example of this.
- Social Care as a vocation and the value placed on it within society requires national action

- Supply, training and education –there are insufficient numbers of newly qualified students coming out of colleges and universities into the social work profession, numbers are nowhere near enough to meet existing and future demand
- Ageing workforce – the profile of the social care workforce in South Lanarkshire is working against demand, with a significant proportion of the workforce being in the 50-70 age bracket (52%)
- The number of staff electing to leave posts in social care and work in other sectors. This is becoming an increasing challenge nationally
- Retention of employees – there is an increased number of early retirements, flexible working requests, along with general turnover which requires robust succession planning

4) Objectives of the Plan

The objectives of this workforce plan are to consider how the above strategic priorities and areas of service demand can be managed. Delivering more of the same will not in itself solve these challenges, the service will have to consider new ways of working, inclusive of transformational change. Some of the principles underpinning how this will shape the workforce moving forwards have already been set out in the strategic plans referred to above. In summary these are:

- Shifting the balance of care towards more community-based delivery models by adapting, innovating and transforming services
- Using technology to a greater degree to supplement existing care packages, whilst promoting a self-care and self-management approach
- Early intervention and prevention through strategies such as increased family support within children's services and reablement within adults
- Increased focus on multi – agency/integrated co-located teams to reduce duplication of effort and streamline care pathways/access
- Ensuring statutory commitments are delivered more effectively and timeously
- Having a skilled resilient workforce able to adapt to transform service delivery

5) Actions and Recommendations

Action Plan Appendix 1

From the above, a number of key actions require to be taken forwards in a workforce planning context to manage the demands and challenges of today and tomorrow. Notably, the main ones are:

- Undertake projections of demand to establish how service provision requires to adapt
- Implement Resource Allocation Model approach to ensure that services have the correct level of resources proportionate to need
- Review existing recruitment practices inclusive of adverts, use of social media and refreshed and updated job descriptions, where applicable
- Look at the existing structures and skill – mix required to deliver the services moving forwards across all areas (inclusive of Performance and Support Services). For example, are more Social Work Assistants required vis a vis qualified Social Workers
- Establishing the Care Academy in South Lanarkshire to 'grow our own' workforce and avoid a skills gap in the future years
- Maximise employability routes and pipelines to increase workforce supply

- Implement the 'Home First' model within adult services to maximise the potential of service users and carers and also increase workforce capacity within Care at Home
- Scope redesign of child and family services with a particular focus on looked after children and the development and consolidation of specialist supports to children at risk of coming into care
- Implement the new Social Care Information System to free up worker time to reinvest into frontline delivery and deal with increased demand
- Capitalise on opportunities to create integrated teams, inclusive of co-location with for example NHS and Education colleagues
- Care at Home redesign and modernisation to increase capacity and ensure the staff are equipped with the skills, training, equipment and knowledge to deliver existing a new demands within the service
- Take steps to identify staffing level required once service redesign has embedded
- Continued response to the impact of the COVID pandemic
- Where possible, consolidate an agile/flexible working approach, inclusive of flexible hours beyond traditional business hours
- Enhance staff wellbeing support as part of increasing staff resilience and furthering our ambitions as a supportive employer
- Performance and Support services redesign to blend in behind operational service redesign
- Preparation for the implementation of the actions arising from a National Care Service
- Succession planning and building leadership capacity

6) Risk Implications

There actions identified to assist the Resource achieve the right people with the right skills to deliver service, however there are risks if these actions cannot be delivered. These are:

- Reduced workforce supply is a risk to delivering the actions identified and this can be reduced by redesigning services to be delivered within workforce available
- Ability to maintain service requirements given the time taken to train and develop employees to achieve the required skills mix given the complexity of skills set required across the different roles
- Competing recruitment drives across services and sectors in Social Work and the HSCP could impact on staffing levels in specific areas and ultimately performance and community outcomes
- Financial implications of incurring staffing underspend in employee costs and how this is accounted for

The risks identified with workforce planning will be included in the Resource risk register.

Workforce Action Plan

Appendix 1

Priority/Identified Needs. What are the future workforce priorities based upon your supply and demand analysis?	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Lead Officer Who is responsible for delivery?	Support What support do we need? Who else needs to be involved?	Timescale What are the timeframes for delivery?	Financial Implications
Demand/ Resources Management	Undertake projections of demand and establish the baseline of staff required to meet this demand in the future	Better understanding of demand and what is required to meet this	Service Manager, Performance & Support	Service Managers, Planning & Performance Managers	Year 1 June 2023	Within existing resources
	Implement Resource Allocation Model approach to ensure that localities have the correct level of resources proportionate to need	Equitable distribution of resources based upon demand and indicative maximum caseload to inform workforce planning for the medium to long term	Service Manager, Performance & Support	Service Managers, Planning & Performance Managers	Year 1 June 2023	Within existing resources
	identify staffing level required once service redesign has embedded	Increased service resilience, reduced levels of risk, increased staff satisfaction and reduced levels of pressure	All	HR, Operations & Communications	Year 2 March 2024	Within existing resources
Recruitment and Retention	Review current recruitment process re demands on Managers and dedicated recruitment team for Social Work	Freeing up manager time in relation to bureaucracy and burden of administrative recruitment practices that detract from professional roles.	HR and Heads of Service	HR, Business Support Manager (HSCP), Heads of Service	Year 1 June 2023	Within existing resources and possible resource allocation from central functions.
	Review existing recruitment practices inclusive of adverts, use of social media and refreshed and updated job descriptions, where applicable	Better marketing and visibility of posts leading to increased levels of prospective applicants	Human Resources Business Manager	Service Managers and Communications	Year 1 June 2023	Within existing resources
	Look at the existing structures and skill – mix of operational staff required to deliver the services moving forwards across all areas; front line qualified staff para professionals	Future establishment fit for purpose and based on the needs of today and tomorrow and not historic arrangements	Heads of Service	Service Managers/Planning and performance	Year 2 June 2024	Within existing resources

	and staff to manager ratios					
	Review of back office function to support professional roles with adequate administration and performance and support teams.	Future establishment fit for purpose and based on the needs of today and tomorrow and not historic arrangements	Heads of Service	Service Managers Managers/Planning and performance	Year 1 June 2023	Within existing resources
	Succession planning and building leadership capacity	Increased workforce resilience, retention of expertise and a chance for staff to develop and grow	Heads of Service	Service Managers and all frontline Managers	Year 2 March 2024	
	Establish a Health and Social Care academy in South Lanarkshire	Increased recruitment and retention	Heads of Service	HR Business Manager	Year 2 March 2024	
Service Redesign	Implement the 'Home First' model within adult services to maximise the potential of service users and carers and also increase workforce capacity within Care at Home	Reduced impact of delayed discharges and more capacity to undertake early intervention and prevention	Heads of Health and Social Care	Locality Managers	Year 1 June 2023	New resources allocated to this programme of £7-8m
	Undertake review of child and family services with a particular focus on looked after children and the development and consolidation of specialist supports to children at risk of coming into care	Better outcomes and stability for children in line with the UN Convention on the Rights of the Child and commitment to the Promise	Head of Children and Justice	C&F Service Managers, Planning & Performance Managers	Year 1 June 2023	Within existing resources and Whole Family Wellbeing Fund
	Implement outcome of children and Family review and move to a new model of delivery	Better outcomes and stability for children in line with the UN Convention on the Rights of the Child. A modern service that meets the changes in legislation and commitment to the Promise	Head of Children and Justice	C&F Service Managers, Planning & Performance Managers	Year 2 March 2024	Within existing resources and Whole Family Wellbeing Fund

	Performance and Support services redesign to blend in behind operational service redesign	Performance and Support services flex in line with operational priorities	Service Manager, Performance & Support	Service Managers, Administration Manager and Planning & Performance Managers	Year 2 March 2024	Within existing resources
	Care at Home redesign and modernisation to increase capacity and ensure the staff are equipped with the skills, training, equipment and knowledge to deliver existing and new demands within the service	Increased staff efficiency and better logistical arrangements to allocate resources	Heads of Health and Social Care & Service Manager, Care at Home	Locality Managers & Home Care Operational Managers	Year 1 June 2023	Within existing resources
	Preparation for the implementation of the actions arising from a National Care Service	tbc	All Heads of Service	Wider service consultation and Trade Unions etc	Tbc	tbc
	Continued response to the impact of the COVID pandemic	Increased awareness and skills to deal with pandemic planning	All Heads of Service	Service Managers and Locality Managers	Ongoing	Within existing resources and any additionality from Scottish Government
I.T, Agile Working & Co-location	Implement the new Social Care Information System to free up worker time to reinvest into frontline delivery and deal with increased demand	More time directed to frontline outcomes planning and service user/carer contact Reduced bureaucracy	Head of Children and Justice & Service Manager, Performance & Support	Service Managers. I.T and Team Leaders	Year 2 March 2024	£1.7m Capital monies already allocated
	Where possible, consolidate an agile/flexible working approach, inclusive of flexible hours beyond traditional business hours	Increased service flexibility and reach	All Heads of Service	Service Managers and Locality Managers	Year 1 June 2023	Within existing resources
	Capitalise on opportunities to create integrated teams, inclusive of co-location with for example NHS and Education colleagues	Increased service efficiency, improved communication and inter-disciplinary working	All Heads of Service	Service Managers and Locality Managers	Year 3 March 2025	Within existing resources
Employee Support	Enhance staff wellbeing support as part of increasing staff	Increased levels of staff satisfaction	All Heads of Service	Service Managers and Locality Managers	Year 2 March 2024	Staff Wellbeing Funding already allocated

	resilience and furthering our ambitions as a supportive employer					
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Report

10

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Accelerating Preparations for Winter – Home First
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ update the Committee on the progress of implementing the Home First programme and seek approval for the second phase of recruitment

2. Recommendations

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

- (1) that the contents of this report be noted; and
- (2) that proposal to establish the posts noted section 6 are approved.

3. Background

- 3.1. The Home First philosophy – alongside the development of hospital transition teams - are key elements within the national Discharge Without Delay programme to address the pressures associated with people who are delayed in hospital. The South Lanarkshire Integration Joint Board (IJB) endorsed the NHS Lanarkshire Discharge Without Delay pathfinder programme – which is hosted within the South Lanarkshire Health and Social Care Partnership (HSCP) – at its meeting of 25 January 2022. This was subsequently ratified at Social Work Resources Committee on 9 February 2022.
- 3.2. As reported to the IJB at its meeting of 25 January 2022 and Social Work Resources Committee of 9 February 2022, to progress this, South Lanarkshire HSCP implemented a pilot with redeployed Allied Health Professionals (AHPs), Social Care Staff and Care at Home Staff called the Home First Home Assessment Team. This Team supported people to be transitioned from hospital over a 6-week period, before being considered for mainstream statutory services.
- 3.3. The aim was to have a person-centred approach to care provision allowing for a period of rehabilitation and enablement. This ensured that any supports were targeted and realistic for a person's needs and outcomes through a robust assessment and care plan.

- 3.4. As confirmed to the IJB at its meeting of 25 January 2022 and Social Work Resources Committee on 9 February 2022, recurrent and ringfenced funding from the Scottish Government was subsequently used to further develop the pilot teams into a wider Home First Programme. This has been split into two phases as follows:

Targeted Funding	2021/2022 Part Year Effect Confirmed £m	2022/2023 Full Year Effect Confirmed £m
Care at Home Capacity	3.661	7.281

- 3.5. This recurrent funding is also reflected in the IJB Financial Plan 2023 which was approved by the IJB at its meeting on 29 March 2022.
- 3.6. The first phase funding allocation was confirmed to the IJB on 25 January 2022 and Social Work Resources Committee on 9 February 2022, which utilised a total recurring cost of £3.109m.
- 3.7. Existing staff already redeployed on a temporary basis to implement the Home First approach were consolidated on a permanent basis. Care has also been taken to ensure there is minimal impact from the movement of staff.
- 3.8. The majority of posts within Phase 1 were either appointed or in process at the end of July 2022. The exception to this is frontline Care at Home posts to which recruitment is still challenging (as acknowledged within the Social Work Resource Workforce Plan). This is not unique to South Lanarkshire and reflects the national picture.
- 3.9. The service has prioritised staff recruitment and has embarked on an extensive recruitment campaign, details of which can be found in the Workforce Plan.
- 3.10. The Home First Team developments have been overseen by the Home First Steering Group.

4. Phase 1 Outcomes

- 4.1 The Home First Home Assessment Team was established to provide a service between Hairmyres Hospital and East Kilbride Locality initially; and so far, has supported 90 patients from hospital between November 2021 and April 2022. The Team have supported the patients' needs - allowing for a period of rehabilitation and enablement as appropriate – resulting in outcomes to-date that have included: amongst 42% of those supported, 112 hours reduction in original prescribed care; and 59 hours of care reduced. Critically, 90 people have been assessed and supported in their own home, rather than a stay in hospital. A monitoring framework is being developed to track the benefits of the programme, with regular progress updates being reported through the recognised governance route.

5. Home First Phase 2

- 5.1. The impact of Phase 1 has been very encouraging. Considering this, and the impetus to address current and winter pressure, the IJB, at its meeting on 28 June 2022, endorsed proposals to accelerate phase 2 of the implementation. This allows time for the recruitment process to be completed ahead of what is likely again to be another challenging winter period for services.

- 5.2. Phase 2 involves the expansion of the Home First Home Assessment Team to provide cover to Hamilton, Cambuslang/Rutherglen and Clydesdale. This includes additional hospital social work, assessment and care management, care at home staffing as presented in section 6. In addition, it is proposed that £0.125m is allocated to facilitate the leasing of vehicles.
- 5.3. The phasing of the introduction of Home First combined with a lag in the recruitment to some posts has resulted in slippage in expenditure. This has provided the opportunity to support fixed-term initiatives that will support the aspirations of Home First of supporting discharge from hospital and generating capacity within Care at Home services.
- 5.4. A joint initiative with Public Health Scotland's LIST Team and Care at Home staff has resulted in the development of a GIS mapping solution that plots all individuals receiving an in-house or commissioned Care at Home package on interactive maps and highlights real potential to release capacity within the system by focussing the work of individual providers within more discreet areas. To support this extensive work, approval is sought for 4 FTE Social Work Assistant posts for a fixed-period of 18 months.

6. Employee Implications

- 6.1. The following posts require be added to the establishment on a permanent basis as detailed below:

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Operations Manager	1	Grade 4 Level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£58,000 - £63,473	£58,000 - £63,473
Team Leader	3	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£166,509 - £169,030
Social Work Assistant	9	Grade 2 Level 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£39,251 - £40,451	£353,257 - £364,059
Community Support Co-ordinator	8	Grade 3 Level 2	63 -65	£18.44 - 18.97	£33,651 - £34,618	£44,268 - £45,540	£354,145- £364,324
Senior Home Carer	12	Grade 2 Level 3 plus 2	50-52	£15.21 - £15.66	£27,757 - £28,578	£36,514 - £37,592	£438,168 - £451,131
Home Carer	84.5	Grade 1 Level 4 plus 2	32-33	£11.85 - £12.06	£21,625 - £22,008	£28,448 - £28,952	£2,156,341 - £2,194,555
	117.5						£3,526,420 - £3,606,573

- 6.2. The following posts require to be added to the establishment on a temporary basis for a fixed-term of 18 months:

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Social Work Assistant	4	Grade 2 Level 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£39,251 - £40,451	£157,004 - £161,804
	4						£157,004 - £161,804

7. Financial Implications

- 7.1. The targeted Scottish Government funding for Care at Home in 2022/23 is £7.281m. The cost of phase 1 approved at Social Work Resources Committee on 9 February 2022 was £3.109m with a balance of £4.172m remaining for phase 2.
- 7.2. The cost of the establishment of the permanent posts at 7.1 is £3.607m. In addition to this £0.097m is required for a Team Leader and Social Work Assistant post in the Hospital Discharge Team which was approved as part of a previous report to Social Work Committee on 19 August 2019. Until now these posts have been funded on a temporary basis.
- 7.3. In addition, funding of £0.125m will be allocated for additional vehicles that will be required in order to deliver the Home First Service. A further £0.089m will also be allocated for IT costs, uniforms and PPE associated with the Home Carer role and £0.254m as an overtime budget for public holidays and to give some flexibility in relation to service cover.
- 7.4. The total funding required for phase 2 is £4.172m.
- 7.5. In considering the financial implications, the funds available should be sufficient to accommodate a higher than originally budgeted pay award for these posts.
- 7.6. The posts highlighted within section 7.2 of this report would be funded on a temporary basis for a period of 18 months.
- 7.7. The financial implications of the proposals for the fixed period amount to £0.243m. The phasing of the introduction of Home First has resulted in slippage in expenditure, with £0.243m of the slippage being earmarked to fund these posts.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change associated with this report.
- 8.2. There are no sustainable development issues associated with this report.
- 8.3. There are no Environment Implications associated with this report.

9. Other Implications

9.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:

- Lack of capacity and skills to provide and meet increased service demands (very high)
- The Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)

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

10. Other Implications

10.1. There are no other implications in terms of the information contained within this report.

11. Equality Impact Assessment and Consultation Arrangements

11.1 This report does not introduce a new policy, function or strategy, or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.

11.2. Consultation has taken place with the Trade Unions regarding this report.

Soumen Sengupta
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

29 July 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

Previous References

- ◆ Home First Programme, Social Work Committee report, 9 February 2022

List of Background Papers

- ◆ None

Contact for Further Information

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

Ian Beattie Head of Health and Social Care
Ext: 3701 (Phone: 01698 453701)
Email: ian.beattie@southlanarkshire.gov.uk

Report

11

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Enhancing Social Work Fieldwork Capacity
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update on proposals to utilise £1.2m recurring government funding to support frontline social care workforce development and infrastructure

2. Recommendation(s)

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

- (1) that the content of the report be noted;
- (2) that the proposals outlined in section 4 with regards to staffing and infrastructure capacity be approved; and
- (3) that the additions to Social Work Resources establishment as outlined in section 5, be approved.

3. Background

3.1. The Committee will recognise that social care services and teams in South Lanarkshire have been enduring a level of demand and pressure beyond anything experienced before. For example, between 2017/18 and 2021/22:

- ◆ referrals to Adult Older People (AOP) teams increased by 41%
- ◆ Adult Support and Protection (ASP) enquiries increased by 47%
- ◆ Adults With Incapacity (AWI) Supervising Officer (SO) visits increased by 15%
- ◆ the number of service users with Welfare Guardianship Orders increased by 14%

3.2. Committee members have previously been provided with a briefing on the most recent national Audit Scotland Report on Social Care (January 2022). This national report described the significant challenges facing the sustainability of social care in Scotland; the degree to which those challenges resonate across the health and social care system as a whole; and the consequent imperatives for evidence-based and values-based transformation. That national report highlighted that:

- ◆ the pandemic has exacerbated the long-standing challenges facing the social care sector, highlighting the precarious situation of many vulnerable people who rely on social care or support
- ◆ there is widespread agreement that the way social care is provided still needs to change significantly
- ◆ strong, consistent strategic leadership is crucial

- 3.3. In February 2022, the Scottish Government advised that an additional £22m recurring funding would be made available to provide additional capacity within local authorities. This funding is a direct response to feedback and a recognition that social care services are enduring a level of demand and pressure in the system, beyond anything experienced before.
- 3.4. From a South Lanarkshire perspective, the share of this funding has been confirmed as £1.292m, with the Scottish Government specifying that this should be utilised to target:
- ◆ support to the adult social care workload in recognition of the pressures across health and social care
 - ◆ enhancement of frontline capacity for Adults with Incapacity and Adult Support and Protection, inclusive of Large-Scale Investigations (LSI)
 - ◆ additional support to the statutory duties undertaken by Mental Health Officer and Social Workers
 - ◆ increasing capacity within the wider assessment, care management and reviewing functions, for example individualised support planning in line with Self – Directed Support (SDS)
 - ◆ enhancing frontline management capacity to increase levels of assurance and supervision of frontline staff
 - ◆ support for Care Home oversight activity as a consequence of additional demands brought about by the pandemic
 - ◆ capacity within teams of support staff to free up pressures on frontline workers to undertake their duties
- 3.5. All of the above activity corresponds with commitments within the Social Work Resource Plan and directions given to the Council within the South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan.
- 3.6. This report then sets out how this funding will be utilised to provide enhanced staffing and infrastructure capacity to mitigate significant pressures being experienced by teams due to increased demand and complexity across social care services.

4. Proposals

- 4.1. As Committee will recognise and acknowledged within the Social Care Resource Workforce Plan, social care – both in South Lanarkshire and across all of Scotland – continues to have to operate within an exceptionally challenging employment market. The Resource Workforce Plan sets out the active approach to recruitment that has been developed, and which will be brought to bear in appointing to these posts.
- 4.2. The staffing proposals presented overleaf have been specifically designed to mitigate pressures on teams as a whole whilst targeting types of roles where the above recruitment challenges are less pronounced. For example, recruitment of Finance Assistant Posts will remove tasks from existing frontline social care staff and so allow them to concentrate on direct service delivery and face-to-face contact.

4.3.

No	Proposal	Max Costs £	Impact
1	Additional senior practitioners	144,750	Redesignate a cohort of existing Social Work staff to service practitioner roles to enhance existing carer structure within social care to aid recruitment, retention and also staff development opportunities.
2	Finance Assistant Posts x6 to support locality fieldwork staff with finance aspect of SDS budgets	212,742	The roles will release frontline staff from routine finance related activity allowing them to focus on their statutory duties around assessment, support planning, reviews and public protection. This should also assist with making the budget approvals and in turn sourcing of care more efficient and accurate.
3	Administration Assistants x 4 to take on supports as key enablers, supports to LSI's and support to Field Work Managers re caseload reports and general business support	141,828	The posts will provide locality business support to existing and new staff in the use of the new Social Care Information System, Large Scale Investigations and the provision of local reports to Fieldwork Managers and Team Leaders regarding data accuracy around case recording. This will greatly assist in maintaining a better standard of information being recorded at source on the new system resulting in better and more accurate management information. Staff have also fed back the current SWIS system is very dated and is often a reason why staff opt to move to another Council area. If we support staff to maximise the potential of a new system, this will again impact positively on recruitment and retention
4	Social Work Assistant Infrastructure x 6	242,706	To add capacity into local fieldwork teams to release qualified social workers from more routine assessment and support planning activity to focus on the more complex work.
5	Practice Support Coaches x2	112,686	Direct support to new social work staff in terms of offering coaching support time and development. Currently, operational Team Leaders do provide some direct support, but this would give new staff access to increased support from a Coach who is not directly involved in managing day to day business. Feedback from other areas across Scotland, has shown this to be invaluable in supporting staff starting their careers in social care and also those looking to develop themselves. This has potential to create increased resilience across the service.

No	Proposal	Max Costs £	Impact
6	Review of Fieldwork Services structure and service	365,689	A review of the current delivery model and structure to support workforce development, recruitment and retention and staff/management ratios
7	Administration Support, clerical assistant	26,599	One post to offer additional capacity within the administration teams who record statutory minutes for Child Protection, Adult Support & Protection, Adults with Incapacity and Justice activity. This will again allow operational managers to focus more of their time towards the delivery of operational business.
8	Service reconfiguration within the administration section of Performance and Support Services	45,000	Enhancing existing support and expertise to the specialist and statutory minute taking service to manage increased demand, whilst ensuring targets and timescales are being met.
9	Planning & Performance Support	40,451	Creation of a 0.5 post to support the provision of management information and the building of dashboard-based reports for frontline managers in their decision making with regards to allocation of resources.
Total		1,332,451	

4.4. Subject to approval, it is proposed that the above posts are added to the establishment. There will be an element of slippage accrued with such posts, given the timescale to recruit staff and the ability to attract available workforce. Any funding accrued will be used to through additional hours for existing employees to alleviate immediate service pressures across the system.

4.5. The impact of this funding will be measured through reviewing the contribution that additional staff are making on current performance indicators already measured for areas such a Public Protection activity and assessment, support plan and reviews. This information is currently reported through readily available dashboards.

5. Employee Implications

5.1. The following posts will be added to the Social Work resources establishment on a permanent basis as detailed below:

Post	Number	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Finance Assistant (SDS)	6	Grade 2 Level 3	46 - 48	£14.33 - £14.77	£26,151 - £26,954	£34,401 - £35,457	£206,406 - £212,742

Post	Number	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Administrative Assistant	4	Grade 2 Level 1 - 3	34 – 48	£12.22 - £14.77	£22,300 - £26,953	£29,336 - £35,457	£117,344 - £141,828
Staff Development Officer (Practice Coach)	2	Grade 3 Level 8	79 – 80	£23.12 - £23.47	£42,191 - £42,830	£55,503 - £56,343	£111,006 - £112,686
Social Work Assistant	6	Grade 2 Level 4	55 – 57	£16.35 - £16.85	£29,837 - £30,749	£39,250 - £40,451	£235,500 - £242,706
Clerical Assistant	1	Grade 1 Level 1 - 4	20 – 27	£10.04 - £11.08	£18,322 - £20,219	£24,102 - £26,599	£24,102 - £26,599
Performance and systems Support Assistant	0.5	Grade 2 Level 4	55 – 57	£16.35 - £16.85	£29,837 - £30,749	£39,250 - £40,451	£19,625 - £20,225
Total							£713,983 - £756,786

6. Financial Implications

- 6.1. The cost of the staffing proposals is £0.757m, with £0.737m being utilised from the £1.292m funding for additional social work capacity in adult services. The Performance and Systems Support Assistant post will be a full time Health and Social Care Partnership post hosted by the Council but resourced jointly with NHS Lanarkshire. The Council contribution is a vacant 0.5 FTE posts and the additional cost of £0.020m in the table above will be funded by NHS Lanarkshire.
- 6.2. £0.555m remains from the £1.292m funding and this will be used to fund proposals 1, 6 and 8 in the table at section 4.3. These proposals do not require any posts to be established at this point in time and will relate to restructuring and employee grade changes. These changes to grades and structures may require formal approval, and if so these will be brought back to a future meeting.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

- 8.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:

- ◆ lack of capacity and skills to provide and meet increased service demands (very high)
- ◆ the Council fails to meet statutory and legislative duties in respect of public protection (very high)
- ◆ the Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)

8.2. Risk mitigation of the above would be supported here by the further provision of career progression opportunities and an enhanced infrastructure to support frontline staff that frees them up to focus on professional social care tasks

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

9. Equality Impact Assessment and Consultation Arrangements

9.1. 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.

Soumen Sengupta
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

10 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

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:-

Ian Beattie, Head of Health and Social Care

Ext: 3701 (Phone: 01698 453701)

Email: Ian.Beattie@southlanarkshire.gov.uk



Report

12

Report to:	Social Work Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Enhancing Carers Supports
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1. Purpose

1.1. The purpose of the report is to:-

- ◆ update the Committee on the utilisation of funding from the Carers (Scotland) Act 2016 allocation 2022/2023 to enhance operational services for carers in South Lanarkshire

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the additions to Social Work Resources establishment as outlined in 5.1. be approved.

3. Background

3.1. Enabling carers to continue in their caring role is a priority within both the Council Plan – Connect – and the South Lanarkshire's Integration Joint Board's Strategic Commissioning Plan 2022-25.

3.2. The Carers (Scotland) Act 2016 (the Act) aims to support carers' health and wellbeing and help make caring more sustainable. The requirements of this Act came into effect on 1 April 2018 and introduced the following statutory requirements (Statutory Guidance was updated July 2021 re Terminal Illness) on local authorities and health boards:

- ◆ Adult Carer Support Plans and Young Carer Statements
- ◆ Local Eligibility Criteria
- ◆ Provision of Support to Carers
- ◆ Carer involvement (including Hospital Discharge)
- ◆ Local Carer Strategies
- ◆ Information and Advice (including Short Breaks)

3.3. In January 2022, the Scottish Government announced additional funding for local Carers Centres to expand vital support services for unpaid carers during the winter period. Shared Care Scotland were asked to distribute this funding quickly through Time to Live delivery partners. Lanarkshire Carers is the Time to Live delivery partner for Lanarkshire. Key findings from Winter funding impact report (April 2022) highlighted the following:

- ◆ 949 carers benefitted from Carers Winter Funding Package in Lanarkshire
- ◆ 781 individual grants awarded to carers
- ◆ £268,554 worth of individual grants awarded, paid directly to carers within 14 days of receipt of payment information
- ◆ £344 average grant amount awarded
- ◆ 123 new carers engaged with Lanarkshire Carers as a result of the funding

3.4. Nationally a £20.5 million uplift in Carers Act implementation funding was included in the local government settlement as part of the Scottish Budget 2022/23. This translated into £1.053million for adult services in South Lanarkshire.

4. Current Position

4.1. It is proposed that additional funding from the Scottish Government as part of its Carers (Scotland) Act allocation will be directed to support ongoing work with carers in South Lanarkshire, with a particular emphasis on the Self-Directed Support (SDS) agenda; and a strengthened internal capacity within the Resource to enable frontline staff in managing increasing demand with regards to supporting carers.

4.2. As Committee will recognise and acknowledged within the Social Care Resource Workforce Plan, social care – both in South Lanarkshire and across all of Scotland – continues to have to operate within Despite an exceptionally challenging employment market. Due to pro-active working between the Care at Home Service and Human Resource colleagues, the posts below are ones that we are confident can be recruited to within what is a very challenging labour market landscape.

Post title	Number	Responsibility
Team Leader (Carers)	1	To undertake an operational lead for the Carers agenda linking with Self Directed Support ensuring Adult Carer Support Plans are effective for carers and ensuring good conversations with carers.
Social Worker (SDS Reviews)	2	There were 418 Carers identified as having substantial or critical needs through Self Directed Support process in 21/22 a total 329 as 31 March 2022 Individual Carers receive support by way of a Carers budget directed at supporting those substantial and critical identified needs and these needs should be regularly reviewed. Two lead social workers will be supported by a social work assistants.
Social Work Assistant	12	SDS Support Plans and packages of care and Care at Home services will also be reviewed by a number of social work assistants with a direct connection to supporting carers. 8 of the 12 posts will be located within Care at Home, with the remaining 4 being apportioned to the SDS agenda

Post title	Number	Responsibility
Telecare Officer	1.4	Telecare can be a lifeline for many carers to assist them with innovative technological devices to keep their “cared-for” safe.
Administration Support	3	Administrative support to the carers agenda and support to managers leading care at home, self directed support and telecare

- 4.3. In addition to the posts and infrastructure outlined above, £25k will also be set aside to support work to roll out and build capabilities in Community Led Support (CLS), building upon successful pilot work already undertaken in the Clydesdale locality.

5. Employee Implications

- 5.1. The following posts should be added to the establishment as detailed below:

Post	Number of posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Team Leader (Carers)	1	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£55,503 - £56,343
Social Worker (SDS Reviews)	2	Grade 3 Level 2 – 4	63 -74	£18.44 - £21.46	£33,651 - £39,162	£44,268 - £51,518	£88,536 - £103,036
Social Work Assistant	12	Grade 2 Level 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£39,251 - £40,451	£471,009 - £488,413
Telecare Officer	1.4	Grade 3 Level 4	63 -65	£21.02 - £21.46	£38,359 - £39,162	£50,462 - £51,518	£70,647 - £72,125
Clerical Assistant	3	Grade 1 Level 1- 4	20 – 31	£10.04 - £11.73	£18,322 - £21,406	£24,102 - £28,160	£72,306 - £84,480
	19.4						£758,001 - £801,397

6. Financial Implications

- 6.1. Nationally a £20.5 million uplift in Carers Act implementation funding was included in the local government settlement as part of the Scottish Budget 2022/23. This translated into £1.053million for adult services in South Lanarkshire.
- 6.2. The total cost of the staffing proposals is £0.801m and will be met from the 2022/23 funding for the Carers Act. Full year funding will not be required in 2022/23 due to the timeline to fully recruit to posts. A total funding commitment of £0.826m is associated with this report, inclusive of the £25k for Community Led Support.

7. Equality Impact Assessment and Consultation Agreements

- 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.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no climate change issues in relation to the content of this report.
- 8.2. There are no sustainability issues in relation to the content of this report.
- 8.3. There are no environmental implications in relation to the content of this report.

9. Other Implications

- 9.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:
- lack of capacity and skills to provide and meet increased service demands (very high)
 - the Council fails to meet statutory and legislative duties in respect of public protection. (very high)
 - the Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)
- 9.2. There are no other risks in relation to the content of this report.

Soumen Sengupta
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

29 July 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

Previous References

◆ none

List of Background Papers

◆ None

Contact for Further Information

Name: Ian Beattie

Designation: Head of Health and Social Care

Phone: 01698 453701

Email: ian.beattie@southlanarkshire.gov.uk

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Preparing for Winter: Enhancing Care at Home Capacity
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the progress of the redesign of Care at Home services and proposals to enhance capacity to sustain the improvements achieved and support the further development of the service

2. Recommendation(s)

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

- (1) that the content of the report be noted;
- (2) that the proposals outlined in section 4 with regards to staffing and infrastructure capacity be approved; and
- (3) that the post conversions and additions to Social Work Resources establishment as outlined in section 5, be approved.

3. Background

3.1. The Care at Home Service plays a pivotal role in achieving the strategic goal of supporting people to live independently and safely at home and in doing so supports the Social Care Resource Plan's delivery of a key direction within the South Lanarkshire Integration Joint Board's (IJB's) Strategic Commissioning Plan of managing the pressures on unscheduled care.

3.2. South Lanarkshire Care at Home staff currently undertake circa. 25,000 visits to service users per week. The South Lanarkshire service currently employs almost 1,000 staff, with this expected to rise to around 1,200 following additional ringfenced Scottish Government investment. The increase in capacity will increase the number of visits undertaken in recognition of growing levels and complexity of demand.

3.3. As previously reported to Committee, the Care at Home Service has embarked on a programme of modernisation to enable it to better respond to service demand and to the increasingly complex needs of service users. In June 2021 the Social Work Resources Committee approved proposals for the redesign of Care at Home services and for the use of the Carer's Fund to establish a number of new posts to enhance assessment and care management. These included:

- ◆ the establishment of Scheduling and Response teams that operate between 6.30am and 11pm every day of the year to ensure support to staff and service users is aligned to periods when services are delivered

- ◆ the implementation of a new electronic scheduling system across all localities
- ◆ the transfer of the out of hours support function for the service from Emergency Social Work Services (ESWS) to Care at Home to enable ESWS to focus on its key statutory functions
- ◆ the redesign of Coordination roles within the service to reflect changing responsibilities with a focus on staff support and quality assurance
- ◆ the establishment of specific roles focussed on enhancing the assessment and care management function within the service

3.4. There were originally plans for a further report to Social Work Resources Committee to outline proposals for the implementation of phase 2 of the Care at Home Redesign. These plans were subsequently incorporated in proposals on the introduction of a Home First Approach which were endorsed by the Integration Joint Board and then the Social Work Committee (at its meeting of 9 February 2022) following additional ringfenced Scottish Government investment

3.5. This report sets out the progress being made against the original proposals and proposes the conversion of a number of fixed-term posts in the establishment and the creation of additional posts to further enhance capacity to sustain the improvements achieved and support the further development of the service in anticipation of another extremely challenging winter period.

4. Current Position

4.1. The modernisation of the Care at Home Service is progressing despite the significant pressures faced within the service as result of the pandemic and is scheduled for completion by the end of this financial year. The following milestones have been achieved to date:

- ◆ redesigned Care at Home structure agreed to support the modernisation of the service
- ◆ Home Carer mobile devices have been refreshed and Microsoft 365 has been introduced to support communication with the dispersed workforce, providing Home Carers with access to MS Teams and organisational email
- ◆ a new electronic scheduling system has been implemented across all localities.
- ◆ a collective matching process has been completed to confirm the roles of staff within the new Care at Home structure
- ◆ Scheduling and Response teams have been established in all localities and are operating between 6.30am and 11pm every day of the year to ensure support to staff and service users is aligned to periods when services are delivered
- ◆ responsibility for the out of hours support function for the service from ESWS has transferred for both Clydesdale and Rutherglen/Cambuslang, with plans in place to transfer Hamilton and East Kilbride by March 2023
- ◆ recruitment campaigns for Home Carers launched to attract new recruits into the service
- ◆ recruitment of Social Work Assistant posts completed to enhance the assessment and care management function within the service

- 4.2. As Committee will recognise and acknowledged within the Social Care Resource Workforce Plan, social care – both in South Lanarkshire and across all of Scotland – continues to have to operate within an exceptionally challenging employment market. Due to pro-active working between the Care at Home Service and Human Resource colleagues recruitment to key management, coordination and assessment and care management posts within the revised structure has been progressing well. It is anticipated that appointment to these posts over the coming months will facilitate the full implementation of the new locality models by March 2023.
- 4.3. The availability of frontline social care staff continues to present real challenges across Scotland. In South Lanarkshire, the service has prioritised staff recruitment and has embarked on an extensive recruitment campaign which have resulted in significantly increased recruitment activity. Despite this, challenges continue to exist and attracting new staff remains a key priority and a potential risk to the service and to the sector more generally. Further details of the recruitment activity undertaken by the service are available within the Social Care Resource Workforce Plan.
- 4.4. The progress made within the service to date has been supported through the establishment of a number of posts which the Social Work Resources Committee previously approved on 4 March 2020 and 2 June 2021 on a fixed-term basis. These roles have made an increasingly valuable contribution to the operation of the service and it has become evident that there is a need to retain a proportion of these posts to support the further development of the service. Approval is therefore sought to convert a number of these posts from fixed term to permanent posts.
- 4.5. One of the key aims of the modernisation of Care at Home Service was to improve standards within the Service. The nature of Care at Home services has become increasingly complex and the service needs to be able to respond to a frequently changing policy context to ensure that it is employing best practice and has the appropriate quality assurance frameworks in place. To support this critical work, it is proposed that two of the temporary posts previously approved by Committee are converted to permanent posts. These posts will also be responsible for supporting the wider development of the service and overseeing the remaining elements of the redesign of the service. The existing staffing is 1 FTE Project Governance Coordinator and 1 FTE Project Officer and once established on a permanent basis the focus will be on service development and improvement rather than aligned to a specific project.
- 4.6. The Service has now fully implemented a new electronic scheduling system and the Social Work Resources Committee previously approved on 4 March 2020 and 2 June 2021 a number of posts on a fixed-term basis to support the implementation. With the system now fully implemented there it has been identified that there would be significant added value for their now being ongoing dedicated capacity to support the system, deliver learning and development programmes and further develop our use of the system to meet the growing levels of demand and complexity. Approval is sought for the following:
- ◆ 1 FTE Team Leader
 - ◆ 1 FTE Performance and Support Officer

- 4.7. As part of the modernisation work is being undertaken to strengthen leadership arrangements for the Community Alarm responder service. Like other parts of the Care at Home service, demand for services have increased sharply in recently years and staff are responding to increasing complex situations. There is a need to enhance leadership capacity within the Service to deliver and accelerate development of this important provision. It is proposed that a new post of Team Leader is established to lead the management and development of the service. Approval is sought for the following:
- ◆ 1 FTE Team Leader
- 4.8. As previously highlighted within this report, demands for Care at Home services continue to increase and the nature of the services delivered are increasingly complex. This has placed additional pressure on locality services and has highlighted a need to address a legacy equity issue in relation to the Team Leader establishment within the Clydesdale locality team to align it with the allocations of other localities. As a result, approval is sought for the following:
- ◆ 0.5 FTE Team Leader
- 4.9. Lastly, there is currently a fixed-term Operations Manager within the Service that plays a key role in service development which has been identified as being important to continue, notably in respect of recruitment, workforce planning and the development and implementation of the learning and development strategy within the Service. Approval is sought for the:
- ◆ 1 FTE Operations Manager
- 4.10. Two fixed-term posts will come to an end as previously approved by Committee, meaning that the overall number of posts within the Service will not increase as a result of this proposal.
- 4.11. As noted previously within this report, while recruitment of Home Carers continues to be challenging, the Service has been successful in appointing to other similar posts to these and are confident that the proposed posts can be recruited to.
- 4.12. In summary, approval is sought to:
- ◆ Convert 4 temporary posts that are occupied by existing staff to permanent posts
 - ◆ Add 1 post that is currently funded and occupied to the establishment
 - ◆ Add 1.5 new posts to the establishment

5. Employee Implications

- 5.1 The following posts will be added to the Social Work Resources establishment on a permanent basis as detailed below:

Post	Number of posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost Inc on costs 31.55%	Total Costs
Operations Manager	1	Grade 4 Level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£55,503 - £63,473	£55,503 - £63,473
Project Governance Co-ordinator	1	Grade 4 Level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£55,503 - £63,473	£55,503 - £63,473

Project Officer	1	G 3 Level 2	63 - 65	318.44 - £18.97	£33,651 - £34,618	£44,268 - £45,540	£44,268 - £45,540
Team Leader (Total Mobile)	1	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£55,503 - £56,343
Performance & Support Officer (Total Mobile)	1	G 3 Level 2	63 - 65	318.44 - £18.97	£33,651 - £34,618	£44,268 - £45,540	£44,268 - £45,540
Team Leader (Alert)	1	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£55,503 - £56,343	£55,503 - £56,343
Team Leader (Clydesdale)	0.5	Grade 3 Level 8	79-80	£23.12 - £23.47	£21,096 - £22,977	£27,752 - £28,172	£27,752 - £28,172
	6.5						£350,400 - £358,886

6. Financial Implications

- 6.1. The proposals contained within this report reflect a permanent change to the structure of the Service.
- 6.2. The financial implications of the proposals amount to £358,886, £63,473 of which is currently available within the Care at Home staffing budget.
- 6.3. The Care at Home service has increased assessment and care management capacity with the in-house service following the Committee's agreement to establish additional posts. This provides the opportunity to release a recurring revenue stream for the in-house Service through a reduced requirement for commissioned external Care at Home services through enhanced review activity.
- 6.4. As a result of this initiative, the requirement for ongoing care will be reduced and therefore enable monies to be diverted to fund the cost of these posts. It is proposed that £295,411 is transferred from the external Care at Home budget to fund these posts.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

- 8.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:
 - ♦ lack of capacity and skills to provide and meet increased service demands (very high)
 - ♦ the Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)
- 8.2. These proposals mitigate the risk that service improvements cannot be sustained as a consequence of shortfalls in the management and support infrastructure.
- 8.3. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. 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.
- 9.2. There is also no requirement to undertake any additional consultation in terms of the information contained in this report.

Soumen Sengupta
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

29 July 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

Previous References

- ◆ Social Work Committee report, 9 February 2022
- ◆ Social Work Committee report, 4 March 2020
- ◆ Social Work Committee report, 2 June 2021

List of Background Papers

- ◆ none

Contact for Further Information

Name: Ian Beattie

Designation: Head of Health and Social Care

Phone: 01698 453701

Email: ian.beattie@southlanarkshire.gov.uk

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Strengthening Community Alarm Digital Capabilities
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on proposals to utilise capital funding to recruit a digital alarm implementation team to the Council's analogue to digital telecare programme; and to utilise slippage from the Home First programme to support the community alarm service redesign and analogue to digital programme

2. Recommendation(s)

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

- (1) that the content of the report be noted;
- (2) that the proposals outlined in section 4 with regards to additional staffing be approved; and
- (3) that the additions to Social Work Resources establishment as outlined in section 6, be approved.

3. Background

- 3.1. In 2025 telecommunication companies will switch off the public switched telephone network (PSTN) in the UK, switching every home phone to an internet-based digital connection (instead of a traditional copper-wire landline).
- 3.2. Of the approximately 9,000 community alarm service users in South Lanarkshire, circa 7,000 have dispersed analogue alert alarms in their homes which help them to live safely and well at home for longer. These analogue alert alarms will not be compatible with a digital connection, and so need to be replaced with compatible digital telecare alarms and peripherals to ensure that our community alarm service users continue to receive a reliable and safe service.
- 3.3. The Council has a well-established analogue to digital programme (A2D) to address the PSTN switch off. As the A2D programme has developed and the Council is moving towards the procurement of a digital alarm receiving centre (ARC), its project review board (PRB) has identified the requirement to establish a digital alarm implementation team to support the transition from the current analogue service to a digital telecare service. This will ensure the appropriate resources are in place to support the ongoing delivery of a modern and effective life critical digital telecare service.

4. Current Position and Proposals for Funding

- 4.1. Technology Enabled Care plays a pivotal role in achieving the strategic goal of supporting people to live independently and safely at home and in doing so supports the Social Care Resource Plan's delivery of a key direction within the South Lanarkshire Integration Joint Board's (IJB's) Strategic Commissioning Plan of managing the pressures on unscheduled care.
- 4.2. The migration of telecom customers to digital voice over internet protocol products has already begun and is anticipated to accelerate significantly over the coming months. Approximately 500 digital alert alarms have already been installed in South Lanarkshire community alarm service users' homes as a result of the migration to digital products.
- 4.3. The current arrangement is for the assistive Technology Enabled Care (TEC) team to programme the required digital alarms which are then installed by the contracted assistive technology installer (Care and Repair). The connectivity of each alarm is monitored on the device management platform and appropriate action taken should there be any issue with connectivity. However, this arrangement is not sufficient to support the scale of programming, installation and monitoring required for a further 6,500 digital alert alarms.
- 4.4. The PRB have confirmed capital funding for the following implementation team posts (funded through the A2D programme):
 - ◆ 4FTE technology assistants funded via capital funding fixed term for 23 months
 - ◆ 2FTE digital telecare assistants funded via SLC capital funding fixed term for 23 months
- 4.5. Further analysis has identified that there would be a gap in programming and monitoring capability out of hours and over weekends (resulting in programming, installing and monitoring of digital alarms only occurring Mondays to Fridays during working hours). Consequently, the recruitment of an additional 2 digital telecare assistants was recommended to ensure a sustainable 7 days working arrangement for a fixed term period of 23 months. Funding for these fixed term posts has been identified from the slippage in the Home First programme expenditure (as the ringfenced funding from Scottish Government for that programme can be used for telecare and digital investment that manages the pressures on unscheduled care).
- 4.6. The transition to digital telecare also provides the ideal opportunity to redesign the community alarm service to an anticipatory and proactive model. The Health and Social Care Partnership (HSCP) has secured £15,000 from national Technology Enabled Care funding to part-fund a fixed term (23 months) post to lead the redesign process with national team support to adopt the Scottish Approach to Service Design. Funding for the rest of this fixed post has been identified from the slippage in the Home First programme expenditure (as the ringfenced funding from Scottish Government for that programme can be used for telecare and digital investment that manages the pressures on unscheduled care).

5. Next Steps

- 5.1. Subject to approval and successful recruitment, the above postholders will join the assistive TEC team. The impact of the funding will be monitored by the A2D PRB.

6. Employee Implications

- 6.1. The following posts will be added to the Social Work Resources establishment on a 23 month fixed term basis as detailed below:

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Project Manager	1	Grade 4 level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£58,000 - £63,473	£58,000 - £63,473
Digital Telecare Assistants	4	Grade 2 level 2 - 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£39,251 - £40,451	£157,004 - £161,804
Technology Assistants	4	Grade 1 Level 1 - 2	20-23	£10.04 - £10.48	£18,322 - £19,125	£24,103 - £25,159	£96,412 - £100,636
Total	9						£311,416 - £325,913

*propose that the current post title of telecare development assistant is changed to digital telecare assistant to reflect the main priority of the post being digital telecare rollout programme.

7. Financial Implications

- 7.1. The financial implications of the proposals for the fixed period is £0.624m and funding is available from a number of sources.
- 7.2. £0.015m has been received from Scottish Government Technology Enabled Care funding towards the Project Manager post.
- 7.3. Capital funding £0.360m has been approved from the A2D programme for the 4 Technology Assistants and 2 Digital Telecare Assistants.
- 7.4. The balance required will be funded from the slippage that has arisen for the phased implementation of the Home First programme, with £0.249m of this slippage earmarked to fund these posts.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

9. Other Implications

9.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:

- ◆ Community Alarms - Failure to properly prepare and successfully transition from the current analogue services to a digital solution within the pre-determined timescale. (very high)
- ◆ the Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)

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

10. Equality Impact Assessment and Consultation Arrangements

10.1. 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.

Soumen Sengupta

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

19 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

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:-

Ian Beattie Head of Health and Social Care

Ext: 3701 (Phone: 01698 453701)

Email: ian.beattie@southlanarkshire.gov.uk

Report

15

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Enhancing Improvement Support
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the Integrated Joint Board's approval of 1.60 FTE fixed term posts to support the work of the HSCP to transform its Social Care model to deliver the ambitions of the Integrated Joint Board's Strategic Commissioning Plan

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the fixed term posts set out in section 4, previously approved by the Integration Joint Board on 28 June 2022, are added to the establishment.

3. Background

3.1. The Integrated Joint Board has recently approved its new 3 year Strategic Commissioning Plan which will ensure that resources are directed to meeting the IJB's key strategic outcomes. This Plan continues the work of the Partnership to focus on themes including prevention; early intervention, supporting people to live as well as they can and as independently as they can. The HSCP has already taken forward a number of ambitious service reviews to ensure that commissioned services meet peoples' outcomes within the available financial and workforce resources.

3.2. A key focus of service reviews has been to promote the ethos of self-directed support which focuses much more on outcomes rather than services and considers all of the personal, social and community assets that are available to the Adult and their Carer. At both a policy and operational level the traditional models of professionals directing Supported Adults and Carers into predetermined building based and service orientated models are being redesigned to meet changing expectations and reflect the updated policy landscape. The redesign work also needs to address the prevailing challenges including demographic change; increased demand; workforce supply; living with Covid; and the emerging inflationary costs.

- 3.3. There has been a whole system approach to the redesign of service where, for example, the existing review work on Residential Care Homes, Day Services, Care at Home and Care Management teams all inter-act to deliver a balanced, outcome focused Social Work and Social Care model. This is complex, sensitive and time-consuming work and requires inputs from both project management and operational experts to deliver it successfully. Whilst the partnership has been able to identify some project capacity to support its change programme it has been overly reliant on existing operational managers to set aside time to support the change and improvement work. This is challenging and limits the pace of change and quality of engagement with key stakeholders within the available management capacity.
- 3.4. This review and transformation activity will need to be sustained for the foreseeable future and there is, therefore, an ongoing need to invest in job roles which support this critical activity. As part of this work, it is proposed that the HSCP establish an 18 month fixed term, part time “Business Expert” role to support the leadership and co-ordination of the social care elements of the improvement and transformation programme over this timeframe. The role will have a particular focus on service user, carer and staff engagement in relation to change processes. Change will always create uncertainty in respect of the impact of change and this needs to be managed sensitively and timeously.
- 3.5. Related to this is the Project Team resource which is supporting the implementation of the development and implementation of the Care Facility at Blantyre. This resource is fixed term until September, 2022. This team currently comprises of a Project Governance Coordinator, two Planning and Development Officers and an administration resource. This team has provided the theoretical and practical project management support to the Blantyre development and any further phases. Given that it is unclear what future phases of this programme will look like and also the fact that there is a significant change agenda, it is proposed that the Project Governance Coordinator is maintained in post to support Senior Management Team priorities, particularly given the experience gained by the individual in this complex project. The remaining staff within this team will return to their substantive posts post September.

4. Employee Implications

- 4.1. It is proposed that the following posts are established for a fixed term period of 2 years.

Post	Existing	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.3%	Total Costs
Service Manager (Improvement)	0	0.6	Grade 5 Level 8	107-108	£35.08	£64,017	£84,215	£50,529
					- £35.61	- £64,984	- £85,487	- £51,292
Project Governance Coordinator	0	1.0	Grade 4 Level 2- 5	82 – 88	£24.16	£44,089	£55,503	£55,503
					- £26.44	- £48,250	- £63,473	- £63,473

5. Financial Implications

- 5.1. The Health and Social Care Partnership has established a change fund which will be utilised for activity that enables change to occur such as additional management and project support. These posts will be funded from this budget for the 2 year fixed term period, as approved by the Integration Joint Board on 28 June 2022.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

- 7.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:
- lack of capacity and skills to provide and meet increased service demands (very high)
 - the council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)
- 7.2. There are no other issues associated with this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Soumen Sengupta

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

18 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

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:-

Name: Ian Beattie

Designation: Head of Health and Social Care

Phone: 01698 453701

Email: ian.beattie@southlanarkshire.gov.uk

Report

16

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Enhancing Multi Agency Public Protection Arrangements (MAPPA) Support Capacity
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the capacity requirements of the Multi Agency Public Protection Arrangements (MAPPA) and seek approval for an additional 0.5 admin post

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the changes in establishment identified in the table at Section 5.1 be approved.

3. Background

- 3.1. The Multi Agency Public Protection Arrangements (MAPPA) are a Pan-Lanarkshire Service, who support North and South Lanarkshire. There are 2 FTE administration staff who provide support to MAPPA Level 2/3, who are jointly funded by North and South Lanarkshire Councils.
- 3.2. The administration staff provide a range of clerical tasks including a specialist minute taking service to support MAPPA, daily use of the Violent and Sex Offender Register (ViSOR) terminal which includes updating and retrieving information, updating the social work case management system, maintaining an electronic filing system as well as completing all other tasks associated with supporting the MAPPA service.
- 3.3. There has been a 20% increase in MAPPA meetings since the start of the COVID 19 pandemic; since April 2020 there has been a steady increase each quarter and this is partly due to Courts being closed and groupwork meetings being suspended. This increase has significantly impacted on the capacity of the administration team being able to plan and minute meetings and complete the writeback within set timescales. Whilst this has settled down slightly since the easing of restrictions, our analysis of historic trends suggests that there will continue to be increased demand in this area of 5.5% per annum forthwith.

- 3.4. The increase in meetings has seen an equivalent increase in emails being received by the team which require to be processed quickly but are time consuming due to the time taken to gather all relevant information required. In addition, the admin team are the main contact, via email, for partner agencies.
- 3.5. The impact of the increases at 3.2 and 3.3 has resulted in longer timescales in returning minutes to key officers for approval and distribution. In turn, this has a wider impact on ensuring protection plans are up to date and being actioned to manage risk. To manage this in the short-term, temporary additional capacity has been re-directed from other areas of the administration service, but this is now beginning to have wider impacts across the service, for example with backlogs with other statutory minute taking functions. In providing a sustainable way forward, permanent additional resources require to be identified, given the consistent increase in demand over time.

4. Proposed Position

- 4.1. Approval is sought from Committee to increase staffing within the administration service by 0.5 FTE, Grade 1 Level 4, Clerical Assistant who would provide support to the MAPPA admin team due to the increased demand on the service and to ensure backlogs of workload are avoided.

5. Employee Implications

- 5.1.

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross cost	Total cost
Clerical Assistant	1	Grade 1 Level 4	30-31	£11.56 - £11.73	£21,096 - £21,406	£27,752 - £28,160	£13,876 - £14,080

6. Financial Implications

- 6.1 Joint North and South Lanarkshire Councils funding of this post was agreed at the MAPPA Strategic Oversight Group (SOG). The funding will come from the Section 27 budget and will be a 50/50 share of costs between North and South Lanarkshire Council. Circa £7,000 per annum.

7 Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. There are no environment Implications associated with this report.

8. Other Implications

- 8.1. The proposals contained in this report will contribute to the mitigation of the following risk within the Social Work Resources Risk Register:
- the Council fails to meet statutory and legislative duties in respect of public protection (very high)
- 8.2. This report does not describe any new other implications.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. 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 Equality Impact Assessment is required.

Soumen Sengupta

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

19 August 2022

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

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

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:-

Martin Kane, Service Development Manager

Ext: 845 3743 (Phone: 01698 453743)

Email: martin.kane@southlanarkshire.gov.uk

Report

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

Subject:	Blantyre Care Development – Progress Update
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ further update members on the progress of the new state-of-the-art care facility and technology enabled housing in Blantyre
- ◆ seek approval for the name of the new facility

2. Recommendations

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

- (1) that the progress made to date on the development be noted; and
- (2) that Blantyre LIFE be approved as the name for the new facility.

3. Background

- 3.1. As part of South Lanarkshire Council's and South Lanarkshire Integration Joint Board's (IJB) long-standing commitment to improve later life for adults and older people and to meet the future needs and wishes of the people, work has been ongoing to develop technology enabled houses and a new care facility based within Blantyre.
- 3.2. The overall development champions the 'home for life' principle, seeking to reduce reliance on long-stay nursing and residential care and instead enhancing access to intermediate care. Intermediate care provides further assessment, rehabilitation, and support for a short time to individuals (usually older people) after leaving hospital, or when they are at risk of being sent to hospital – the aims being to either help them avoid going into hospital unnecessarily or help them to be as independent as possible after a stay in hospital.
- 3.3. All approval processes were concluded by the end of 2019, with construction continuing in a manner compliant with Covid-safe requirements throughout the pandemic.
- ## 4. Current Situation
- 4.1. All of the technology enabled homes have been allocated to service users throughout the first half of this year. It is anticipated that the care facility will be fully operational by January 2023.

Technology Enabled Homes

- 4.2. Over the course of the 2022 to-date, all twenty technology enabled homes have been allocated to service users from across South Lanarkshire: 8 one-bedroom bungalows and 12 one- and two-bedroom flats. Allocations are based on assessed need and defined eligibility criteria. The homes are designed to be fully accessible and embrace modern technology solutions for independent living. These solutions range from simple ideas that you would find in any smart home (such as voice activated lights) to more advanced and specialised equipment (such as for fall detection).
- 4.3. Feedback from the tenants is very favourable and they have quickly adapted to the use of the technology. An example of the feedback is provided as follows.

Ms McG, the first resident to move into a tech enabled home on South Lanarkshire's new care campus said she loves it but couldn't believe it was just for her.

The first tenant of the tech enabled homes, Ms McG, gave the development a ringing endorsement.

A double amputee, who due to her disability requires a wheelchair, said; "It is the most beautiful wee house that I have moved into. The kitchen is massive I thought they had made a mistake and given me a home like this, but it was for me.

"I really love it, I feel a lot of contentment in here."

"I have had loads of visitors, and I am really grateful to all the friends who helped make my move so easy."

Care Facility – Intermediate Care

- 4.4. The new state-of-the-art care facility incorporates twenty intermediate care beds aimed at supporting people to return home or to a setting which best meets their needs. This will replace the provision currently provided at Canderavon.
- 4.5. The new facility will provide short-term strength and asset-based supports focusing on rehabilitation and self-care which will be available for a maximum of 42 days. A multi-disciplinary team will work with service users to identify their strengths, assets, and opportunities for self-care – and in doing so, (re)build their capabilities and confidence to maximise their potential and support their goal to return home. As part of this, work is ongoing to secure registered medical officer input for the new facility.
- 4.6. The current Intermediate Care (IC) Unit at Canderavon has demonstrated the impact that such an approach can have, with 73% of service users successfully completing a reablement programme and returning safely home as they wished. An example is detailed below.

Mrs B is 78 years old and was admitted to Canderavon IC unit in late December 2021, following an above-the-knee amputation. At the time of assessment, she required a package of care which was 7 hours of support per week, carried out over 7 days with 2 visits per day, to enable her to live independently at home.

Mrs B received rehabilitation and care from the multi-disciplinary team to enhance her independence and confidence (for example in relation to independent transferring, and activities of daily living). Consequently and prior to her returning to her own home, Mrs B was reassessed as requiring only 1 hour 45 minutes of care per week, over 7 days, with one visit per day.

Care Facility – Centre of Excellence

- 4.7. The facility has also been designed to provide a Centre of Excellence to promote the delivery of health and care - not only to the service users within the facility and technology enabled homes but extend to the people of South Lanarkshire. In the first instance this will be by providing facilities for staff training (in person and online); and through the Technology Enabled Care (TEC) zone.
- 4.8. The TEC zone has been designed in collaboration with the Glasgow Science Centre to showcase how technology enabled care can be used to support people to live well, safely, and independently at home. This is the first such collaboration between the Glasgow Science Centre and any Health and Social Care Partnership in Scotland.
- 4.9. In a similar vein, exploratory discussions are underway with the University of Strathclyde in relation to potential opportunities for education, learning, research and innovation.

Care Facility – Name

- 4.10. As we move to the final stages of this development, we are keen to ensure that the name of the new facility reflects the 'home for life' principle and the ongoing commitment to innovation. We have also been mindful of a name with clear positive connotations and one which future-proofs the facility in terms of public perception (particularly given recent examples of the pitfalls of naming developments after prominent individuals).
- 4.11. Given the significant investment in technology we have sought to identify a name that reinforces the fact that this is an innovative facility, which will deliver support to enable people to live well and independently; and that has been designed not only for now but also for well into the future.
- 4.12. Consequently, *Blantyre LiFE* is proposed as the name of the new facility.

5. Employee Implications

- 5.1. There are no employee implications associated with this report.
- 5.2. Trade Unions have been engaged in respect of the staffing model to support this development.

6. Financial Implications

- 6.1. There are no direct financial implications arising from this report.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no Climate Change, Sustainability or environmental implications associated with this report.

8. Other Implications

- 8.1. There are no risk implications associated with this report.
- 8.2. This work has strategic fit with other transformational change workstreams currently being progressed.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. A full equality impact assessment has been developed as part of the Investing to Modernise Programme.

Soumen Sengupta
Director, Health and Social Care

7 September 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ caring, connected, sustainable communities
- ◆ people live the healthiest lives possible
- ◆ focused on people and their needs

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:-

Ian Beattie, Head of Health and Social Care
Ext:3701 (Phone: 01698 453701)
Email: Ian.Beattie@southlanarkshire.gov.uk

Report

18

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

Subject:	Social Work Resource Plan 2022/2023
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ present the Social Work Resource Plan 2022-23 for consideration and monitoring

2. Recommendations

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

- (1) that the Resource Plan 2022-23, attached as Appendix 1, be noted;
- (2) that the Resource Plan 2022-23 be uploaded onto the Council's website following consideration by this Committee; and
- (3) that Progress Reports on the Resource Plan 2022-23 be provided at Q2 and Q4 to future meetings of this Committee.

3. Background

- 3.1. The draft Resource Plans for 2022-23 were prepared prior to the local government elections in May 2022, in line with the corporate Resource Planning guidance. Following the election and subsequent approval of the new Council Plan on 15 June 2022, the draft Resource Plans were reviewed and updated to take account of the new Priorities and Outcomes within Connect 2022-27.
- 3.2. The Resource Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the priorities set out in the Council Plan Connect 2022-27.
- 3.3. The Resource Plans for all Resources were approved by Executive Committee on 24 August 2022, with a recommendation that the Plans be referred to Resource Committees for noting and performance monitoring at Q2 and Q4.
- 3.4. 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.

- 3.5. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Community Plan. In addition, this Resource Plan necessarily also reflects the statutory relationship between the South Lanarkshire Integration Joint Board (IJB) and the Council with respect to adult and older people's social care, with those elements of the Resource Plan in response to the Directions of the IJB's Strategic Commissioning Plan 2022-25; and the recognition that the IJB has operational oversight for those areas of delivery.
- 3.6. The current format for performance reporting has been established since 2007 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 priorities, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.7. 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 Plan 2022-23

- 4.1. The Resource Plan 2022-23 is attached as Appendix 1 and is structured around the following headings:-

1. Introduction
2. Key areas of focus for the year ahead
3. Resource outcomes
4. Measures and actions
5. Resourcing the Plan

4.2. Resource Outcomes 2022-23

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

4.3. Monitoring and reporting

As part of the performance management arrangements, the Committee will receive a mid-year update of progress on the measures in the Resource Plan covering the period April 2022 to September 2022 (Q2) as well as an end of year progress report covering the full year April 2022 to March 2023 (Q4).

5. Employee Implications

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

6. Financial Implications

- 6.1. The outcomes within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets and, longer term, within the framework of the Council's approved Financial Strategy.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change or environmental implications as a result of this report.
- 7.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

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. Resource Plan actions contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:
- the Council does not provide an adequate response to the pandemic; maintaining critical services; delivering emergency response commitments as a Category One Responder; and protecting wellbeing of employees and service users as far as reasonably practicable. Responding to the pandemic will impact on everything else the Council does (very high)
 - the Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)
 - failure to evidence sufficient progress against Care Inspectorate requirements (very high)
 - the Council fails to meet statutory and legislative duties in respect of public protection (very high)

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.

Soumen Sengupta
Director, Health and Social Care

19 August 2022

Link(s) to Council Values/Priorities/Outcomes

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

Previous References

- ♦ None

List of Background Papers

- ♦ Council Plan Connect 2022-27

Contact for Further Information

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

Ciana Stewart, Planning and Performance Manager
E-mail: Ciana.stewart@southlanarkshire.gov.uk



Social Work Resources

Social Work Resource Plan 2022-23

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2.0	Key areas of focus for the year ahead	5
3.0	Resource Outcomes	8
4.0	Measures and actions	10
5.0	Resourcing the Plan	15

Section One – Introduction

I am pleased to introduce our Resource Plan for 2022-23 which sets out our intended outcomes and priorities for the coming year. This is the main annual business planning document for the Resource. It reflects the Council's key priorities as set out in the Council Plan and the directions provided to the Council within the South Lanarkshire Integration Joint Board Strategic Commissioning Plan..

Social Work Resources promotes social welfare and provides effective 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 local people to maximise their potential, maintain their independence and improve outcomes. We support and protect children, young people, adults and older people and their carers, as well as supporting adults in communities involved with the Criminal Justice System.

There is a statutory requirement for the council to appoint a professionally qualified Chief Social Work Officer (CSWO) who must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to the local authority, elected members and officers in the provision of Social Work services, whether commissioned or directly provided. A copy of the CSWO Report is available to download from the Council website.

Social Work Resources requires to deliver services within a complex and changing environment. Much of this delivery is shaped by statutory duties set out in legislation, whilst other elements involve the establishment of multi- agency approaches to support a wider and agreed strategic objectives.

Service Background

In terms of how the Resource is currently structured, there are 3 distinct areas of service delivered as outlined below:

South Lanarkshire Health and Social Care Partnership

South Lanarkshire Integration Joint Board (IJB) has the responsibility for strategic direction of the delivery of health and social care in South Lanarkshire. The South Lanarkshire Health and Social Care partnership (HSCP) support the IJB to operationally deliver community-based health and social care services. Staff deliver statutory services for adults under a range of legislation including the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults With Incapacity (Scotland) Act 2000. Assessment and care management services assess the care needs of service users and their carers and help plan services to meet those needs. Care at home services and day opportunities provide a range of support designed to help people remain as independent as possible within the community. Care home care is available for individuals who need support in such a setting on a short or long-term basis. The HSCP commission services provided by the independent, voluntary, and private sector.

Children and Justice Services

Children's services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities. The service works to provide family support to promote the welfare and development of children, young people and their families. Social Work Resources has a duty to protect children. Whilst this is a shared responsibility with other agencies and the community, Social Work has particular responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures. Justice staff work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime. Services are offered in courts, local offices and specialised teams to people referred by the courts, prisons and other agencies. A

key aim is to work with offenders to reduce their criminal behaviour and promote community safety. This is done by helping prisoners resettle following a period in prison, addressing responsibility for offending, providing programmes that offer realistic alternatives and raising awareness about how offending affects victims.

Performance and Support Services

Performance and Support Services support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance; Personnel; Workforce Planning; Corporate Governance; Information Governance; and Asset Management. Administration Services providing effective administration and communication support to all the service areas across the Resource. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, and risk management which involves the provision of a range of information which meets the following resource planning requirements, Scottish Government returns and statutory performance indicators; information to support planning, for example demographic profiles and trends, strategic needs analysis, management information requests as required by services and business needs.

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the Council and its partners have taken to minimise its spread, deal with its effects and support communities. The long-term impact on the Council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared response plans which continue to be developed in parallel with the Resource Plans. In taking forward this plan it is incumbent on us to apply what we have learned over the last two years to ensure that we develop supports and services which are fit for purpose, sustainable and address the needs of vulnerable people across all our communities.

Soumen Sengupta
Director of Health and Social Care
Social Work Resources

Section Two – Key areas of focus for the year ahead

2. Overview

The Resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1 Challenges and service demand

There are specific challenges to the Resource in relation to the demand for service provision. These have been evident across the whole of health and social care and are interconnected and include:

- An increasing ageing population (this is most pronounced in the 75+ age group). As people advance in age their need for health and social care services increases. Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services.
- Many factors combine together to affect the health and wellbeing of individuals and communities. Whether people are healthy or not, is determined by their social and economic circumstances and the wider environment all of which contribute to health inequalities. The pandemic is accentuating these inequalities and service provision will continue to be targeted at the most vulnerable in our communities. People are experiencing financial hardship. Social Work Resources, the Health and Social Care Partnership and other partners will have a role to play in tackling these inequalities.
- People have been unable to access routine services or procedures which will have a longer-term impact resulting in an increased demand for social care and health services. For example, there has been an increase in the average size of care at home packages and the number of people with multiple long-term conditions is increasing. The long-term consequences of delayed treatment, illnesses not identified and loss of progress in health improvement are still not fully understood
- Carers have been unable to have a break from caring, they have taken on more responsibility as traditional building-based services have had to develop workarounds within COVID guidelines.
- There has been a 4% rise in the number of children looked after from 2019 - 2021 (from 725 to 752)
- The number of care experienced young people exercising their right to 'stay put' as part of the continuing care requirements that has seen an increase in young people remaining in care placements up to age 21 with resource and financial implications
- Dementia prevalence rates were 8 per 1,000 of the population in 2012/13 and projected to 9.7 per 1,000 of the population for 2020/21
- There has been a 7% decrease from 2019/20 – 2021/22 in the number of people on guardianship orders (from 988 to 916), with the number of statutory visits to be undertaken remaining stable (from 2556 to 2563)
- Increased adult support and protection activity from 2020/21 – 2021/22 with an 11% increase (from 1144 to 1273) in the number of adult protection investigations to support vulnerable adults.
- There has been significant work undertaken to address the impact of COVID across Social Work services. The courts system, and locality Justice Social Work teams have experienced an increase in the volume of court report requests.
- Unpaid work was suspended during significant periods of the pandemic leading to a backlog of unpaid work hours in the region of 40,000 hours at one point. The backlog is being monitored nationally and work is being undertaken to address it.

- Residential, Day Services and Care at Home continue to adapt to meet the increased requirements of infection prevention and control measures, testing and higher levels of lost staff days due to COVID.
- Recruitment and retention to the social care workforce for both qualified and paraprofessional roles continue to be challenging alongside an existing ageing workforce with competing pressures on the labour market.

2.2 COVID - 19 Continued Response and Recovery

As the council continues to respond to the global pandemic Social Work Resources priority remains protecting vulnerable children, young people, and adults in our communities by ensuring the effective delivery of critical services compliant with statutory legislation. While services have continued to be delivered to those assessed as most at risk with our focus on public protection, we have started to remobilise some services where it is safe to do so with the appropriate safe systems of work and infection control measures in place. All working arrangements are reviewed on an ongoing basis as recovery takes place.

Social Work services have continued to be delivered within our statutory framework. Temporary amendments for adult and child care assessments under The Coronavirus Act 2020 (The Act) were made available. The Acts have provided powers and measures which have helped to protect the public, maintain essential public services and support the economy in the face of the unprecedented and ongoing public health and economic challenges created by the pandemic. This includes protections for individuals in areas such as housing, measures to support the ongoing operation of the justice system, and support for public bodies in their response to coronavirus (COVID-19) such as adjustments to deadlines for reports and assessments. As a resource we utilised the amendments under the Act to ensure we continued to put service user needs at the centre. The Act also allowed for the emergency early release of prisoners sentenced to 18 months or less with 90 days or less of their sentence to serve if necessary. Those released are not subject to supervision and are offered support on a voluntary basis.

Care at home services, residential childcare services and residential older people's care continue to be delivered with additional requirements and levels of scrutiny. The Personal Protection Equipment (PPE) hub continues to distribute equipment to staff internally within Social Work, Education and Corporate Resources and to externally commissioned services, as well as to carers.

Other services continue to be delivered with minimal cover arrangements to reduce footfall, or through agile means such as money matters advice, administration services, strategy, planning and performance, children, justice, court services and adult and older people assessment and care management. The model of delivery for day services for older people is now being delivered as a blended model, that is, both outreach and centre based.

A Change Fund totalling £5.924m has been established by the South Lanarkshire Integration Joint Board to create additional capacity to progress the recovery and remobilisation of services, including maintaining and expanding, where appropriate, the new ways of working which have developed in response to the Covid-19 pandemic. The Change Fund duration will be up to three years. This approach will ensure the recurring funding of £300 million nationally which was announced on 5 October 2021 is directed effectively to maximum effect to provide longer term improvement in service capacity across health and social care systems.

There is already a degree of precedent for such an approach, with two-year recovery timelines already set for Children and Adult Mental Health Services and Psychological Therapies. The establishment of the Change Funds will also support a joint approach to service development across Lanarkshire, as appropriate, which will be beneficial for South

Lanarkshire HSCP, North Lanarkshire HSCP and Acute Services. In consultation with SLC, NHS Lanarkshire and North Lanarkshire HSCP, detailed plans are being developed to progress the ongoing response to, and recovery from, the Covid-19 pandemic.

The HSCPs will continue to work to understand the impact of the changes that have been made or experienced by services during the pandemic. Pressures, gaps and opportunities that have or will emerge will continue to be identified to ensure an appropriate and effective response is implemented timeously. The Change Fund will support transformation by enabling the development of new models of service whilst all services continue to manage current pressures and demand particularly during critical periods.

2.3 Transformation and service improvement programme

The Blantyre Care Facility and Technology Enabled Properties (TEPs), part of the care facilities modernisation programme, is progressing well. The final 12 TEPs will be allocated to service users by the end of July 2022, with the care facility being operational by November 2022. Feedback from the existing service users who moved into the properties late January/early February is very favourable.

Work is progressing well with the TEC Zone within the care facility which is being designed in collaboration with Glasgow Science Centre and will showcase how technology enabled care can be used to support people to live well, safely and independently at home.

Progress continues with the care and support service review, implementation of the mental health strategy, care at home services improvement programme, and adult and older peoples' day services review. A review of how equipment is provided for occupational therapy services will be undertaken.

2.4 Delivering the strategic commissioning plan intentions

Following a public engagement programme, the Strategic Commissioning Plan 2022 – 2025 has been approved by the South Lanarkshire Integration Joint Board. Social Work Resources, a key partner of the Health and Social Care Partnership, will deliver the Strategic Commissioning Plan intentions through the directions issued by South Lanarkshire Integration Joint Board.

2.5 Statutory requirements

The statutory framework for social work services is contained in a raft of different pieces of legislation. Principal among these is the Social Work (Scotland) Act 1968 which places a duty on all local authorities to “promote social welfare”.

The Resource is responsible for 39 registered care services and must comply with Care Inspectorate regulation and inspection.

Social Work and other partners are providing an enhanced system of assurance for the safety and wellbeing of service users, carers and staff through a range of clinical and professional oversight groups as a result of COVID. Within residential settings, a new Quality Improvement Infection Control Care Inspection audit framework, with increased scrutiny and expectation of full compliance is now embedded in practice and audited regularly via care home assurance visits.

Social Work has a statutory duty to provide care and protection to the most vulnerable people across South Lanarkshire. An Inspection of Services for Children in Need of Care and Protection was undertaken in 2019 and the improvement plan has continued to progress ensuring all pertinent areas identified within the inspection report are addressed.

An inspection of Adult Support and Protection will be carried out by the Care Inspectorate in collaboration with Her Majesty's Inspectorate of Constabulary Scotland (HMICS) and Healthcare Improvement Scotland (HIS) during 2021/22. The purpose of the joint inspection is to seek assurance that adults at risk of harm in South Lanarkshire are supported and protected by existing national and local adult support and protection arrangements.

Also, an inspection by the Care Inspectorate will be undertaken in 2022 for Justice Services and partners targeting diversion from prosecution in our communities to divert people from entering the criminal justice system.

An interim central operational management structure for Community Mental Health and Addictions (CAREs) Services in South Lanarkshire is in place to progress an implementation plan that will facilitate the transfer of Adult and Older Adults CMHT's and locality Psychological Therapies teams to South Lanarkshire Health and Social Care partnership.

The Independent Care Review reached the final stage of its root and branch review of the care system in 2020. The review produced the key report named The Promise. <https://www.carereview.scot/wp-content/uploads/2020/02/The-Promise.pdf> The Promise sets out an overall view of what the new approach to supporting children, young people and families should be. The Promise and delivery of the five priority areas and key milestones for 21-24 namely:

- The right to a childhood
- Whole family support
- Supporting the workforce
- Planning
- Building capacity

A Champions Board has now been established in the resource to listen to the voice of those who are care experienced as well as a Community Planning Partnership Promise Board to drive forward the work of The Promise.

2.6 National Care Service

The Scottish Government issued "A National Care Service for Scotland – Consultation," on 9th August 2021 seeking the views of the public, groups, and organisations on the creation of a community health and social care service that supports people of all ages. The consultation followed on from the Independent Review of Adult Social Care report (Feeley report) which was commissioned by the Scottish Government to recommend improvements to adult social care in Scotland in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care.

The consultation closed in November 2021 and set out proposals wider than those recommended in the Feeley report, namely, a service for society as a whole in Scotland and not only for adult and older people. The proposals explore a significant cultural and system change that will require primary legislation to progress. The Scottish Government have advised that following consideration of responses received, draft legislation will be presented to Scottish Parliament by summer 2022. They have indicated that this legislation will be complex and likely to take a year to scrutinise. The Scottish Government have indicated that a National care Service will be in place by the end of their parliamentary term in 2026. The proposals contained within the consultation have major implications for local authorities, social work, health and social care partnerships, integration joint boards, and providers of health and social care services. These will be considered as more detail emerges.

Section Three – Resource Outcomes

3.1. Resource Outcomes

Social Work Resources has established the following Resource outcomes to support the delivery of Connect outcomes in 2022-23.

Connect Outcomes	Resource Outcomes
Communities and Environment	<ul style="list-style-type: none"> • Social Work Resources embeds sustainable development across services • Community Justice Outcome Improvement Plan is progressed • Disadvantaged people/groups are provided with access to timely support and interventions • For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all • Strengthen engagement with service users and carers
Education and Learning	
Health and Wellbeing	<ul style="list-style-type: none"> • Deliver better health and social care outcomes for all • Promote good mental health and wellbeing • Promote, choice, control and flexibility in social care • Continue to support carers good health and wellbeing alongside their caring role • Care and protect vulnerable adults
Children and Young People	<ul style="list-style-type: none"> • Care and protect vulnerable children and young people
Housing and Land	
Our Economy	

3.2. Delivering the Plan and achieving Best Value

In working towards the six outcomes, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Social Work Resources has established the following Resource outcomes to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	Resource Outcomes <ul style="list-style-type: none"> • Deliver and communicate the Council Plan and ensure high standards of governance
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	<ul style="list-style-type: none"> • Develop improvement activity and promote scrutiny • Improve the skills, flexibility and capacity of the workforce • Promote equality and the well-being of staff
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Section Four – Measures and actions

4.0 Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. The table below shows our key performance measures, with data for the last 2 years and the target for 2022-23. To provide additional context for the targets, an indication of pre-Covid performance is provided in the note's column where possible. The impact of Covid may mean that some targets are below the level of performance seen pre-Covid, however they represent an improving picture from the levels seen in the Covid period.

Resource Outcome: Social Work Resources embeds sustainable development across services						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
1. Make an annual saving from using recycled items as opposed to new through the joint store	£240k	£267	£175k	C01.06	Performance and Support	
Resource Outcome: Community Justice Outcome Improvement Plan is progressed						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
2. Percentage of clients first seen within two working days of a DTTO commencing	100%	100%	95%	C03.02	Children and Justice	
Resource Outcome: Disadvantaged people/groups are provided with access to timely support and interventions						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
3. Percentage of drug/alcohol clients starting treatment/ psychological intervention within three weeks of referral	97%	96%	90%	C03.02	Adult and Older People	

Resource Outcome: For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
4. Percentage of offenders on CPO unpaid work requirement seen within five working days by their case manager	57%	68%	75%	03.02	Children and Justice	Pre-Covid 77%.
5. Percentage of people starting their placement within seven days of a CPO unpaid work	47%	65%	75%	03.02	Children and Justice	Pre-Covid 79%
6. Percentage of Criminal Justice Social Work reports submitted to Court by the due date	97%	99%	95%	C03.02	Children and Justice	
Resource Outcome: Care and protect vulnerable children and young people						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
7. Percentage of parental attendance at initial Child Protection case conferences	83%	89%	85%	04.05	Children and Justice	
8. Percentage of Child Protection Investigations completed that progress to Case Conference	50%	73%	60%	04.07	Children and Justice	
9. Percentage of children seen by a supervising officer within 15 days	70%	94%	75%	03.04	Children and Justice	Pre-Covid 90%
10. Percentage of reports submitted to the Children's Reporter within agreed timescales	88%	82%	75%	C03.04	Children and Justice	
11. Percentage of our looked after children and young people accommodated in residential placements.	8%	10%	10%	C04.08	Children and Justice	Shift the balance of care, with more young people looked after in their community and decrease use of residential placements.
12. Report the number of young carers supported by Action for Children on a quarterly basis to	n/a	2,021	2,000	C04.04	Children and Justice	Measure introduced 2021-22.

Senior Management Team.						
Resource Outcome: Care and protect vulnerable adults						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
13. Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	93%	94%	90%	C03.04	Adult and Older People	
14. Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	94%	95%	90%	C03.04	Adult and Older People	
Resource Outcome: Deliver better health and social care outcomes for all						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
15. Percentage of telecare installations completed by Care and Repair within agreed timescales	n/a	n/a	95%	03.08	Adult and Older People	Measure introduced 2022-23. Timescale is 3 days for urgent and 10 days for standard cases.
Resource Outcome: Continue to support carers good health and wellbeing alongside their caring role						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
16. Number of new carers supported by the commissioned carer support from Lanarkshire Carers	n/a	TBC	800	03.02	Performance and Support	Measure introduced 2021-22.
Resource Outcome: Promote, choice, control and flexibility in social care						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
17. Percentage of personalised outcomes being achieved through service users reviewed support plans	n/a	76%	75%	03.02	Adult and Older People	Measure introduced 2021-22.

4.b.What actions we will take in 2022-23

Resource Outcome: Community Justice Outcome Improvement Plan is progressed			
Action	Milestones/Steps we will take to deliver our actions	Links	Service

1. Embed the national model for Community Justice with our CJ partners in South Lanarkshire	Report on the priorities set out within the new CJ Outcome Improvement Plan 2022-2025 by March 2023	03.02	Children and Justice
Resource Outcome: For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
2. Improve management of all offenders including high risk offenders	Provide training to increase awareness and knowledge of MAPPA to develop partnership-working arrangements with Adult and Older People Services by March 2023	03.02	Children and Justice
Resource Outcome: Care and protect vulnerable adults			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
3. Improve outcomes for people living in their own homes and communities	Produce six monthly updates to Senior Management Team on Quality Assurance activity in quarter 2 and 4	03.08	Adult and Older People
4. Monitor vulnerable adults' referrals/activity	Produce quarterly report for Adult Protection Committee and Chief Officers Group to monitor ASP activity and performance	C03.04	Adult and Older People
Resource Outcome: Deliver better health and social care outcomes for all			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
5. Implement the actions detailed within the Health and Social Care Delivery Plan	Report against trajectories for the six 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 to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	03.04	Performance and Support
6. Support the implementation of the Integration Joint Board Directions which focus on shifting the balance of care.	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	C03.08	Performance and Support
7. Extend the range and choice of day opportunities for older people.	Report to Social Work Committee on the progress of the Day Care Review within the lifecycle of this Resource Plan	03.07	Adult and Older People
8. Implement Government Strategies relating to mental health, additional	Provide annual reports to Senior Management Team and Social Work	C03.01	Performance and Support

support needs, physical, sensory and learning disability.	Committee on progress of implementation of national strategies		
9. Progress South Lanarkshire's care facilities Modernisation Programme	Provide a quarterly update to Senior Management team on the progress of the Blantyre Care Campus development including the Care Facility and Technology Enabled Properties in quarter 2 and 4.	01.04	Adult and Older People
10. Prepare for the Analogue to Digital Migration for Assistive Technology	Complete telecare asset audit, including testing of all peripheral technology by July 2022.	01.04	Adult and Older People
	Provide a quarterly update to Senior Management Team on findings from the Telecare Quarterly Benchmarking submission and agree relevant actions for 2023/24	01.04	Adult and Older People
11. Put Home First Model in place to support people to maximise their independence, safe and timely hospital discharge and avoid unnecessary hospital admission.	Develop project plan for implementation by June 2022	03.08	Adult and Older People
	Develop measurement plan which tracks progress and implementation of Home First Model by September 2022		
	Undertake phased recruitment of staffing to embed the model across the HSCP by January 2023		
Resource Outcome: Strengthen engagement with service users and carers			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
12. Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services.	Provide a quarterly update to Senior Management Team on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	01.05	Performance and Support
Resource Outcome: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
13. Ensure that high standards of governance are being exercised.	Report to the Senior Management Team on the review of the Risk Register every 6 months and report to Social Work Committee annually	C07.02	Performance and Support
14. Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	C06.09	Performance and Support
15. Chief Social Work Officer will continue to provide professional advice and guidance to	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as	07.02	Performance and Support

the Council in accordance with legislative duties	reporting on service quality and performance including delivery of statutory functions by September 2022		
Resource Outcome: Develop improvement activity and promote scrutiny			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
16. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	C07.02	Performance and Support
17. Progress the procurement and implementation of the new Social Care Case Management System by 2023/24.	Complete the relevant steps in procurement and implementation and report progress to the Project Review Board throughout project delivery	07.04	Performance and Support
Resource Outcome: Social Work Resources embeds sustainable development across services			
Action	Milestones/Steps we will take to deliver our actions	Links	Service
18. Contribute to a fair, healthy and sustainable food system	Provide an annual update to Senior Management Team and identify potential opportunities for sourcing more local produce through the procurement process, identify small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	01.11	Performance and Support

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2022-23.

5.1. Revenue Budget 2022-23

The Resource has a Net Revenue Budget of £212 million for 2022-23. The table below allocates this budget across the services:

NET Budget by Service	2022-23	
Detail	£ million	%
Performance and Support Services	8.400	4.0
Adult and Older People	166.872	78.7
Children and Families	35.894	16.9
Justice and Substance Misuse	0.860	0.4

Total	212	
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5.2. Capital Budget 2022-23

The following capital budget of £5.363 million is allocated to the Resource for 2022-23:

Capital Programme 2022-23	
Project	£ million
Care Facilities	2.702
Other	2.661
Total	5.363

5.3. Resource Employees

Social Work Resources has 2899 employees as of March 2022. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows:

Service	Number of employees
Adult and Older Peoples Services	2107
Children and Justice Services	557
Performance and Support	235
Total	2899

Report

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

Subject:	Community Payback Annual Report 2020-2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ notify the Committee of South Lanarkshire's Community Payback Order annual report 2020-2021 and the Community Justice Scotland summary report 2020-2021 of all 32 local authorities Community Payback Order Annual Reports being laid in Parliament
- ◆ to highlight the main themes and trends from South Lanarkshire's Community Payback annual report 2020-2021

2. Recommendation(s)

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

- (1) that that the content of the Community Justice Scotland (CJS) summary report 2020-2021 be noted; and
- (2) that that the content of the South Lanarkshire's Community Payback Order (CPO) annual report 2020-2021 be noted.

3. Background

3.1. The CJS summary report was laid in Parliament on 30 March 2022. This report provides a Summary of Local Authority Annual Reports on CPOs, covering the period 2020-21. It provides an overview of activity undertaken in local communities by people subject to a CPO. Key themes were:

- ◆ considerable evidence of resilience, commitment and innovation shown by Justice Social Work Services and partners during the pandemic
- ◆ nationally 4,704 hours of unpaid work were completed in 2020-21 compared to 11,805 hours in 2019-20
- ◆ nationally 8,169 CPO orders were made in 2020-21 compared to 16,800 in 2019-20
- ◆ for the first time more supervision requirements were issued than unpaid work requirements
- ◆ full impact of reduced personal contact for service users is not known at this stage. Virtual interventions have appeared to benefit some.

3.2. Within the report, South Lanarkshire's Unpaid Work (UPW) Service was highlighted for its work on survival blankets for homeless people and the hot meal service (both of which are also included within the South Lanarkshire Community Payback Annual Report 2020-2021).

- 3.3. South Lanarkshire Justice Services produced their Community Payback Annual Report 2020-2021 which was submitted to the Scottish Government in March 2022 (Appendix 1). Key features were:
- 3.3.1. A combined total from UPW and Other Activity (OA) of 10,306 hours provided. This is a difference of 51,542 hours compared to what delivered in 2019-2020 - for example, represents 20% of the activity undertaken in that earlier period. The fundamental driver for this was the Covid-19 pandemic, specifically:-
- ◆ due to necessary restrictions put in place for non-essential services, UPW services operated at a reduced capacity for approximately seven months of 2020-2021, with a suspension of service for five months during that time
 - ◆ the Community Orders (Coronavirus) (Scotland) Regulations 2021 imposed a reduction of 35% of UPW for certain categories of offences. Application of this reduction commenced in March 2020 and continued until July 2021.
- 3.3.2. Due to the restrictions in place during 2020-2021 the service identified new ways to allow service users to undertake UPW and indeed contribute to the wider pandemic response. Examples included:-
- ◆ the rag rug service where old worn clothing and bedding were braided to make rugs that were then donated to animal welfare centres
 - ◆ the Meals at Home initiative - developed in conjunction with Community Planning Partners - where UPW staff delivered meals to vulnerable families
- 3.3.3. Justice Social Work Services continued to be provided in response to risk and need whilst also taking account of social distancing requirements at the time, utilising digital technologies where possible. A triage system - informed by assessed risks and needs - was introduced to inform the type of contact required, with the frequency of contact adapted in response to what was required. When restrictions permitted, walk and talk sessions also took place to support service users struggling with social isolation, poverty, mental health, and substance use issues.

Innovation

- 3.3.4. The Winter Clothing Campaign undertaken by the UPW team and South Lanarkshire Council (SLC) Education colleagues was an example of an innovative scheme driven locally. This involved the UPW Service collecting, laundering and sorting over 1000+ winter jackets. The laundered jackets were then distributed, as needed, amongst SLC primary and secondary schools. Any additional clothing was donated to local charities and homeless projects.
- 3.3.5. A Justice Support Assistant with lived experience of addiction was recruited to support people with substance abuse issues who were subject to diversion from prosecution. This worker provided support to people at the outset of diversion orders and continued working with them after they exited justice to ensure ongoing links to treatment and recovery networks to support harm reduction for these people.
- 3.3.6. The Justice Social Work Service commissioned a creative arts organisation (Street Cones) to facilitate a 12-week programme with a group of young men with justice experience. Participation in this programme has increased confidence and provided new opportunities for the young people involved.

Feedback

- 3.3.7. The report includes just some of the feedback provided by service users, which speak to the impact of staff during what was an extremely challenging period.

“I have a second chance and will grasp it with both hands and will prove to my family and friends that I am the guy that can overcome, be forgiven and move on and have a successful life.”

“I am a firm believer in respect being a ‘two-way street’, and I thank my worker for showing me respect despite my previous conviction. For me, her nurturing ability is second to none - she found the correct balance on when to be firm and fair, serious and funny, and this is what a person on an order needs.”

4. Employee Implications

- 4.1. Additional staffing in all areas of Justice Social Work Services have been supported through the use of non-recurrent Scottish Government Recovery Covid-19 funding in 2020-2021. These are fixed term posts secured until March 2023. Recruitment to existing establishment posts continues with a focus for UPW Supervisors in both permanent and sessional posts.

5. Financial Implications

- 5.1. It should be noted that the additional funding from Scottish Government Recovery Covid-19 fund is non-recurrent and secured until March 2023.
- 5.2. There are no additional financial implications identified in this report.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no implications for climate change, sustainability, or the environment in terms of information contained in this report.

7. Other Implications

- 7.1. The activity set out within the Community Payback Annual Report 2020-2021 contributes to the mitigation of the following high-level risk within the Council's risk register:-
- ◆ the Council does not provide an adequate response to the effects of a global Pandemic illness within communities; maintaining critical services; providing support to the community and business; deliver emergency response commitments as a Category One Responder; South Lanarkshire Council 45 No Risk Lead Organisation and protecting the wellbeing of employees and service users as far as reasonably practicable. Responding to a Pandemic will impact on everything else the Council does.
- 7.2. The activity set out within the Community Payback Annual Report 2020-2021 contributes to the Connect: South Lanarkshire Council Plan 2022-17 and specifically the priority that our people live the healthiest lives possible.

7.3. Further work will be required in the following areas:-

- ◆ retaining and improving digitalisation inclusion to ensure those subject to CPO's can access the services they need
- ◆ analysis on benefits and limitations of face-to-face and digital contact to inform appropriate balance of modes of service delivery
- ◆ addressing the current backlog of UPW hours (for example. through remote projects)

8. Equality Impact Assessment and Consultation Arrangements

8.1. This report does not introduce a new policy, function or strategy, and therefore no impact assessment is required.

Soumen Sengupta
Director, Health and Social Care

5 July 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ accountable, effective, efficient, and transparent
- ◆ ambitious, self-aware and improving

Previous References

- ◆ none

List of Background Papers

- ◆ community Justice Scotland (CJS) summary report 2020-2021.
<https://communityjustice.scot/wp-content/uploads/2022/03/community-payback-order-annual-report-2020-21.pdf>

Contact for Further Information

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

Gillian Booth, Service Manager (Children and Justice Services)

Ext: 3913 (Phone: 01698 453913)

Email: gillian.booth@southlanarkshire.gov.uk

COMMUNITY PAYBACK ORDER ANNUAL REPORT

FINANCIAL YEAR: **2020/21**

LOCAL AUTHORITY: **South Lanarkshire**



In this section, please report on the following:

- The total number of unpaid work hours completed during the year;
- Types of unpaid work projects which have been carried out (list of bullet points will suffice); and
- One example that helps to demonstrate how communities benefited from unpaid work.

We recognise that compliance with pandemic restrictions and related SG guidance significantly impacted on the capacity of services during the reporting year. (Max 300 words.)

Volume Of Unpaid Work Hours Completed

Unpaid Work Activity	
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Total number of Unpaid Work Requirements imposed from 01/04/2020 to 31/03/2021	244
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	No of Sessions	No of Hours
Unpaid Work Supervised	1959	6362.6
Unpaid Work Agency	255	1354.0
Total UPW	2214	7717

Other Activity	No of Sessions	No of Hours
EDUCATION OTHER	635	1953.8
EMPLOYMENT SUPPORT	26	53.7
HEALTH/WELLBEING SUPPORT	257	289.0
INDUCTION	301	189.9
LEISURE/RECREATION	3	1.2
OFFENDING BEHAVIOR	41	44.2
PERMISSION NOT TO ATTEND	245	0.0
SUBSTANCE MISUSE SUPPORT	28	57.3
Total Other Activity	1536	2589

	No of hours	% split
Total UPW	2214	59%
Total Other Activity	1536	41%

Remote Unpaid Work projects

Pathfinder Dogs

Pathfinder Dogs are a registered charity run by volunteers. Their Headquarters are based in Wishaw, North Lanarkshire. Pathfinder Dogs raise and train German Shepherds as guides to blind people in the UK. Pathfinder Dogs obtain the vast majority of their funding through recycling various items including plastic bottle tops. Unpaid work services have been involved in filtering and quality controlling the bottle tops to ensure that only those bottle tops that are useful for funding are passed on. All bottle tops are delivered and collected from a service user's home. A weekly visit is also made to Pathfinders to collect and deliver bottle tops.

Survival Blankets for homeless people

The Survival Blanket is made using crisp packets which are ironed together following specific instructions which provides insulation for sleeping bags. The Unpaid Work Service have developed a new partnership with a local Church who provide a daily hot meal and other support for those who are experiencing homelessness in their local community. The Unpaid Work Service are hopeful our Survival Blanket Project will add to the support on offer.

Survival Blanket Kits are delivered to our Service User's home. Each kit contains 50 crisps packets, parchment paper, bin liners and a step-by-step instruction guide on how to construct a Survival Blanket. The instruction guide also includes visual aids and links to YouTube for additional guidance. Service Users also receive telephone support calls from their Case Manager.

Carol's Knitting Group

Since March 2020 the knitting group member have continued to work and produce beautiful items for premature babies. Wool is delivered and completed items are collected from the service user's home on a regular basis. There are currently 10 members in the group and all members receive telephone support calls from their Case Manager.

Remote Woodwork Project

The remote Woodwork Project involves service users, who have joinery skills, to initially complete a workbook which involves them designing their wooden item, identify resources as well as environmentally friendly options. On the completion of this workbook, sufficient reclaimed wood is delivered to the service user's home to enable them to construct their design which may be a bench or planter. All finished designs will be donated to local community growers, schools and/or charities.

Rag Rug Remote UPW Project

Rag rugs are typically made from old worn clothing and bedding. Braided rugs are made from the one very long continuous plait.

The finished rugs were donated to animal charities like Pathfinder dogs, as comfortable bedding mats. In future, the rugs may also be donated to the SSPCA; Dogs Trust and/or the Cats Protection League, amongst others. Each Service User receives their Rag Rug Kit and is provided with support sessions whilst they complete this task at home.

The Winter Clothing Campaign

SLC Education Department requested assistance from the Unpaid Work Team to undertake their Winter Clothing Campaign. This involved the Unpaid Work Service collecting, laundering and sorting over 1000+ winter jackets. The laundered jackets were then distributed, as needed, amongst SLC primary and secondary schools. Any additional clothing has been donated to local charities and homeless projects. This was a huge project and a great success due to the commitment and partnership work from those involved.

Quotes from both people subject to CPOs and the beneficiaries about the impact of the unpaid work on them and/or the community. (Again, bullet point will suffice - max 300 words.)

"I just wanted to email you to thank you very much gaged with for your help during my order, for being there and being firm but fair."

"My worker kept in touch with me on a weekly basis although my order was monthly."

"My worker was great for me, as a strong person she was very fit for me and helped me through some rough patches, when I was down and unwell."

"She also made me take a look from the outside in when I thought I was being hard done by and thought I was owed something in return for me doing wrong."

"My worker was very to the point and very direct with me. At times I didn't like what she were saying, but the truth hurts and it was the kick I needed because on reflection."

"I look back and think and see it from a different way now"

"My supervision is up now and I am now running my own business with my cousin I never thought I would ever get a job again"

"I have a second chance and will grasp it with both hands and will prove to my family and friends that I am the guy that can overcome, be forgiven and move on and have a successful life."

"My worker believed in me, she showed me that change was possible. I never had any faith in social workers, but she took the time to break down my barriers and in time I began to trust her."

"She referred me to the substance misuse team, and I did the work involved with her - next thing I was 4 months sober, then fell pregnant with my second child."

"My worker made me think about my offending and drug use"

"If it wasn't for my worker and other supports, she put in place, I would be dead"

"From our first meeting I could tell how dedicated my worker was and how understanding she was. This has helped me immensely to work on my issues."

"I am a firm believer in respect being a 'two-way street', and I thank my worker for showing me respect despite my previous conviction. For me, her nurturing ability is second to none – she found the correct balance on when to be firm and fair, serious and funny, and this is what a person on an order need"

Types of "other activity" carried out as part of the unpaid work / other activity requirement. You may want to reflect on learning from new ways of working within other activity and the benefits of this. (Again, bullet point will suffice - max 300 words.)

Remote Kitchen Learning Hub

Prior to Covid-19 the Unpaid Work Service worked in partnership with Lanarkshire Community Food and Health Partnership to deliver our Kitchen Learning Hub (KLH) within our base at Auchentibber. However due to Covid-19 it was necessary to explore ways to deliver the KLH remotely. Since August 2020 the KLH has been delivered 2 days per week via Microsoft Teams. Each session includes a cookery session and nutritional session. Each group can consist of 8 members. Each member receives a food pack to their home on the morning of the session. Each food pack includes all ingredients, cooking instructions and a nutritional worksheet.

Sacro Remote Other Activity Project

Sacro are currently accepting referrals for their Remote Other Activity Project which enables our service users, in discussion with their case manager, to devise an individual learning package which can include various modules; Wellness, Healthy Relationships, Financial Health Check, Drug/Alcohol Awareness, Victim Awareness and Impact of COVID. These sessions will be delivered via Microsoft Teams or by telephone on a 1:1 basis or within a groupwork setting.

Remote Learning Modules and Learn on Line Courses

Case managers continue to support service users to participate and complete a number of relevant courses delivered by the Open University and other partner agencies including a CV Workshop. Living Life To The Full is an additional online course which has been warmly received by our Service Users

CSCS Card Preparation Day

Consultation and plans were developed in January 2018 by one of our case managers to assist service users' in gaining their CSCS card which is a requirement for any person seeking to gain employment within the construction industry. Additional support classes, access to computers and consultation with a provider of the CSCS Certificate was available to our service users to support them in gaining this certificate to increase their employability opportunities.

Action has been taken to deliver the above support remotely via Microsoft Teams which has been very successful. In the week of 15 February 6 service users participated in the one-day preparation session, which included a mock test and hopefully takes our service users one step closer to gaining their CSCS certificate.

RAISE (Regular Activity and Increased Self Esteem) Groupwork Programme

The pilot of this six-week groupwork programme commenced on 28 January 2020. The aims and objectives of the programme for participants is to explore and learn of the positive benefits of physical exercise, healthy diet and structured lifestyle on a person's emotional wellbeing, self-esteem, relationships, behaviour and physical health.

The groupwork programme includes discussion sessions, homework and physical activity.

The groupwork programme is now available to our Service Users via Microsoft Teams.

1. It is acknowledged that pandemic restrictions will have limited the local opportunities to consult on both the nature of/reduction in the capacity of unpaid work – however, if you were able to undertake this, how did you do so?
2. If you were unable to undertake this type of consultation, please advise how you organised the available unpaid work activity over the year, e.g. responding to requests from local COVID resilience committees, etc. (max 300 words).

During 2020 and 2021 South Lanarkshire Justice Services held regular discussions with our Community Planning Partnership in relation to areas of service that would benefit from UPW activity. Examples of work undertaken was the Meals at Home initiative where UPW staff delivered meals to vulnerable families from April to June 2020. This was required due to the Covid-19 pandemic where access to school meals, shopping and community providers was reduced and in some cases not available. Other initiatives that we have consulted and organised during the last 12 months have been in relation to our Winter Jacket Appeal where UPW have collected, cleaned and delivered warm jackets and coats to schools across South Lanarkshire to support young people over the colder months.

Consultation has taken place with local charities in relation to how best to support their needs. This resulted in UPW supporting the Pathfinder Dogs, a registered charity run by volunteers. UPW collect thousands of bottle tops from Pathfinders and sort them into categories that can then be converted into funds for the charity.

In response to being unable to operate UPW face to face for most of 2020 we undertook to provide remote UPW at home. This saw the introduction of our Rag Rug project. This is where we collect disused material and weave into practical rugs and blankets that can be donated to animal welfare and homeless charities for use.

The pandemic restrictions also affected access to wider support services which are provided by partners (e.g. drug and alcohol services, etc.). Please outline any significant issues which were identified for people involved with Justice Services and what was put in place to resolve matters relating to these issues, e.g. access to services, etc. (max 300 words).

Justice social work services continued to be provided in response to risk and need whilst also taking account of social distancing requirements. A triage system informed by assessed needs and risks was introduced to inform the type of contact required. Support and guidance was offered by telephone, video call in the office or at home and the frequency of contact was adapted in response to what was required. Where telephone contact was not possible or in circumstances where service users were vulnerable or in crisis, office and home visits continued to take place. When restrictions permitted, walk, and talk sessions also took place to support service users struggling with social isolation, poverty, mental health, and substance use issues. The key to delivering this support was enabling access to digital technology.

Digital Support

Often service users experiencing financial difficulties did not have access to a mobile phone which became essential during the pandemic. Mobile phones, and in some cases tablets, were issued to help reduce social isolation and enable individuals to be contacted as part of their orders. Third sector agencies such as Action for Children who were working with young people on structured deferred sentences supplemented support required.

Substance Use

For many individuals' substance use issues were exacerbated during the pandemic and social workers responded by increasing the frequency of telephone contact and undertaking home visits. Service users were supported to access a G.P and community addiction recovery services for treatment and support. Prior to the pandemic, venues had been identified for recovery communities (known as the Beacons) to meet in groups in each locality. The Beacons are led by people with lived experience, and they quickly adapted to delivering virtual recovery meetings and activities to support people during the pandemic. Examples included hosting online quizzes, yoga or having speakers delivering virtual talks. Virtual attendance improved as people adapted to new ways of communicating during the pandemic.

Justice Support Assistant

A justice support assistant with lived experience of addiction was recruited to support people with substance use issues who were subject to diversion from prosecution. This worker provided support to people at the outset of diversion orders and continued working with them after they exited justice to ensure ongoing links to treatment and recovery networks to support harm reduction for these people.

Women's Hubs

Women's Hubs which usually run within each locality also continued to operate virtually and support women to come together as a group. Activities continued to take place twice weekly throughout 2020 and the beginning of 2021 and included sessions on yoga, Spanish, and health and wellbeing sessions. The women met up as a group to make Christmas gifts, have a Burns night and to develop events and materials aimed at participation in the International Women's Day. Some of the women also continued with online educational activities over this period most notably, the Health Improvements in The Community (HIIC) programme. 4 women and a facilitator successfully completed the programme and the respective project being one of the first groups nationally to compete this course on-line. The project creation from this course was the development of a wellbeing website

(<https://www.lanarkshiresuperstars.com/>). At the beginning of 2021, 10 women regularly attended a bespoke College Course commissioned by the service in partnership with South Lanarkshire College with the women completing modules in relation to psychology and sociology attending twice a week.

Any other relevant information not previously highlighted - this may include:

- **Learning from and/or comment on new ways of working and different benefits which were achieved.**
- **Examples of any work carried out with people on CPOs to address their offending behaviour.**
- **Examples of work carried out in partnership with 3rd Sector partners.**
- **Any other areas identified for improvement and planned next steps**
- **Any other relevant points you wish to highlight.**

(max. 300 words – bullet points only if preferred.)

Justice services learned to adapt to working virtually and some individuals reportedly experienced this approach as more trauma informed. Some people, who in the past had found it difficult to comply with statutory orders and attend at social work office settings were now more comfortable engaging with supervision sessions via phone and video call. This led to improved working relationships and more positive outcomes. For example, not having to enter official social work buildings that triggered traumatic childhood memories was beneficial for the wellbeing of individuals and relationship building. Feedback also indicated that being able to undertake unpaid work remotely was less stressful for people with mental health issues and reduced the stress associated with balancing other caring responsibilities. At the same time delivering this type of unpaid work continued to be rewarding as it involved contributing to the community.

Structured Deferred Sentencing Team

A partnership approach continued to be offered to 16–21-year-olds open to the SDS team. Virtual contact was enhanced where required and involved working in partnership with Action for Children and Includem to enable the provision of practical support in the form of food packages or emotional support at weekends and evenings when young people were feeling isolated. Relationships that had been sustained over this period flourished further when direct contact was permitted with one young person being supported to access a permanent tenancy and to decorate their home with assistance from their Action for Children worker.

Caledonian System

Social distancing restrictions prevented normal delivery of all 3 strands of the programme: the men's programme, women's service (delivered by Women's Aid) and children's service (delivered by CiRCLE). Groupwork was suspended in March 2020 Nevertheless, The Men's 1:1 programme was accredited in June 2020 and was delivered via Microsoft Teams and on occasion's during office appointments. The introduction of the new 1:1 programme enabled several men to continue to progress and undertake work which could directly impact on the management and/or reduction of risk. All services engaged in flexible and innovative means of communicating were identified by all workers and services to continue to ensure the provision of safety and support to all individuals involved. Workers explored and identified new means of communication including the use of Microsoft Teams video

platform, telephone contact, Walk and Talks sessions as well as using email and text messages.

Moving Forward Making Changes

Where assessed as safe and possible the delivery of MFMC was adapted to be delivered on a 2:1 basis with several individuals.

Structured Supervision Programme

Interventions and offence focussed work continued on-line or over the phone where appropriate. The Structured Supervision Programme (SSP) continued to take place on-line via MS teams or over the phone with the work either being e-mailed or sent to people's home address in the post before their supervision sessions. The programme was also adapted in partnership with the Beacons to include a section on addiction recovery.

Street Cones

Creative arts organisation Street Cones facilitated a 12-week programme with a group of young men with justice experience. The sessions were optional and a group formed of 5 young men who regularly attended a weekly 2-hour online workshop. Additional support to engage with the programme was provided by the Inclusion as Prevention engagement coordinator, social work and Action for Children staff. A script based around lived experiences was developed and the young people took part in a live online screening. Participation in this programme has increased confidence and provided new opportunities for the young people involved. Next steps include creating a peer support workshop and co-designing training for workers.

COMPLETED BY: Diane Dobbie

DATE:

CONTACT FOR QUERIES ABOUT THE REPORT

Name: diane dobbie

E-mail: diane.dobbie@southlanarkshire.gov.uk

Telephone:

Report

20

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

Subject:	Care Inspection Updates for Registered Services
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on gradings from recent Inspections undertaken by the Care Inspectorate for the Registered Services managed by Social Work Resources

2. Recommendation(s)

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

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

3. Background

3.1. The Care Inspectorate have a duty to inspect Registered Care Services. Care Inspectorate Grades are reported nationally on the Care Inspectorate website for public information. [Datastore \(careinspectorate.com\)](https://www.careinspectorate.com/datastore).

3.2. The Care Inspectorate inspect services using their Quality Indicator Framework. Which is structured around six key questions. The first of these is:

1. *How well do we support people's wellbeing?*
To try and understand what contributes to that, there are a further six key questions:
2. *How good in our leadership?*
3. *How good is our staff team?*
4. *How good is our setting?*
5. *How well is care and support planned?*
6. *What is our overall capacity for improvement?*

Under each key question, there are up to five quality indicators. [Quality Frameworks \(careinspectorate.com\)](https://www.careinspectorate.com/qualityframeworks)

- 3.3. In respect of adult care services, and in response to the Covid-19 pandemic, the Care Inspectorate has updated quality indicator 1.5 to ensure that where there are outbreaks of any infectious diseases, people's health and wellbeing continues to be supported and safeguarded by infection, prevention, and control practices. This reflects learning from issues relating to infection, prevention and control that arose during the pandemic, and takes into account the [National Infection Prevention and Control Manual: Infection Prevention and Control Manual for older people and adult care homes \(scot.nhs.uk\)](https://www.scot.nhs.uk/nipcm/)
- 3.4. In respect of care homes for children and young people and school care accommodation (special residential schools), an additional Key Question 7 has been included:
How well do we support children and young people's wellbeing?
- This new key question has two quality indicators:
- ◆ children and young people are safe, feel loved and get the most out of life
 - ◆ leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights
- 3.5. Grades are articulated as follows: 6 Excellent, 5 Very Good, 4 Good, 3 Adequate, 2 Weak, and 1 Unsatisfactory.
- 3.6. The Care Inspectorate continues to regulate and inspect our 39 in-house Registered Care Services of which there are: six care homes for older people; 13 day centres for older people; six adult Lifestyles Centres; one adult community support service; six care homes for children and young people; three child and family services (Fostering, Adoption and Supported Carers); and four home care services.

4. Recent Inspections

- 4.1. Three of our in-house residential facilities for older people have been inspected since the last report to Committee:

Care Service Name	Date of Inspection	Care Support Wellbeing	Care Support Planning	Setting Environment	Staff Team	Leadership Management
Canderavon House (Housing Support Service)	17 May 2022	4	4	4	5	4
McClymont House (Care Home)	13 June 2022	5	5	6	5	5
McKillop (Care Home)	1 July 2022	5	5	5	5	5

- 4.2. Six care homes for children and young people have had unannounced inspections since the last report to Committee:

Care Home	Date of Inspection	Care Support Wellbeing	Care support planning	Setting environment	Staff team	Leadership Management	Children's rights and wellbeing
		Key Q 1	Key Q 5	Key Q 4	Key Q 3	Key Q 2	Key Q 7
Langlea Avenue	19 April 2022	5	5	5	5	5	5
Hunters Crescent	29 April 2022	5	5	5	5	5	4
Rosslyn Avenue	13 May 2022	4	4	5	4	4	5
Station Road	19 May 2022	5	5	5	5	5	3
Hillhouse	30 June 2022	5	5	5	5	5	5
Bardykes	29 July 2022	5	5	5	5	5	5

- 4.3. The Care Inspectorate have undertaken two inspections of the Hamilton and Rutherglen Care at Home service since the improvement notice was put in place in 17 December 2019. It should be noted that the staffing theme was not inspected as part of the last inspection of the Hamilton and Rutherglen Care at Home service – and for that reason the grade for that dimension has remained at 2. Both inspections resulted in improvement being noted and grades being increased. The Care Inspectorate lifted the Improvement Notice on 16 November 2000. As a result of the positive improvement, the Care Inspectorate also reduced its risk rating of the service to medium.

5 Employee Implications

- 5.1. There are no employee implications in relation to this report.

6 Financial Implications

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

7 Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. There are no environment Implications associated with this report.

8 Other Implications

- 8.1. The activity underpinning the gradings reported here contributes to the mitigation of the following risk within the Social Work Resources Risk Register:
- ◆ failure to evidence sufficient progress against Care Inspectorate requirements
- 8.2. Maintaining high quality registered care and support services, tailored to individual service user needs, ensures that people are supported and protected to live in good health and wellbeing.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function, or strategy, or recommend a change to existing policy, function, or strategy and, therefore, no impact assessment is required.

Soumen Sengupta
Director, Health, and Social Care

19 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ accountable, effective, efficient, and transparent
- ◆ health and wellbeing- people live the healthiest lives possible

Previous References

- ◆ Social Work Resources Committee of 10 November 2021

List of Background Papers

- ◆ None

Contact for Further Information

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

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

Ext: 4887 (Phone: 01698 454887)

Email: liam.purdie@southlanarkshire.gov.uk

Report

21

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

Subject:	Joint Inspection of Adult Support and Protection
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ inform the Committee of the timetable for the forthcoming Joint Inspection of Adult Support and Protection
- ◆ provide a progress update on preparations ahead of inspection

2. Recommendations

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

- (1) that the preparatory work undertaken by partners and the timetable for inspection be noted.

3. Background

- 3.1. A national two-year programme of Joint Inspection of Adult Support and Protection was announced by The Scottish Government in 2019 to seek assurance that adults at risk are protected by existing local and national arrangements, and to identify areas for further improvement if necessary.
- 3.2. The two year inspection programme has faced significant delay as a consequence of the COVID-19 pandemic. Eleven inspections have now been completed, and it is anticipated the programme will conclude in July 2023.
- 3.3. Inspections are led by the Care Inspectorate in collaboration with Her Majesty's Inspectorate of Constabulary Scotland (HMICS) and Healthcare Improvement Scotland (HIS). The inspection team will scrutinise two key areas of adult support and protection activity, key processes and leadership.
- 3.4. Initial inspections were undertaken within Police divisional areas to reduce the level of activity for key partners working across different local authorities. However, this approach changed recently to council area inspections. Chief Officers across Lanarkshire communicated their preference to the Care Inspectorate that North and South ASP inspections should remain co-ordinated. The Care Inspectorate confirmed receipt of this request.
- 3.5. North Lanarkshire colleagues received formal notification of inspection on 18 July 2022, with inspection of case files taking place week beginning 26 September 2022. South Lanarkshire's notification was received on 1 August 2022 with case file reading planned for week beginning 10 October 2022.

4. Inspection Timetable

4.1. The timetable for inspection has reduced from a 20 week timeframe to 13 weeks as a result of the pandemic. The inspection will also be virtual with communication and case file reading conducted via a secure data sharing IT system.

4.2. South Lanarkshire key dates to note:

- ◆ 5 August 2022 - single point of contact for Partnership to be identified
- ◆ 11 August 2022 - Coordinator's meeting with representatives from each agency
- ◆ week commencing 29 August 2022 - Staff survey
- ◆ week commencing 12 September 2022 - professional discussion with senior managers/officers in the local partnership area
- ◆ week commencing 10 October 2022 - File reading and Focus Groups
- ◆ 6 December 2022 – report published

4.3. The inspection methodology includes:

- ◆ the review of a short position statement (20 pages) and supporting evidence (20 documents)
- ◆ the reading of 40 social work records of a sample of adults considered at risk of harm who did not require any further adult support and protection intervention beyond the initial referral stage
- ◆ The reading of 50 health, police and social work records of a sample of adults at risk of harm who have been subject to adult support and protection procedures (15 cases)
- ◆ the engagement of front line staff and senior managers in focus groups, to discuss the impact of COVID-19 pandemic on adult support and protection practice
- ◆ a staff survey relevant to health, Police Scotland, provider organisations, social work and social care staff
- ◆ statement including our procedures, timescales and processes

4.4. Preparations for inspection have continued throughout the pandemic, taking cognisance of service pressures for each of the partners. An ambitious programme of self-evaluation has provided valuable feedback during this period from staff, service users and the wider community. A position statement document is in draft and provides clear statements of progress and an overview of the partnership's strengths and areas for improvement. This document is supported by best evidence.

5. Employee Implications

5.1. Ian Beattie, Head of Health and Social Care has been identified as the senior leader with responsibility for the inspection lead officers within Social Work. NHS Lanarkshire and Police Scotland have also identified officers to liaise directly with the Inspection Team.

6. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for climate change in terms of the information contained within this report.
- 7.2. There are no implications for sustainability in terms of the information contained within this report.
- 7.3. There are no implications for the environment in terms of the information contained within this report.

8. Other Implications

- 8.1. The activity described within this report relates to the following specific risk within the Social Work Resources Risk Register:
 - ◆ The Council fails to meet statutory and legislative duties in respect of public protection (very high)
- 8.2. Resource risks are accessed as [part of the Resources risk management arrangements and relevant issues identified by the inspection will be updated within the Resource Risk Register.
- 8.3. A GDPR Privacy Impact Assessment has been completed to ensure the Council complies with the law and best practice in relation to data protection and sharing of information electronically.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. There are no equality issues arising from this inspection. Consultation arrangements will be directed by the Inspection Team.

Soumen Sengupta
Director, Health and Social Care

19 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Health and Wellbeing - People live the healthiest lives possible
- ◆ Focussed on people and their needs
- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Name: Ian Beattie, Head of Health and Social Care
Ext: 3701 (Phone:01698 453701)
Email: ian.beattie@southlanarkshire.gov.uk

Report

22

Report to: **Social Work Resources Committee**
Date of Meeting: **7 September 2022**
Report by: **Director, Health and Social Care**

Subject: **Rates and Charges for Care Services for 2022/2023**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee with the 2022/2023 Rates and Charges for Care Services

2. Recommendation(s)

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

- (1) that the revised rates and associated arrangements to residential and nursing care rates, as detailed in section 4 of the report be noted;
- (2) that the revised charges to nursing and residential respite charges as detailed in section 5 of the report be noted;
- (3) that the revised rates and associated arrangements for care at home, supported living and day care, as detailed in section 6 of the report be noted; and
- (4) that the arrangements for non-residential charges, as detailed in section 7 of the report be noted.

3. Background

3.1. Each year, Social Work Resources require to confirm the rates and charges which will be adopted for residential, nursing, supported living, non-residential Care Services and Care at Home Services. The rates which will be charged to other local authorities for Care Services must also be set.

3.2. In recognition of the need to implement contractual uplifts in 2022/2023 without delay to providers, Social Work Resources Committee of 9 February 2022 agreed delegated authority for the Executive Director of Finance and Corporate Resources and Director of Health and Social Care to approve the following rates:

- ◆ Care at Home, Supported Living, Daycare and Integrated Care Facilities
- ◆ Residential and Nursing Care through National Care Home Contract
- ◆ Residential services outwith National Care Home Contract

3.3. In March 2022, Scottish Government and COSLA approved a national uplift for contractual hourly rates paid to adult social care providers in accordance with the increase to real living wage.

4. Residential and Nursing Care Rates

- 4.1. Scotland Excel, Scottish Care, and the Coalition of Care and Support Providers in Scotland (CCPS) have undertaken a review of the 2022/2023 fee levels associated with providing nursing and residential care for older people in Scotland.
- 4.2. The National Care Home Rate for nursing care has been set at £832.10 (5.4% increase) per week and Residential care rates were set at £719.50 per week (5.6% increase). Both rates are effective from 11 April 2022. These rates will also be adopted for the in-house residential care homes to ensure equity for all residents within in-house and private sector care homes. This will also form the basis for the charge to other local authorities that have placed users within the in-house care homes.
- 4.3. Each resident's financial contribution towards their residential care costs is based on assessment of their ability to pay in line with the National Assistance (Assessment of Resources) (Scotland) Regulations 1992, as amended.
- 4.4. The Free Personal and Nursing Care Payment rates are revised annually by the Scottish Government. Rates increased to £212.85 per week for personal care and £95.80 per week for nursing care from 11 April 2022.
- 4.5. In accordance with the national uplift set by Scottish Government and COSLA, adult residential care rates outwith the National Care Home Contract will be uplifted by 3.44%.
- 4.6. It is proposed to continue to adopt the COSLA agreement to accept, for placements outwith South Lanarkshire, the rates set and agreed by the relevant host authority where applicable.

5. Nursing and Residential Respite Charges

- 5.1. The National Assistance (Assessment of Resources) Regulations 1992 state that for the first eight weeks of respite, authorities should charge "the amount it appears reasonable to the local authorities for the resident to pay".
- 5.2. In deciding what is "reasonable", authorities should consider the individual's outgoing expenses and commitments at home. The nursing and residential respite charge is, therefore, based on the standard minimum guaranteed income less personal allowance and increases in line with the Department for Work and Pensions increases in state benefits.
- 5.3. Nursing and residential respite charge for older people will be increased by £3.80 to £151.60 per week, effective from April 2022, in line with the Department for Work and Pensions' increase.
- 5.4. The increase to the nursing and residential respite charge will be met by the net increase in Department for Work and Pensions' benefits available to individuals. This practice is consistent with the approach adopted in previous years.
- 5.5. Nursing and residential respite charge for adults remains unchanged for 2022/2023 at £84.45 per week.

6. Care at Home, Supported Living and Day Care Rates

- 6.1. Scottish Government and COSLA have recommended a national uplift of 4.16% for adult social care services in 2022/2023.
- 6.2. The Director of Health and Social Care agreed a baseline increase of £0.50 per hour plus the non-residential uplift of 4.16% for non-residential commissioned services in light of increasing operating costs as a result of inflation, fuel, energy and other rising costs and to support the Council's ability to attract and sustain Care at Home providers in South Lanarkshire. The rate paid by the Council for care at home, supported living and day care was set at £19.56 per hour (increase of £1.28, 6.7%) effective from 1 April 2022.
- 6.3. An uplift of £0.74 (6%) was agreed for sleepover rates to increase this to a standard rate of £13.11 per hour. Although higher than the 4.16% increase recommended by Scottish Government, this rate restores the link between the hourly sleepover rate and Living Wage, to ensure the H&SCP can demonstrate that Living Wage can be met within the commissioned rate.
- 6.4. The Care at Home framework rate is currently adopted for South Lanarkshire Council's in-house Home Care Service. This ensures equity for all service users receiving a Care at Home Service.
- 6.5. The Council will continue to adopt the COSLA agreement to accept, for services provided outwith South Lanarkshire, the rates set and agreed by the relevant host authority where applicable.

7. Non Residential Care Service Charges

- 7.1. The charging policy for non-residential Care Services continues to be based on an assessment of the service user's ability to pay towards the cost of care.
- 7.2. In line with previous years, the charging policy in respect of non-residential Care Services will be amended to reflect the thresholds recommended by COSLA for 2022/2023, effective from April 2022. If the income of service users falls below this threshold, no contribution would be required.
- 7.3. In arriving at the contribution payable by users towards the cost of their Care Services, a calculation is completed to determine their assessable income to which a percentage taper is then applied. This then determines the maximum level of contribution that service users will make. The level of the percentage taper is set by the Council and will remain at 60% for 2022/2023.

8. Employee Implications

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

9. Financial Implications

- 9.1. The additional expenditure associated with the increase in rates across the various categories detailed in the report will be met from Integrated Joint Board funding allocations. Additional income generated as a result of the increase in charges for other local authorities will offset the increases in the cost of service delivery.

10. Climate Change, Sustainability and Environmental Implications

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

11. Other Implications

11.1. There is a risk that service users may refuse to receive the Care Services which they have been assessed as requiring as a result of an increase in the charge for those services. Effective risk management arrangements are an integral part of the delivery of Social Care Services and all clients will undergo a risk assessment. The Director has discretion to exercise his authority in terms of the Social Work Scotland Act 1968 to abate or waive charges on a case by case basis where a service user, due to their financial circumstances, has difficulty in meeting the approved cost of the service.

11.2. There are no issues in respect of sustainable development arising from this report.

11.3. There are no other issues arising from this report.

12. Equality Impact Assessment and Consultation Arrangements

12.1. There are no requirements to carry out an impact assessment in terms of the proposals contained within this report.

12.2. There was no requirement to undertake any consultation in terms of the information contained within this report.

Soumen Sengupta

Director, Health and Social Care

26 July 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable

Previous References

Social Work Resources Committee 9 February 2022

List of Background Papers

None

Contact for Further Information

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

Ian Beattie

Head of Adult and Older People Services

Ext: 3701 (Phone: 01698 453701)

Email: ian.beattie@southlanarkshire.gov.uk

Report

23

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

Subject:	Notification of Contracts Awarded: 1 October 2021 to 31 March 2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide notification in line with Standing Orders on Contracts to Committee of contracts awarded by Social Work Resources during the period 1 October 2021 to 31 March 2022

2. Recommendation(s)

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

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

3. Background

3.1. It is a requirement of Clauses 21.8 and 22.5 of the Standing Orders on Contracts that details of the acceptance of all tenders above £50,000 be reported retrospectively to the relevant Committee for noting, other than those under Clause 21.3 where the award is not the lowest in a price only tender, or costs exceed the approved financial provision. In these instances, a report is submitted to the appropriate Committee and subsequent authority to award is granted by that Committee.

4. Contract Awards

4.1. Contracts awarded for the period 1 October 2021 to 31 March 2022, on the basis of lowest offer and/or most economically advantageous offer submitted, are detailed in Appendix 1.

5. Employee Implications

5.1. Contract management, including performance appraisal, will be undertaken by both Social Work Resources and the Procurement Service.

6. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

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

8. Other Implications

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

9. Equality Impact Assessment and Consultation Arrangements

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

Soumen Sengupta
Director of Health and Social Care

9 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Standing Orders on Contracts

Contact for Further Information

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

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

Emma Smith, Corporate Procurement and Transactions Manager

Ext: 5329 (Tel: 01698 455329)

E-mail: emma.smith@southlanarkshire.gov.uk

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

Contractor	Contract Reference	Value of Contract Awarded	Date of Award	Brief Description	Contract Period
ICARE – Care at Home	SLC/PS/SW/18/001	£242,837,766.00	11/01/2022	Adult Supported Living Procured Service Arrangement Phase 2	25/01/2022 - 31/05/2035
Lanarkshire Association for Mental Health					
Loretto Care T/A Wheatley Care					
Real Life options					
Scottish Autism					
Support For Ordinary Living					
Craegmoor Supporting You Limited					
Lanarkshire Care Partners	SLC/PS/SW/21/004	£81,607.50	15/11/2021	Specialist Adult Supported Living	15/11/2021 - 14/11/2022
Highfield Park	SLC/PS/SW/21/050	£1,215,133.69	19/01/2022	Specialist Residential Care - Oak Residential MHC UK	16/03/2016 - 31/03/2023
National Autistic Society	SLC/PS/SW/21/066	£378,127.38	03/02/2022	Specialise Adult Supported Living: Darloch House School	01/02/2021 - 31/03/2023

Contract Extensions awarded by Social Work Resources over £50,000 in value

Contractor	Contract Reference	Value of Contract Awarded	Date of Extension	Brief Description	Contract Extension period
Glasgow City Council	SLC/PS/SW/21/015	£30,000,000.00	07/10/2021	Equipu Partnership Agreement - contract value of £30m relates to full term of contract. Annual spend estimated at £2m	31/03/2022 - 31/03/2023

