

**South Lanarkshire Council**  
**CSWO Annual Report**  
**2017/2018**

	South Lanarkshire CSWO Report 2017/2018	
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## Section 1

### Introduction

- 1.1. The requirement for every local authority to appoint a professionally qualified CSWO (CSWO) is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of a number of statutory requirements in relation to the posts, roles and duties with which local authorities must comply.
- 1.2. Local authorities have a statutory requirement to appoint a professionally qualified CSWO (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 local authorities, Elected Members and Officers in the provision of Social Work Services, both commissioned and directly provided. The CSWO has responsibility for overall performance improvement and the identification and management of corporate risk, insofar as these relate to Social Work Services.
- 1.3. The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. A summary report is also published annually by the Scottish Government to aid learning and the sharing of information nationally.
- 1.4. The aim of [Social Work Resources](#) is to promote social welfare and provide effective assessment, care and support to meet the needs of vulnerable people in South Lanarkshire. Within South Lanarkshire we are committed to providing responsive and accessible services, with defined standards for service provision and to supporting people to maximise their potential, maintain their independence and improve outcomes.
- 1.5. All local councils have a duty under the Social Work Scotland Act 1968 to assess a person's community care needs and, where appropriate, to arrange any services they may require. South Lanarkshire Social Work Resources, in partnership with community planning partners, voluntary organisations and independent providers, offer a range of services designed to enable, support, improve and protect the Health and Social Care of those using our services. Throughout 2017/18 Social Work Resources activities included:
  - ◆ processing over 40,000 referrals
  - ◆ providing assessment, specialist assessment and support
  - ◆ providing targeted services to vulnerable children, young people and adults
  - ◆ providing home care, day care, community support services
  - ◆ providing respite and residential services
  - ◆ enabling carers to continue in their caring role
  - ◆ assessment and monitoring the protection of vulnerable children and adults
  - ◆ supporting those subject to requirements within justice and mental health legislation
- 1.6. Social Work Resources commission a wide range of private, not for profit, voluntary sector providers. We have access to fifty four independent care homes, sixteen of which are registered to support a range of adults (learning, physical and sensory disability, mental health, addictions). We have access to eleven independent care homes from children and young people across the Council area. Additionally, we have a range of Home Care, Day Care and Supported Living providers operating across our localities.
- 1.7. As CSWO I will continue to progress our priorities of:
  - ◆ Public Protection for Children and Adults
  - ◆ multi-agency Public Protection arrangements
  - ◆ Health and Social Care Integration
  - ◆ Self-Directed Support (SDS)

- ◆ the implementation of the Community Justice model
- ◆ the requirements of the Children and Young Peoples Act 2014
- ◆ the implementation of the Carers (Scotland) Act 2016
- ◆ announced and unannounced inspections

1.8. The ongoing development of Social Work Services and our achievements rely on the continued commitment of our staff and partners both within the council and with the wide range of external partners within the community. The support and commitment of the council's Elected Members across all parties is also recognised who have been advocates for the service. I would like to thank everyone for their efforts during 2017-18 and I look forward to working together during the year ahead.

**Liam Purdie**  
**Chief Social Work Officer**

## Section 2

### CSWO's Summary of Performance Key Challenges, developments and improvements during the year

#### 2.1. Key Challenges

- 2.1.1. Within South Lanarkshire, Social Work Resources continue to operate against a backdrop of significant change and innovation including: financial constraints and austerity; increasing expectations of services and for services to be delivered in new ways; issues arising from the models of delivery and the complexities in the market approach to care; challenges in approaches to commissioning and procurement; changes to the welfare system, medical advances and changes in the demography profile of our people.
- 2.1.2. The Integration of Health and Social Care, the ongoing implementation of the 10 year Self-Directed Support Strategy, the Community Empowerment (Scotland) Act 2015, the redesign of Criminal Justice Services, the further implementation of the Children and Young People Act and the Carers Act and have all placed demands on Social Work Resources.

#### 2.2. Health and Social Care Partnership

- 2.2.1. The Scottish Government has also preserved the statutory role of the CSWO within the terms of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 2.2.2. The Health and Social Care Partnership continue to work hard to deliver Health and Social Care Services which are focused on the needs of the people who use them. In South Lanarkshire, the Strategic Commissioning Plan (SCP) was approved in March 2016, covering the planning period 2016-19 and is very much seen as a plan to further the journey towards better integrated services, to support the achievement of [the nine National Health and Wellbeing Outcomes](#).
- 2.2.3. Social Work Resources play a key role in operationally delivering a number of the ambitions set out within the SCP including re-ablement, the ongoing development of integrated locality teams and supporting the most vulnerable people who may be at risk of harm.
- 2.2.4. A review of progress has taken place to sense check the existing priorities within the current plan in light of the emerging/new priorities impacting on the Partnership. This has provided a refreshed focus for the Partnership to achieve its priorities and acted as a staging post towards the full review of the Strategic Commissioning Plan which will take place in 2019.
- 2.2.5. A key focus for the Partnership is the Building and Celebrating Communities (BCC) programme. As well as making sure people are independent where possible, BCC encapsulates our overall vision by concentrating on what exists within our communities and working alongside those communities to identify what they can do to grow, thrive and improve the lives of people in South Lanarkshire.
- 2.2.6. The most recent [annual report](#) provides an overview of performance in relation to the integration functions outlined in the South Lanarkshire Integration Scheme and Strategic Commissioning Plan 2016-19.

#### 2.3. Children and Young People (Scotland) Act 2014

- 2.3.1. The Children and Young People (Scotland) Act 2014 (CYPA) became law on the 27 March 2014 and introduced changes to promote, support and safeguard the wellbeing of children and young people in Scotland. It introduced additional supports for children and young people who are looked after in care to ensure they have the same opportunities as other young people.
- 2.3.2. Social Work Resources together with partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare.  
The Act aims to ensure that:

- ◆ children's rights influence design and delivery of policy and services
- ◆ there are improvements to the way services work to support children and young people
- ◆ the role of early years support to children, young people and their families is strengthened
- ◆ there is better permanence planning for looked after children

## 2.4. **Mental Health (Scotland) Act 2015**

2.4.1. Legislative changes to the Mental Health (Care and Treatment) (Scotland) Act were implemented in 2015 and became operational during 2017. Mental Health Managers, Mental Health Officers and Social Workers based within Community Mental Health Teams and at the State Hospital have undergone training in relation to the legislative changes, delivered by South Lanarkshire Council Legal Services.

## 2.5. **Community Empowerment (Scotland) Act 2015**

2.5.1. The Community Empowerment (Scotland) Act 2015 gave a statutory purpose for the first time to community planning – to focus on improving outcomes and tackling inequalities in outcomes – including in those communities experiencing the poorest outcomes. The Community Planning Partnership (CPPs) has produced the first [Community Plan](#) and [Neighbourhood Plans](#) which set out priorities for improvement with a view to reducing inequalities of outcomes which result from socio-economic disadvantage.

## 2.6. **Community Justice (Scotland) Act 2016**

2.6.1. The Community Justice (Scotland) Act 2016 provides the legislative change needed to establish the new community justice model in Scotland. The main elements of the National Strategy for Community Justice are to provide:

- ◆ improved community understanding and participation
- ◆ effective strategic planning and partnership working
- ◆ effective use of evidence-based interventions
- ◆ equal access to services

2.6.2. Within South Lanarkshire strategic planning and service delivery is the responsibility of the Community Justice Partnership including the third sector who have produced a local [Community Justice Outcomes and Improvement Plan 2017-22](#).

## 2.7. **The Carers (Scotland) Act 2016**

2.7.1. The Carers (Scotland) Act 2016 is perhaps the most important piece of legislation in supporting and continuing the commitment to carers, bringing new legal rights for carers and young carers. It redefines the meaning of carer in Scotland and there is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. The Carers Act introduces, amongst other things:

- ◆ a new adult carer support plan
- ◆ a new young carer statement
- ◆ duty to support carers including by means of a local eligibility criteria
- ◆ duty to prepare a local carer strategy
- ◆ duty to provide an information and advice service and publish a short breaks services statement
- ◆ duty to involve carers in the discharge from hospital of the people they care for

## 2.8. **Limitation (Childhood Abuse) (Scotland) Act 2016**

2.8.1. The Limitation (Childhood Abuse) (Scotland) Act 2016 removes the three year limitation period for actions of damages where:

- ◆ the damages claimed consist of damages in respect of personal injuries
- ◆ the person raising the action was a child (under the age of 18) at the time the act or omission that caused the injury was raised
- ◆ the act or omission to which the injuries were attributable constituted abuse
- ◆ the action is brought by the person who sustained the injuries

- 2.8.2. As part of the national Scottish Child Abuse Inquiry a Child Abuse Enquiry Working Group has been set up within South Lanarkshire by the CSWO.
- 2.9. **The Children and Young People (Information Sharing) (Scotland) Bill 2017**
- 2.9.1. The Children and Young People (Information Sharing) (Scotland) Bill changes to the information sharing provisions in Part 4 of the Children and Young People Act in response to the Supreme Court's finding and intensive engagement with stakeholders which took place in 2016. It also makes changes to Part 5 of the 2014 Act in order to keep the information sharing provisions of Parts 4 and 5 in alignment.
- 2.9.2. The Bill aims to bring consistency, clarity and coherence to the practice of sharing information about children's and young people's wellbeing across Scotland. It ensures that the rights of children, young people and parents are respected when information is shared under Part 4 (Provision of Named Persons) and Part 5 (Child's Plan) for the purpose of promoting, supporting or safeguarding children's or young people's wellbeing.
- 2.10. **The Child Poverty (Scotland) Act 2017**
- 2.10.1. The Child Poverty (Scotland) Act 2017 provides a definition of: relative, absolute, combined low income and material deprivation, and persistent poverty. It sets out child poverty targets to be met by March 2030 with interim targets to be met in the financial year beginning the 01 April 2023. The interim targets state that by 2023, of children living in households in Scotland:
- ◆ less than 18% fall within Section 3 (relative poverty)
  - ◆ less than 14% fall within Section 4 (absolute poverty)
  - ◆ less than 8% fall within Section 5 (combined low income/material deprivation)
  - ◆ less than 8% fall within Section 6 (persistent poverty)
- 2.10.2. Local authorities and Health Boards also have a duty to report annually on their activity and contribution to reducing child poverty.
- 2.11. **Developments and Improvements**
- 2.11.1. In addition to the challenges and opportunities initiated by legislation the CSWO has overseen standards and improvements in a range of Social Work activity including that linked to Care Inspectorate and other external audit activity.
- 2.11.2. A Social Work Governance Group is now established and provides assurance in relation to the delivery of safe, effective, person-centred social work practice in the delivery of its statutory duties. The group provides assurance to the Council, the Integrated Joint Board (IJB) and to staff that governance is being discharged in relation to the statutory duties and quality of care requirements. It supports localities in ensuring Social Work governance is understood and applied at a locality level.
- 2.12. **Self evaluation of the Unpaid work service**
- 2.12.1. The Unpaid Work Service is part of South Lanarkshire Council's Criminal Justice Social Work Service. The Service invited the Care Inspectorate to assist with a Progress Review in January 2018. Three phases of activity have been completed. These were:
- ◆ Phase 1: Case File Audit (Completed: 15-19 January 2018)
  - ◆ Phase 2: Self-evaluation Report, based on nine quality indicators from the [Guide to Self-Evaluation for Community Justice in Scotland](#). (Submitted: 09.02.2018)
  - ◆ Phase 3: Fieldwork, which included approximately 30 interviews, focus groups and observations of employees, service-users and key stakeholders
- 2.13. **Children and Justice Service Re-design**

2.13.1. The Head of Children and Justice Services and CSWO undertook a review of the current management arrangements and management structure across the Children and Justice Service. This involved two management development sessions and three workshop activities.

2.13.2. The new structure enhances capacity at a Service Manager level. This will result in an additional Service Manager Children and Justice Services. The additional Service Manager will increase the current management complement from three to four. This will allow the Children and Justice Service to be aligned to each locality and complement the Health and Social Care locality structure.

#### 2.14. **Adult Support and Protection Self Evaluation**

2.14.1. A joint Adult Support and Protection self evaluation was undertaken with the Care Inspectorate in advance of six national themed inspection areas the Care Inspectorate would be leading across local authorities during 2018/19.

#### 2.14.2. **Standards for Inspection of Children's Services**

In 2017, the Scottish Government's child protection improvement programme set out a vision for a child protection system in Scotland that places the wellbeing of children at the heart of everything it does. As part of this review, Care Inspectorate worked with partners to develop a revised model of inspection that takes a more focused look at vulnerable children and young people. Future inspections will focus on the experiences and outcomes of children and young people in need of protection and those who are subject to corporate parenting responsibilities. Engagement and consultation with stakeholders continues as the new model, quality improvement framework and shared dataset is developed.

#### 2.15. **Health and Social Care Standards**

2.15.1. Following extensive consultation, the new Health and Social Care Standards were published by the Scottish Government in June 2017. They will be in use from April 2018 and are intended both as a tool for inspection and as a tool for improvement by organisations across Health and Social Care.

2.15.2. The new standards set out what individuals can expect from a wide range of services including day care for children in early years, care at home for adults, hospitals, clinics and care homes. They are aligned to human rights principles and focus on dignity and respect; wellbeing; compassion; being included; and services being responsive and supportive.

#### 2.16. **Realigning Children's Services Programme**

2.16.1. The Realigning Children's Services Programme has worked in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children. The Programme is now coming to an end in South Lanarkshire and two areas of improvement have been identified by the Children's Service Partnership based on the data; the mental health of young adults and children under the care of Social Work Resources who are looked after at home. Sub groups have been established to take this work forward and will report to the Children's Services Strategy Group.

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

##### **a) Transforming Care after Treatment (TCAT) and Lanarkshire's Cancer Strategy**

- this work has been taken forward through NHS Lanarkshire's Cancer Strategy (2013-2016) is now very firmly embedded in 'Achieving Excellence' the Healthcare Strategy for Lanarkshire. A key focus is how people in Lanarkshire affected by cancer are supported to live with, and beyond, their diagnosis. 'Achieving Excellence' clearly sets out the aim of having an integrated Health and Social Care system (a joined up approach) with a focus on prevention, anticipation and supported self-management (NHS Lanarkshire, 2017). It is the self-management aspect that has underpinned the two year Transforming Care after Treatment (TCAT) Project in Lanarkshire



- this project was local authority led with South Lanarkshire Health and Social Care Partnership working with North Lanarkshire Health and Social Care Partnership. The project supported adults affected by cancer through the use of a small individual budget to achieve 'good outcomes' after the main part of their cancer treatment had ended. The two year project ceased in October 2017
- an evaluation report has been written and the project has evaluated very well. Discussions are currently taking place in terms of how to embed the learning and sharing across the Health and Social Care workforce as well as with Third Sector colleagues

**b) See Hear**

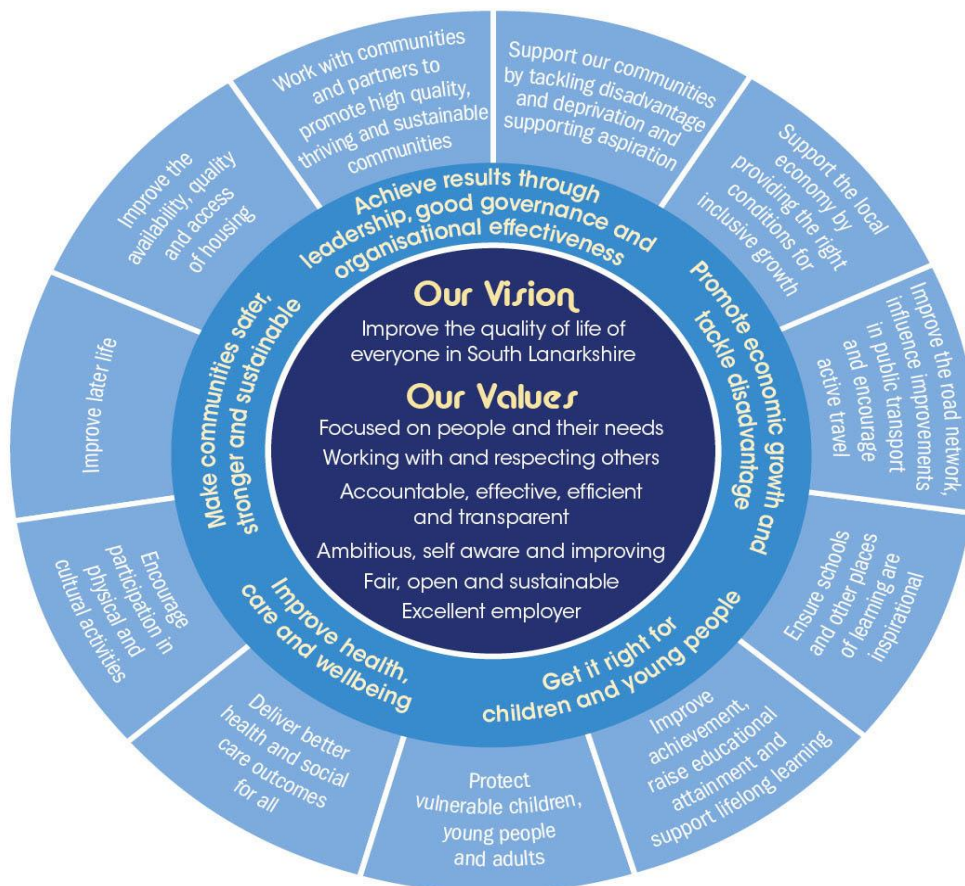
- See Hear is the National Sensory Impairment Strategy for Scotland, the first of its kind in the UK (covering 2014-2024). The framework has seven key recommendations, which aim to improve the lives of children and adults with a sensory impairment in Scotland. These recommendations are being taken forward through a multi-agency approach in South Lanarkshire, alongside the findings from local research.
- a draft action plan has been developed and a strategic multi-agency working group established (with sub-groups progressing areas of work). Quarterly progress is measured through Social Work Resources' management performance reporting system
- other details of key successes and improvements that were achieved in 2017/18 are included in Social Work Resource Plan. A link to the Resource Plan is available in the following Section 3.

## Section 3

### Partnership Working – Governance and Accountability Arrangements

#### 3.1. South Lanarkshire Council

- 3.1.1. Social Work Resources is one of five Council Resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources and Housing and Technical Resources. All Resources work together in support of the Council Plan - [Connect 2017-22](#).
- 3.1.2. The Council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and along with our Values, influences everything that we do. Our five Ambitions circle, shown below, links our Vision and Values to our 11 Objectives and to work in our wider communities and with public partners.
- 3.1.3. The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing skills for learning, life and work. This leads to better prospects and improved life chances for South Lanarkshire's young people and the economy as a whole.



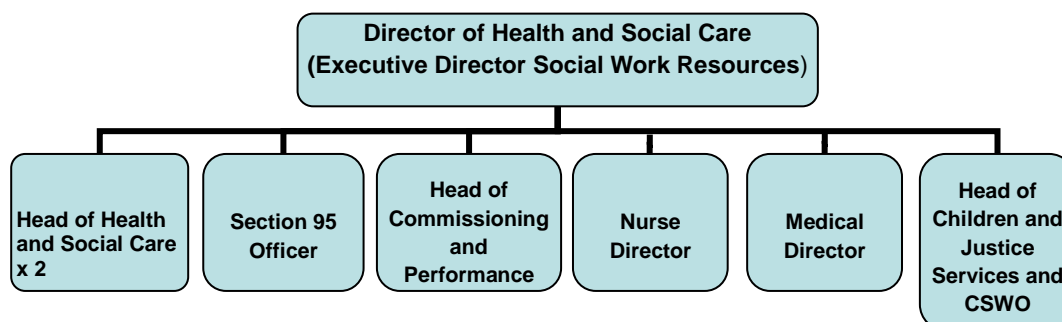
- 3.1.4. Each Resource prepares an annual Resource Plan which details the work, achievements and ongoing performance activity. Here is the link to [Social Work Resource Plan 2017-18](#)
- 3.1.5. There are 64 Council Members representing the 20 multi-member wards across South Lanarkshire. The current composition of the Council is:

Scottish Labour Party	Scottish National Party	Conservative /Unionist	Independent	Scottish Liberal Democrats Party	Independent Group	Total
17	25	14	1	1	6	64

### 3.2. Social Work Resources

- 3.2.1. The principle role and purpose of the Social Work Service is contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across South Lanarkshire, often meaning that many of our service users do not engage with us on a voluntary basis.
- 3.2.2. Social Work Committee deals with the majority of the business relevant to the CSWO role as well as maintaining strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups. The Committee consists of twenty six elected members.

### 3.3. Health and Social Care Partnership



- 3.3.1. Within the South Lanarkshire Health and Care Partnership, the Director, Health and Social Care has the additional role of the Executive Director Social Work Resources. They cannot hold the office of CSWO.
- 3.3.2. The CSWO holds the position of the Head of Children and Justice Services, is a member of the Senior Management Team (SMT) and a standing member of the IJB. The Board has eight voting members, four of whom are elected Council Members and four NHS Lanarkshire Board non-executive members. In addition, the board has representation from the third sector, independent sector, service user and carers and the trade union. Child and Family and Justice Social Work Services are not currently included in the South Lanarkshire Integration scheme and lie outside the Health and Social Care Partnership. A Performance and Audit Sub-Group assists with the governance and accountability arrangements of the Board. The key areas of work which are led by the IJB relate to:
- ◆ the approval and implementation of the strategic commissioning plan
  - ◆ the establishment of locality planning
  - ◆ the finalisation of governance and accountability arrangements
  - ◆ the production of an annual performance report

3.3.3. Each locality planning area is developing locality profiling information and looking at the priorities emerging from this which will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan.

3.3.4. The CSWO provides professional advice directly to the Chief Executive of South Lanarkshire Council on statutory service delivery and on matters relating to the profession. This professional advice and guidance also extends to local elected members, officers within other Resources of the Council and also to senior staff within partner agencies. There is a clear line of accountability that includes support and challenge that is understood by the Chief Executive and the full Corporate Management Team of all five Directors.

#### 3.4. Partnership Structures

3.4.1. The CSWO is a member of a number of influential decision-making forums through which they have a significant leadership role in shaping the overall strategic direction of services.

3.4.2. Key forums which the CSWO attends and influences include:

Structure	Role
<b>Council</b>	The CSWO attends: <ul style="list-style-type: none"> <li>◆ Senior Management meetings</li> <li>◆ Heads of Service meetings</li> <li>◆ Social Work Committee</li> <li>◆ Good Governance Group</li> <li>◆ Learning and Developments Board</li> <li>◆ Corporate Management Team meetings (as appropriate)</li> <li>◆ other Council Committees (as appropriate)</li> </ul>
<b>Integrated Joint Board</b>	The CSWO; <ul style="list-style-type: none"> <li>◆ is a standing member of the IJB</li> <li>◆ attends Health and Care Senior Management Team meetings</li> <li>◆ attends Support, Care and Governance Group (Depute Chair)</li> </ul>
<b>Children's Services</b>	The CSWO is a member of: <ul style="list-style-type: none"> <li>◆ Getting it Right for South Lanarkshire's Children (GIRSLC) Partnership Board</li> <li>◆ GIRSLC Strategy Group (Chair) - which develops the Partnership's Children's Services Plan</li> <li>◆ oversees the work of Children's Services Planning sub-groups for example, Corporate Parenting, Continuous Improvement Group</li> </ul>
<b>Public Protection</b>	The CSWO is a member of; <ul style="list-style-type: none"> <li>◆ Chief Officers' Group</li> <li>◆ Child Protection Committee</li> <li>◆ Adult Protection Committee as required</li> <li>◆ MAPPA Strategic Oversight Group (Chair on rotation)</li> </ul>

Structure	Role
Community Planning	<p>The CSWO attends:</p> <ul style="list-style-type: none"> <li>◆ Community Planning Partnership Board (as appropriate)</li> <li>◆ Safer South Lanarkshire Steering Group</li> <li>◆ South Lanarkshire Community Justice Partnership (Chair)</li> <li>◆ Lanarkshire Alcohol and Drugs Partnership (ADP) (Depute Chair)</li> </ul>

### 3.5. User and Carer Engagement

- 3.5.1. Partnership working forms the foundation of Social Work Resources' approach to supporting and protecting vulnerable adults and children. Legislative duties in establishing the Health and Social Care Partnership also reinforce the importance of joint working; ultimately working towards a more seamless approach for people in receipt of services and support. This has been further reinforced by the requirements of SDS legislation and the Children and Young People (Scotland) Act 2014, which reaffirms the importance of the Getting it Right for Every Child approach.
- 3.5.2. Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work. The Participation and Involvement Strategy outlines our approach, which is built upon the eight principles of citizen leadership: [Citizen Leadership](#).
- 3.5.3. A range of tools and approaches are used to engage service users and carers at all levels within Social Work. From representation of key third sector groups within planning and decision making processes, Carers Act Programme Board and the Young Voices Group (for children and young people who are looked after and accommodated), to supporting and empowering service users and carers to identify and achieve their individual desired outcomes through the assessment, support planning and review process.
- 3.5.4. Example of participation and involvement activity in 2017/18 includes;
- ◆ the development of locality planning groups through Health and Social Care Integration
  - ◆ the autism resource coordination hub actively engaged in consulting users and carers via a three month long consultation process which took place between Sept. – Dec. 17, using survey and focus groups to capture the views of the autism community. Their comments will form the foundation of the Local Autism Action Plan 2018-23
  - ◆ IJB website has been developed to provide news information and essential links for the public, professionals and partners. The site also includes information on how to get involved in shaping local Health and Social Care Services
  - ◆ Carers Scotland Act 2016 consultation activity has been undertaken through an extensive carers survey, a consultation event and focus groups for carers and young carers
  - ◆ the development of South Lanarkshire Snakes and Ladders, a game to assist adults with learning disability to better understand the assessment and process of Self Directed Support

"When our son was first placed, our worker went above and beyond to help and support us we had a lot of contact and we couldn't fault the service"

Carer

- ◆ in partnership with the Service User and Carer Network, four carers were supported in speaking to a Mental Health Officer (MHO) seminar on their experience of being assessed to be suitable Guardians, to aid the practice of MHOs. Service users are also supported to give talks to the Under-Graduate and Masters students who are training to be Social Workers
- ◆ a Digital Passport is under development with the aim of empowering people with profound and multiple learning disabilities whose main form of communication is non-verbal
- ◆ 288 people attended the Annual Learning Disability Conference which included the topics of Human Rights, Internet Safety, bogus callers/scams, Let's Talk About Health and Digital Passports
- ◆ 692 responses to Home Care Survey which was undertaken with all users of the Home Care Service, with help for service users if required. 99% responded that quality of the Home Care Service is good or very good




- ◆ 194 people completed a Day Care attender's survey. 97% of service users rated their support plans as excellent, very good or good. 100% of service users said the care workers are excellent, very good or good
- ◆ over 100 people attended a consultation event in partnership with PAMIS (Promoting a More Inclusive Society) who support children with profound disabilities, and South Lanarkshire Health and Social Care Partnership which took place in 29 November 2017. The topics for the event included celebrating PAMIS 25<sup>th</sup> anniversary, the Carers (Scotland) Act 2016 and Self-Directed Support
- ◆ advocacy for Adults and Older People
- ◆ support and engagement with a range of carer organisations in the area that provide information and raise carer issues at local and national level



- ◆ engagement with young people and other stakeholders in relation to corporate parenting

- ◆ engagement with Young Carers
- ◆ advocacy for Children and Young People supported through the work of **Who Cares? Scotland** as a key partner in Children's Services
- ◆ engagement of children and young people in developing a young person's version of the South Lanarkshire Children's Service Plan 2017-20



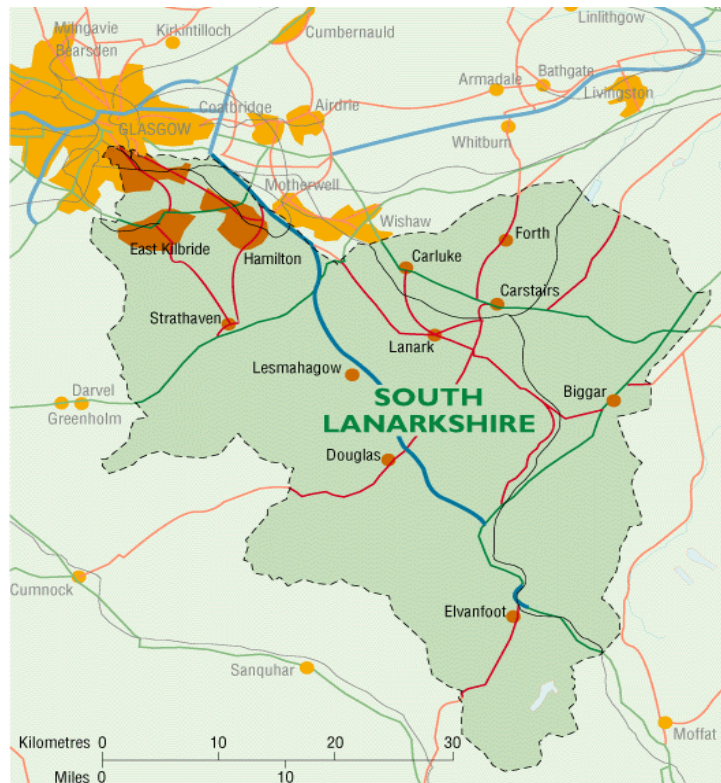
"We spoke with residents however some had difficulty expressing their views so we observed how staff interacted with them. We found the home relaxed and homely. Staff had obviously built good relationships and knew the support needs of the residents who lived there. We observed very good interactions; residents were happy and comfortable in staff company. Staff gave residents time they needed to walk around and there was no sense of hurrying anyone."

Care Inspector



## Section 4

### Social Services Delivery Landscape



#### 4.1. South Lanarkshire

- 4.1.1. South Lanarkshire Council is one of the most diverse local authorities in Scotland, covering a geographical area of 180,000 hectares and a population of 317,100. Overall, this makes South Lanarkshire the fifth largest local authority in Scotland.
- 4.1.2. There are four towns in South Lanarkshire with a population in excess of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population over 1,000. These four towns form the basis of the four locality planning areas that support our Health and Social Care Partnership and are:
  - ◆ Hamilton, Blantyre and Larkhall
  - ◆ East Kilbride and Strathaven
  - ◆ Clydesdale
  - ◆ Rutherglen and Cambuslang
- 4.1.3. South Lanarkshire has been significantly affected by recession. The unemployment rate within the area has been above the Scottish average and the gap has been widening. For those in employment hourly pay is below the Scottish average. It is estimated that approximately 20,000 people in South Lanarkshire are earning less than the living wage.
- 4.1.4. There are also significant issues of deprivation within South Lanarkshire, with the most recent Scottish Multiple Deprivation Index (SMDI) showing that 62 areas in South Lanarkshire are in the 15% most deprived areas in Scotland and 21 of those areas are in the 5% most deprived areas of Scotland.
- 4.1.5. In 2016 the total population of South Lanarkshire was estimated at 316,378. This is projected to rise by 1.5% to reach 321,175 by 2026. However this rise is just over a third of the projected



population increase over this period for Scotland as a whole. For all age groups other than those under 14 years (0.9% increase) and over 65 years, the population will decline. Those over 65 years will show the most significant increase with the population of 65 to 79 year olds projected to rise by 26.1%, those aged 80 to 84 years rising by 22.4% and those aged 85 and over rising by 50%.

- 4.1.6. The health of the people of South Lanarkshire is not as good as the average for Scotland as a whole, with relatively more people in South Lanarkshire reporting that their day-to-day activity is 'limited a lot' by a health condition. South Lanarkshire residents have lower life expectancy than the Scottish average and they do not enjoy as many years of good health. This is particularly evident within communities identified as economically, socially and environmentally deprived. In the most deprived areas, poor health is a significant problem with one in four of all people saying they have a long-term health condition. Death rates for some conditions such as heart disease and stroke match the Scottish average, for others such as cancer they are above the national average.

#### 4.2. **South Lanarkshire Social Work Resources**

- 4.2.1. The social services workforce delivers essential support every day to some of our most vulnerable people. Social Services encompass a wide range of support and services delivered by statutory, voluntary and private organisations. Services are there for people at all stages of life and in all kinds of circumstances. Whilst services are available when people need them and seek them out, it is important to recognise that many services are also required to assess and manage risk, to proactively intervene to protect people and to provide therapeutic interventions as well as care and support.
- 4.2.2. Social Work Resources employs approximately 3,000 staff and provides a broad range of In-house Services to the most vulnerable people in South Lanarkshire. This covers all client groups: children, families, adults and older people, carers and includes services for people with learning and physical disabilities, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and residential services. Our services operate across the four main local offices together with a range of our own registered services that are matched into these localities.
- 4.2.3. In addition, Social Work Resources also has a lead partnership role in commissioning services for people who require support and recognises that positive outcomes can be achieved through partnership work with a range of agencies. Services commissioned are required to be innovative and build on the assets and strengths of individuals and communities. Social Work Resources can commission services from a range of providers and record occupancy levels for all care homes. Monitoring of all registered care services operating in the area using the Care Inspectorate data is regularly undertaken.
- 4.2.4. Social Work Resources also oversees relevant inspection reports for external providers, ensuring graded inspections, requirements and recommendations are tracked. When performance is weak a co-ordinated improvement action plan is put in place with the provider to ensure remedial action is taken. Service user placement in the service is reviewed and no new placements are made until performance has improved.

#### 4.3. **Service delivery**

- 4.3.1. Demand for Social Work and Social Care Services continued to be high throughout 2017-18 and the main areas of activity which the CSWO oversees were:

#### 4.4. **Adult and Older People**

- ◆ worked with 2,087 people to promote independence as part of the Supporting Your Independence approach (rehabilitation and enablement)
- ◆ provided 13,369 items of equipment to people to enable them to stay at home
- ◆ supported 2,845 carers through our two carers organisations
- ◆ at any time can support up to 252 older people with a home like environment in the Council's own residential homes and up to 1,569 older people in private or voluntary care homes
- ◆ provided Adult Support and Protection. Activity showed decreased demand this year in relation to adults under 65. We supported 814 inquiries which led to 138 investigations. For adults over the age of 65 demand increased and we supported 1151 inquiries leading to 167 investigations
- ◆ monitor local authority Welfare Guardianship Orders. Visits have been maintained at a good level over the course of the year within 94% within timescale
- ◆ monitor private Welfare Guardianship Orders. Demand remained high with 91% of visits being completed within timescale
- ◆ supported 998 people with a learning disability to live in their own communities
- ◆ worked with 5,407 adults with a physical disability who were referred to the physical disability teams
- ◆ worked with 686 individuals with a mental health problem who were referred to Community Mental Health Teams

#### 4.5. **Children and Justice**

- ◆ protected 781 children through child protection investigations. At 31 March 2018, there were 152 children on the Child Protection Register
- ◆ prepared 561 reports for children who were supported through the Children's Hearing system
- ◆ supported 214 children and young people in foster placements on a full-time basis
- ◆ supported the 549 children who were looked after by the Council. Of these children: 271 or 49% were looked after at home; (114 of these with friends and relatives); 214 or 39% were looked after by foster carers/prospective adopters. 12% children were in residential and/or secure accommodation, 50 or 9% in the Council area, 14 or 3% in residential schools 15 or 2.7% required specialist, out of area placements to meet their needs
- ◆ supported 580 people to complete a Community Payback Order, including providing the opportunity for personal development or learning opportunities
- ◆ supported 650 individuals through providing Substance Misuse Services, following a referral for alcohol or drug misuse
- ◆ prepared 1,528 reports for the Courts

#### 4.6. **Across all Service Areas**

- ◆ Money Matters Advice Service helped residents of South Lanarkshire to claim over £23.6m in benefits and over £4.4m in backdated payments. Over the same period Money Advisors have also helped people to deal with over £8.4m debt. The Service has four dedicated Welfare Rights Officers for Carers
- ◆ we continue to work with our Procurement Services to ensure there is sufficient market capacity for Care Homes, Home Care, Support Living, Telecare etc

**Potential space for infographic?**

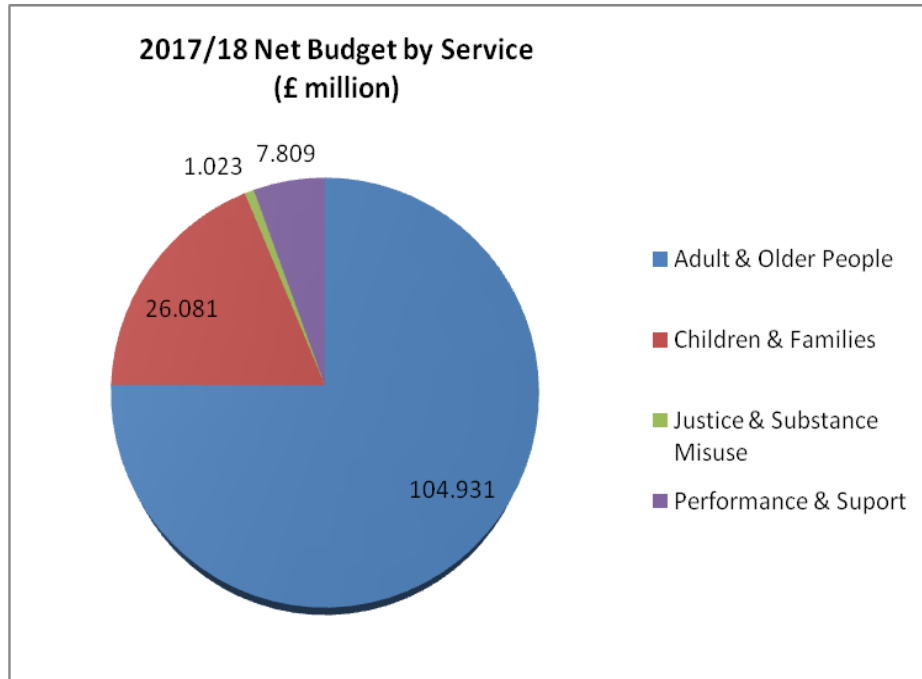
**Used in similar reports eg [Childrens Services Plan Annual Report](#) and [IJB Annual Report](#)**

## Section 5

### Resources

#### 5.1. Finance

5.1.1. Social Work Resources had a net revenue budget of £139,844 million for 2017/18 which was allocated as follows:



5.1.2. There are a number of financial challenges which Social Work Resources has managed during the year including:

- ◆ the financial impact of demographic growth and an ageing population
- ◆ the Council's requirement to achieve ongoing savings. The target for 2017/18 being £25.721m. In a Social Work context this resulted in a savings target of £1.394m;
- ◆ service user and carer expectations

5.1.3. As the integration of Health and Social Care develops we will look to Strategically Commission Services and supports for those most vulnerable people living in our communities and how best to meet demand to:

- ◆ improve and modernise support and services
- ◆ provide better outcomes for individuals
- ◆ encourage innovation across all service providers
- ◆ achieve best value through better configuration of delivery of services and greater efficiencies
- ◆ facilitate and manage the market in a climate of changing independent and third sector providers, increased pressure on internal providers and the need to build community capacity and community resilience, for example, by self-management,
- ◆ review where to invest, re-invest or disinvest

#### 5.2. Risk

5.2.1. Risk management is a key duty for Social Work Resources, both in a service wide and individual service-user and carer context. From a service perspective, the Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes.

5.2.2. Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The 2017/18 top service risks identified for the Resource are detailed below and these are reviewed and monitored on a regular basis. This aims to mitigate any increased risk/s because of changes in the micro and macro environment.

Risk Description	
1.	Reduction in Council funding, resulting in difficulties maintaining frontline services
2.	The Council is not sufficiently prepared to deliver the Integration Joint Board strategic directions set out in the Strategic Commissioning Plan 2016-19
3.	Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
4.	Procurement practice and management of contracts
5.	Information Management not subject to adequate control
6.	Potential liability arising from claims of historic child abuse

5.2.3. The Resource continues to review and reshape how it operates and where it can find efficiency and innovation. It has developed a dashboard that comprises a range of performance information and a range of statistical data that assists focus on the strategic needs of the most vulnerable population we are required to support.

## Section 6

### Service Quality and Performance Including Delivery of Statutory Functions

#### 6.1. Performance

- 6.1.1. Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. Social Work Resources utilise a quarterly performance and monitoring system which allows services within the Resource to assess performance against key Council and Social Work Resources objectives. Performance information is then used to inform the annual [Social Work Resource Plan](#) highlighting areas of progress and approaches to continuous improvement. The Resource Plan also identifies those areas of action where performance requires to be measured for example, Adult Support and Protection, AWI, Child Protection.
- 6.1.2. Investment into the performance management system (IMPROVe) has supported frontline Managers with real time management information. This system allows Managers to look at detailed caseload or timescales information for aspects of service such as AWI visits and the supervision of children under statutory requirements. In addition, the system allows the higher level performance measures within the Resource Plan to be tracked and measured daily. This enhances performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.
- 6.1.3. In common with other Council Resources an Internal Statement of Assurance is produced annually covering general good governance, internal controls, information governance and systems of governance and control.

#### 6.2. Performance Monitoring

- 6.2.1. Performance Management Meeting  
A quarterly performance management meeting takes place in-line with the reporting timescales of the quarterly report. Examples of performance activity, which are discussed include findings from case file audit activity, self-evaluation and the greatest Social Work risks and financial performance

#### 6.3. Performance Scorecard

- 6.3.1. The performance scorecard within the Resource Plan has a number of measures which relate to the Council Plan. These are formally reported to the Council's Executive Committee twice a year. Any measures which have amber or red progress status are discussed within the Council's Scrutiny Forum and a Head of Service Manager from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity.

#### 6.4. Accounts Commission

- 6.4.1. As part of their statutory responsibilities, the Accounts Commission audit public performance reporting arrangements each year to provide continuity and support progress of the Local Government Benchmarking Framework (LGBF). Social Work Resources reports a range of information to demonstrate that it is securing Best Value in providing services. Over the past three years Social Work has shown continued improvement in the collection of performance information and reporting on outcomes.

#### 6.5. Care Inspectorate

- 6.5.1. The Care Inspectorate continue to regulate and inspect our 43 registered care services which include: eight care homes for older people; 14 Day Centres for older people; six care homes for children and young people; three Child and Family Services (Fostering, Adoption and Supported Carers); six Adult Lifestyles Centres; two Adult Community Support Services, four Home Care Services. During 2017/18, twenty nine inspections took place. The details of the Social Work Registered Care Service inspection summary is included in Appendix 1.

**6.6. Gold Status as an Investor in People.**

6.6.1. South Lanarkshire Council has achieved Gold Status as an 'Investor in People'.

**6.7. Carer Positive Employer**

6.7.1. South Lanarkshire Council has been recognised as a Carer Positive Employer at the Engaged Level. The carer positive award is presented to employers in Scotland who have a working environment where carers are valued and supported.

**6.8. Customer Service Excellence (CSE)**

6.8.1. The CSE standard aims to make a tangible difference to service users by encouraging provider organisations to focus on their individual needs and preferences. The Award assesses services in the following areas: customer insight; culture of the organisation; information and access; delivery and timeliness and quality of service against a set standard. In addition to meeting the standard, services can be awarded "compliance plus" status which demonstrate that services exceed the standards set and are examples of national Best Practice. Social Work services for Older Peoples Residential and Day Care and Adult Mental Health Services are fully compliant in all areas of the standard and have collectively achieved the higher standard of compliance plus in 48 criteria.

<b>Customer Service Excellence Service Area</b>	<b>Compliant Plus 2017/18</b>
Adult Mental Health Services	9
Older Peoples Day Care Services	19
Older Peoples Residential Care	20

**6.9. Delivery of Statutory functions**

6.9.1. The CSWO is active in overseeing the quality of services and is responsible for ensuring that social work staff are appropriately trained and supported to carry out their professional and statutory duties.

6.9.2. This is undertaken in a number of ways including; regular meetings between the CSWO and Senior Managers to discuss performance and other operational issues; fulfilling corporate governance requirements through the annual Internal Statement of Assurance and overall Governance Assessment Framework with the agreement of the Chair of the Social Work Committee.

6.9.3. All Social Work staff working with service users are bound by a professional Code of Conduct which is governed by the Scottish Social Services Council (SSSC). The Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification, has agreed to adhere to specific professional codes that guide their practice.

6.9.4. The Health and Social Care Partnership Learning and Workforce Development Board meet on a quarterly basis. Information relating to training and SSSC registration for Social Work and Social Care staff is made available as required. Self-Directed Support, Choose Life, Doorway, Welfare Reform, Children's Services (including child protection), SWiSplus systems training, Mental Health, Criminal Justice and SVQ activity all feature in the Learning and Development Board's Training Plan.

6.9.5. SDS: a co-produced assessment is now operational across Adult and Older People's Services and the Child's Plan has been amended to meet the statutory requirements of SDS. Support planning and a Carers' Support Plan are also being developed to support statutory requirements alongside the new Communication Strategy for SDS.

- 6.9.6. Identifying suitably qualified and experienced Social Workers and supporting their training and practice as Mental Health Officers to ensure sufficient numbers of appropriately qualified staff are available to the service.
- 6.9.7. The CSWO has a role in ensuring Significant Case Reviews and Significant Incident Reviews take place as required. Significant Case Reviews (SCR) are published on South Lanarkshire Council's Adult Protection Committee or Child Protection Committee's website. Learning from SCRs is crucial for staff across the Resource. Actions are agreed and taken forward as a partnership as a result of reports published.
- 6.9.8. Analysis and management of information relating to Guardianship Orders; complex balance of need, risk and civil liberties in accordance with professional standards, for example in relation to Adult Support and Protection and Child Protection guidelines; and decisions relating to the need to place children in secure accommodation and the review of such placements all fall to the CSWO.
- 6.9.9. The CSWO actively promotes continuous improvement and evidence-informed practice, including the development of person-centred services that are focussed on the needs of the service-user. The CSWO also oversees the quality of practice learning experiences for Social Work students and effective workplace assessment arrangements in accordance with the SSSC Code of Practice. This is evidenced by a strong partnership arrangement, which is in place with Glasgow Caledonian University, whereby cohorts of students are provided with placements annually across the Social Work Service. Each placement is supported by a Practice Teacher identified from the South Lanarkshire Social Work Services workforce;
- 6.9.10. The CSWO has responsibility to respond to Care Inspectorate reports and findings from local and national activity, addressing the requirements of internal and external audit and reporting on progress against outcomes and follow-up actions from this activity. This includes discussion with the Chair of Social Work.
- 6.9.11. The CSWO is represented on Social Work Scotland (SWS). SWS is the professional leadership body for the Social Work and Social Care professions. It is a membership organisation which represents Social Workers and other professionals who lead and support social work across all sectors. Membership is included from NHS, local authorities, third and independent sectors. SWS effectively, do two things: **(1)** influence and advice on the development of policy and legislation; **(2)** support the development of the Social Work and Social Care professions.

## Section 7

### Workforce

- 7.1. The CSWO has a key planning and leadership role in relation to workforce planning and development, both from a local authority and partnership perspective. Whilst Social Services is a diverse sector in terms of job roles, career pathways and service structures, what unifies the sector is a common set of shared values and ethics which underpins the principles of those that work in the sector.
- 7.2. Ethical awareness, professional integrity, respect for human rights and a commitment to promoting social justice are at the core of social service practice. The life changing and challenging work undertaken cannot be underestimated. This essential work is underpinned by core values. These values focus on understanding each individual in the context of family and community, supporting participation and building on the strengths of the individual and their communities to promote enablement.
- 7.3. There are also standards of conduct and practice which Social Services workers and employees must follow. It is the CSWO responsibility to ensure their staff and those of external providers adhere to these standards and are equipped to support service users.
- 7.4. The CSWO has led and helped shape capacity in the following ways;
- 7.5. **Planning**
  - ◆ the CSWO supports possible successors through the CSWO Award offered by Glasgow Caledonian University
  - ◆ Social Work Resources has conducted a pilot mentoring programme which has been evaluated with positive outcomes. This programme will be developed corporately with a view to embedding a mentoring/coaching approach across the Council
  - ◆ prepare the Resource for service delivery in a Health and Social Care integrated model of care at locality levels
  - ◆ a significant number of staff are projected to reach retirement age over the next ten years, which presents a particular challenge to workforce planning. In addition ongoing restrictions on recruitment present difficulty in filling a number of vacant posts.
- 7.6. **Development**
  - ◆ Health and Social Care Integration work continues and locality planning groups are established that will report into the Integrated Joint Board
  - ◆ the ongoing development of the Dementia Strategy: a pathway has been developed, which details the level of input/training required for each sector of the workforce from 'Informed' through to 'Expert'. The programme includes colleagues from other Council Resources and Health colleagues
  - ◆ the development and implementation of the Citizen Leadership approach which is outlined in the Participation and Involvement Strategy for Social Work Resources
  - ◆ supporting Frontline managers to undertake leadership training, which includes elements such as emotional intelligence, self awareness and key processes
  - ◆ a training programme which has been developed for frontline managers across residential and day care services. The programme uses a 'blended' approach to include e-learning and face-to-face inputs and makes use of the 'Step Into Leadership' tools developed by the Scottish Social Services staff
  - ◆ registration of all staff within Social Work Resources within the timescales set out by the SSSC. Where staff have conditional registrations and the achievement of appropriate qualifications is required, support is provided



- ◆ preparation for the register for Workers in Care at Home Services which opened in 2017. A significant development programme is underway to support staff to gain the required qualification
- ◆ an induction programme for newly qualified Social Workers is supported by the Learning and Development Team. Social Workers are assigned a mentor to support them in their first year of practice and they are guided through their first Post Registration Training and Learning (PRTL) before they are allowed to practice as fully qualified Social Worker
- ◆ a planned approach to the overall development of our Social Care workforce, through the Learning and Workforce Development Board, ensuring that all employees are given access to appropriate developmental opportunities. All employees within the Council receive an annual Performance Review (PDR), which includes an identification of learning and training needs. This is progressed through an employees' Line Manager and overseen by the Learning and Development Team to ensure that all employees receive the training that is appropriate to their role and function. Social Work Resources supports evidence informed practice and in developing its research culture funds a number of post-graduate courses to support staff with their learning and development

- 7.7. The Social Care workforce is one of the largest employment groups in South Lanarkshire with thousands of people working to provide a range of support within our communities. Excellent social services require a confident, dedicated and skilled workforce which is valued by employers, service users and the public.
- 7.8. Everyone in the workforce needs to feel valued and to be motivated to improve their contribution and be innovative in their practice. The CSWO needs to ensure these workers have the right skills, knowledge, values and behaviours to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent Social Services.
- 7.9. In summary a lot has been achieved within South Lanarkshire in the last year, however there remains much to do. Social Work Resources is committed to working with our partners in the third and independent sectors, other statutory services and local communities, to continue to deliver safe, effective, high quality services which meet the needs of the people of South Lanarkshire.

Liam Purdie  
 CSWO  
 South Lanarkshire Council  
 3 September 2018

# Appendix 1

## South Work Resources Registered Care Services

Care Inspectorate Inspection Activity 2017/18					
Care Homes					
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Canderavon House	4	n/a	n/a	4	3
David Walker Gardens	5	n/a	n/a	4	4
Dewar House	5	n/a	5	n/a	2
Kirkton House	5	n/a	5	n/a	0
McClymont House	5	6	n/a	5	0
McKillop Gardens	6	n/a	5	n/a	0
McWhirters House	4	n/a	n/a	n/a	0
Meldrum Gardens	4	6	4	3	1

## Appendix 1

## South Work Resources Registered Care Services

Op Day Care	Inspection Themes				
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Jenny McLachlan Centre	6	n/a	5	n/a	0
Lesmahagow NC	5	n/a	5	n/a	0
Meldrum House	5	n/a	5	n/a	0
HOME CARE	Inspection Themes				
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Clydesdale / Larkhall	4	5	5	0	
East Kilbride	4	n/a	5	0	
Hamilton / Blantyre	2	3	2	6	
Rutherglen	3	4	3	4	

## Appendix 1

## South Work Resources Registered Care Services

	Inspection Themes				
<b>Adult Day Ops</b>					
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Carl Luke Lifestyles	5	n/a	n/a	5	0
Eastfield Lifestyles (Murray Owen)	5	n/a	n/a	4	0
Stonehouse/Larkhall	5	n/a	n/a		1
Care & Support North	5	n/a	n/a	5	0
Care & Support South	5	n/a	n/a	5	0
<b>Child and Family</b>					
Care Service	Care and Support	Environment	Staff	Management and Leadership	Requirements
Bardykes Road	5	n/a	5	n/a	0
Hillhouse Road	5	n/a	n/a	5	0
Hunters Crescent	4	n/a	5	n/a	0
Langlea Avenue	5	n/a	5	n/a	0
Rosslyn Avenue	2	n/a	2	2	4

**Appendix 1****South Work Resources Registered Care Services**

Station Road	5	n/a	5	n/a	0
Supported Carers (Adult Placement Service)	5	n/a	n/a	5	0
Fostering Services	5	n/a	n/a	4	0
Adoption Services	5	n/a	5	5	0