



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 07 February 2023

Dear Councillor

Social Work Resources Committee

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

Date: Wednesday, 15 February 2023
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, Celine Handibode, Graeme Horne, Mark Horsham, Martin Hose, Cal Johnston-Dempsey, Eileen Logan, Hugh Macdonald, Richard Nelson, Carol Nugent, John Ross, Graham Scott, David Watson

Substitutes

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

BUSINESS

1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 14
Minutes of the meeting of the Social Work Resources Committee held on 16 November 2022 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 3 Social Work Resources - Revenue Budget Monitoring 2022/2023** 15 - 22
Joint report dated 30 January 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 Social Work Resources - Capital Budget Monitoring 2022/2023** 23 - 26
Joint report dated 17 January 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 Social Work Resources – Workforce Monitoring – September to November 2022** 27 - 34
Joint report dated 11 January 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 6 Social Work Resource Plan: Quarter 2 Progress Report 2022/2023** 35 - 60
Report dated 27 January 2023 by the Director, Health and Social Care. (Copy attached)
- 7 Update on the 2022/2023 Risk Register and the Risk Control Plan** 61 - 72
Report dated 27 January 2023 by the Director, Health and Social Care. (Copy attached)

Item(s) for Decision

- 8 Reinforcing Capacity - Social Work Planning and Performance and Community Justice Services** 73 - 78
Joint report dated 3 February 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 9 Chief Social Work Officer Annual Report 2021/2022** 79 - 122
Report dated 14 October 2022 by the Director, Health and Social Care. (Copy attached)
- 10 Update on the Work of the Getting It Right for South Lanarkshire's Children's Services Partnership** 123 - 160
Joint report dated 30 January 2023 by the Director, Health and Social Care and Executive Director (Education Resources). (Copy attached)
- 11 South Lanarkshire Justice Social Work Community Payback Annual Report 2021/2022** 161 - 172
Report dated 18 October 2022 by the Director, Health and Social Care. (Copy attached)

- 12 Joint Inspection of Adult Support and Protection** 173 - 176
Report dated 30 December 2022 by the Director, Health and Social Care. (Copy attached)
- 13 Care Inspectorate Updates for Registered Social Work Services** 177 - 182
Report dated 30 December 2022 by the Director, Health and Social Care. (Copy attached)

Urgent Business

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

For further information, please contact:-

Clerk Name:	Tracy Slater
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SOCIAL WORK RESOURCES COMMITTEE

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Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 16 November 2022

Chair:

Councillor Margaret B Walker

Councillors Present:

Councillor Alex Allison, Councillor John Anderson (*substitute for Councillor John Ross*), Councillor Walter Brogan, Councillor Mathew Buchanan, Councillor Janine Calikes, Councillor Maureen Chalmers (*substitute for Councillor Hugh Macdonald*), Councillor Margaret Cowie (*substitute for Councillor Lynsey Hamilton*), Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Celine Handibode, Councillor Graeme Horne, Councillor Mark Horsham, Councillor Cal Johnston-Dempsey, Councillor Ross Lambie (*substitute for Councillor Richard Nelson*), Councillor Eileen Logan, Councillor Catherine McClymont (Depute), Councillor Mark McGeever (*substitute for Councillor Robert Brown*), Councillor Davie McLachlan (*substitute for Councillor Maureen Devlin*), Councillor Carol Nugent, Councillor David Watson

Councillors' Apologies:

Councillor John Bradley, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Maureen Devlin, Councillor Joe Fagan (ex officio), Councillor Lynsey Hamilton, Councillor Martin Hose, Councillor Hugh Macdonald, Councillor Richard Nelson, Councillor John Ross

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager; E McPake, HR Business Manager; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser; M M Wilson, Legal Services Manager

Health and Social Care/Social Work Resources

S Sengupta, Director; C Cunningham, Head of Commissioning and Performance; M Kane, Service Manager (Performance and Support); M McConnachie, Adult and Older People Service Manager; A McCrea, Service Manager (Children and Justice); S McNeill, Service Manager (Registered Care at Home Services); C Rae, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride)

Opening Remarks

The Director, Health and Social Care advised the Committee of various areas of service that had received national recognition for collaboration, innovation and drive and asked members to join him in congratulating and thanking those members of staff for their contribution to that work, as detailed below:-

- ◆ Annette Finnan and Brendan Connor from Housing and Technical Resources, together with Evelyn Devlin, representing the technology enabled housing project within the Blantyre Development which won the Award for Excellence in Health and Wellbeing at the Chartered Institute of Housing Excellence Awards 2022
- ◆ Evelyn Devlin representing the pan-Lanarkshire Care Home Wellbeing Group which was a finalist at the Scottish Health Awards
- ◆ Andrea Tannahill representing the Health and Social Care Partnership's Home First programme which won the Integrated Care Award at the Scottish Health Awards
- ◆ Megan Cassidy who was a finalist in the 'Bright Spark in Social Work' category in this year's Scottish Social Services Awards
- ◆ Laura Arthur who won the 'Leadership Award' category in this year's Scottish Social Services Awards

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 7 September 2022 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

3 Social Work Resources – Revenue Budget Monitoring 2022/2023

A joint report dated 18 October 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 7 October 2022 against budgeted expenditure for 2022/2023 for Social Work Resources.

As at 7 October 2022, there was an underspend of £0.012 million against the phased budget, with underspends within Adult and Older People Services, Performance and Support Services and Justice Services. This was offset with an overspend in Children and Family Services, as detailed in appendices A to E to the report.

There continued to be financial pressures with the Children and Family Services' budget, with spend on external placements being the main reason for the continued increase in spend. This was being offset within the overall Social Work Resources' position and, in part, by an underspend in Adult and Older People Services, a service delegated to the Integration Joint Board (IJB). Work was ongoing with the Services to establish funding solutions for the residual overspend. In 2021/2022, some core Adult and Older People Services budget underspend was retained by the Council to help cover the Children and Family Services' pressure, and the same approach had been proposed to the Health and Social Care Partnership for 2022/2023.

Details were provided in the appendices to the report on budget virements in respect of Social Work Resources to realign budgets.

The Committee decided:

- (1) that the underspend position of £0.012 million on the Social Work Resources' revenue budget, as detailed in Appendix A to the report, and the forecast to 31 March 2023 of a breakeven position, be noted; and
- (2) that the proposed budget virements be approved.

[Reference: Minutes of 7 September 2022 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2022/2023

A joint report dated 19 October 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2022/2023 and summarising the expenditure position at 7 October 2022.

The capital programme for Social Work Resources for 2022/2023 was £3.903 million. Anticipated spend to date was £2.986 million and spend to 7 October 2022 amounted to £2.931 million. This represented a position of £0.055 million behind profile and mainly reflected the timing of payments on the Blantyre Care Facility project.

The Committee decided: that the Social Work Resources' capital programme of £3.903 million, and expenditure to date of £2.931 million, be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 5)]

5 Social Work Resources – Workforce Monitoring – July and August 2022

A joint report dated 5 October 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period July and August 2022:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 11 June 2022

The attendance information contained within the report included absences as a result of Covid-19 and employees were being supported through this difficult time to maintain attendance levels where possible.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 6)]

6 Update of the 2022 Risk Register and Risk Control Plan

A report dated 28 October 2022 by the Director, Health and Social Care was submitted on risk management arrangements and the Risk Register for Social Work Resources.

The Resource had followed Council guidance in developing, monitoring and updating its Risk Control Register on an ongoing basis. The Register had been developed to ensure that the Resource was fully aware of the main risks that it had, was able to prioritise those risks and had controls in place to eliminate or minimise the impact of risk.

The scoring matrix and definitions for likelihood and impact were outlined in Appendix 1 to the report. This had resulted in risks being scored between 1 to 25 (low to very high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

At its meeting on 7 September 2022, the Social Work Resources Committee agreed that a review should be undertaken to re-state the top risks impacting on the delivery of Social Care Services. This work had been undertaken and detailed below was a proposed revised set of 5 top risks:-

- ◆ workforce availability and capacity (lack of capacity and skills to meet increased service demands)

- ◆ meeting public protection and legislative duties (combined legislation/statutory duties public protection, Care Inspectorate/Self Directed Services (SDS))
- ◆ market and provider capacity (procurement/supply chain)
- ◆ funding and budgetary pressures (reduction in funding/increased costs)
- ◆ demand pressures (emergency response)

It had also been agreed that an update on the Risk Register would be a standing item on the Committee's agenda.

Appendix 2 to the report provided further detail on each of the top risks, alongside the inherent and residual risk scores and sample controls. Appendix 3 provided a comparison of risks across this period.

100% of Risk Control Actions for 2021/2022 had been completed on time against a Resource target of 90%.

Officers responded to members' questions.

The Committee decided: that the contents of the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 8)]

7 Planning for Winter 2022/2023

A report dated 3 November 2022 by the Director, Health and Social Care was submitted on the planning arrangements being put in place to ensure that services were prepared for winter 2022/2023.

Planning for winter 2022/2023 commenced in July 2022 and, as in previous years, was undertaken in accordance with national guidance and was a multi-agency approach. The plan was a dynamic document and was highly likely to be subject to change over the coming months. From a local resilience planning perspective, NHS Lanarkshire was undertaking work to take account of the increasingly likely eventuality of a number of concurrent risks aligning to create increased system pressure.

On 4 October 2022, the Scottish Government published a Winter Resilience Overview 2022/2023 which set out the actions it was taking in an effort to support the sector over the winter period. Discussions were still ongoing at national and local level on available funding to manage the impact of Covid-19 and pressures associated with both unscheduled and planned care.

Information was provided on the following work areas:-

- ◆ urgent and unscheduled care planning
- ◆ discharge without delay
- ◆ modernisation of South Lanarkshire Care at Home Service
- ◆ maximisation of Flow Navigation Centre
- ◆ surge/bed capacity
- ◆ social care provider sustainability
- ◆ General Practice and Pharmacy opening
- ◆ General Practice sustainability
- ◆ Primary Care Out of Hours
- ◆ planned care
- ◆ contingency arrangements for additional deaths
- ◆ Covid-19 and flu vaccine programme

- ◆ carers supports
- ◆ staff wellbeing
- ◆ adverse weather
- ◆ concurrent resilience planning and risks
- ◆ communications

Information was also provided on:-

- ◆ the significant workforce challenges and the work being done to mitigate those
- ◆ the range of funding sources identified as being able to support planning for winter

Officers responded to members' questions.

The Committee decided:

- (1) that the planning arrangements, which had been put in place to ensure services were prepared for the coming winter months, and the associated costs, be noted;
- (2) that the potential need for additional support to mitigate the wider impacts of winter across all public services be noted; and
- (3) that the work ongoing with the Scottish Government to confirm the financial arrangements be noted.

8 Strengthening Assessment and Review Capacity

A joint report dated 28 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to use slippage from the Home First Programme to address a backlog of assessments and reviews resulting from the Covid-19 pandemic and contribute to actions to improve unscheduled care.

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

The Council had a statutory duty to complete an assessment of an individual's needs within 28 days. In addition to ensuring that the Council met its statutory obligations, timely assessment and review of service users' needs mitigated risks to service users and ensured that their health and wellbeing needs were met and the services that they received were appropriate to their needs, often releasing capacity that could be redirected towards supporting hospital discharges and those in greatest need.

The assessment and care management infrastructure within CAH had remained relatively static for almost 12 years. Actions taken over the course of the last 18 months, including introducing the Home First approach and increasing Social Work Assistant capacity within the CAH Service, addressed this going forward. However, there was now a substantial backlog of assessments and reviews as a result of the pandemic and ongoing demand and capacity challenges. It had been identified that there was a need to accelerate activity to reduce this backlog to provide assurance on the safety, health and wellbeing of service users and to ensure that services appropriately met their needs.

To target the assessment and reviews for commissioned service users, it was proposed that the following posts be added to the Social Work Resources' staffing establishment on a permanent basis:-

- ◆ 1 full time equivalent (FTE) post of Team Leader on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 7 FTE posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)

It was also proposed that 6 FTE fixed-term posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749) be added to the Social Work Resources' staffing establishment for a period of 12 months.

The cost of the proposals would be met from slippage in the Home First Programme expenditure. This would be in accordance with the criteria for the ringfenced funding from the Scottish Government to manage the pressures on unscheduled care and contribute to actions to reduce delayed discharges. The funding would cover the permanent posts for a period of 18 months, at the end of which, the posts would be transferred to vacancies within the establishment.

Officers responded to members' questions.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as detailed in the report, be approved.

9 Reinforcing Safe Staffing – The Older People's Residential Care Staff Bank

A joint report dated 28 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the staffing requirements to support the management of the Older People's Services supply staff bank.

The adult social care sector had experienced major challenges relating to the recruitment and retention of staff for many years. In the last few years, in the wake of events such as Covid-19 and Brexit, vacancy rates in the sector had risen sharply across Scotland. This created challenges for employers within the social care sector to recruit, develop and retain the right people to deliver high quality, person-centred care and support services.

To address this issue, a successful internal staff bank arrangement was tested in winter 2021, utilising a temporary administration post to support this. This approach assisted in augmenting existing staffing levels, reducing overtime and alleviating staff fatigue.

There was now a requirement for this temporary post to be made permanent and it was, therefore, proposed that 1 full time equivalent (FTE) fixed-term post of Administration Assistant on Grade 2, Level 1, SCP 34-35 (£22,300 to £22,665) be added to the Social Work Resources' staffing establishment on a permanent basis.

The cost of the proposal would be met from within existing residential care budgets.

The Committee decided:

- (1) that the contents of the report be noted; and

- (2) that the addition to Social Work Resources' staffing establishment, as detailed in the report, be approved.

10 Enhancing Capacity in Support of Adult Disability Payments

A joint report dated 28 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of changes to disability benefits through the introduction of Adult Disability Payments and how this would impact on Social Work Resources.

From 22 August 2022, responsibility for disability benefits moved to Social Security Scotland with Personal Independence Payments (PIPs) and Disability Living Allowance (DLA) being replaced by Adult Disability Payments (ADPs). People already in receipt of PIPs or DLA would automatically move to ADPs with no break in entitlement or payment.

The Scottish Government had been working with Social Security Scotland, councils and the NHS to agree a process. In terms of requests coming to social care, this would be managed through a secure drop box which was checked daily by trained administration staff.

Information was provided on the criteria and application process for ADPs, and while it was anticipated that the majority of requests would go direct to NHS colleagues, there would be a volume of requests that required information from the social care workforce with a turnaround timescale of 28 days.

To assist with transition and the potential for new requests to generate extra work for both support and frontline services, the Scottish Government had allocated funding of £3.409 million. South Lanarkshire's allocation of this funding was £223,000. It was unclear at this stage if this funding would continue beyond 2022/2023 as the Scottish Government was currently reviewing this.

It was proposed that the funding be used to add capacity to frontline and support services by adding the following posts to the Social Work Resources' staffing establishment on a permanent basis:-

- ◆ 4 full time equivalent (FTE) posts of Social Work Assistant/Occupational Therapy Assistant on Grade 2, Level 1-4, SCP 34-57 (£22,300 to £30,750)
- ◆ 2 FTE posts of Clerical Assistant on Grade 1, Level 1-4, SCP 20-31 (£18,322 to £20,220)

The specific posts would be on a temporary basis until funding beyond 2022/2023 had been confirmed. Should the Scottish Government funding not continue, employees would be redeployed to other vacancies within the service.

Officers responded to members' questions.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as detailed in the report, be approved.

11 Enhancing Resilience of Mental Health Officer Provision

A joint report dated 27 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to build capacity within Community Mental Health teams.

The Scottish Government and COSLA had provided funding to ensure that local authorities had additional resources to address pressures within Mental Health Officer (MHO) services.

Following consultation with Community Mental Health teams, team leaders and the Social Work Mental Health Strategy Group, it was agreed that there were sufficient MHO posts across the teams with additional resilience afforded by the authority's commitment to supporting Social Workers to train as MHOs. However, it was recognised that enhancing the provision of Social Workers within the teams would be beneficial, allowing MHOs to focus on their duties whilst being supported by social work staff undertaking general assessment, enablement and review functions.

Out of Hours MHO shifts had been challenging to fill and the Resource would continue to review rota processes to ensure effective service delivery whilst having due regard to the MHOs who supported this rota.

A Mental Health Manager post provided operational oversight and input to the Social Work team at The State Hospital, Carstairs. Changes in the service level agreement with The State Hospital Board had resulted in a revised funding commitment from 1 full-time equivalent (FTE) post to a 0.5 FTE post. This created an opportunity for Social Work Resources to provide a dedicated mental health Social Work management input and oversight support to locality fieldwork mental health provision.

It was proposed that the following changes be made to the Social Work Resources' staffing establishment:-

- ◆ the addition of 4 FTE posts of Social Worker on Grade 3, Level 4, SCP 72-74 (£38,359 to £39,162)
- ◆ the deletion of 1 FTE post of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,750)
- ◆ the addition of 0.5 FTE post of Mental Health Manager on Grade 5, Level 1, SCP 96-97 (£54,309 to £55,148)

The cost of the proposals would be met from the Scottish Government funding to help build capacity in MHO services.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as detailed in the report, be approved.

12 Scheme for Curator ad Litem and Reporting Officers' Panel

A report dated 20 October 2022 by the Director, Health and Social Care was submitted on the revised Scheme for Curator ad Litem and Reporting Officers' Panel.

Under the Curator ad Litem and Reporting Officers (Panels) (Scotland) Regulations 2001, as amended, the local authority had a requirement to maintain a Panel of Curators ad Litem and Reporting Officers. The role of Curators ad Litem and Reporting Officers involved investigating the circumstances and providing a report to the court in respect of adoption or Permanence Order applications for children who could not remain with their birth families and who became accommodated by the local authority.

Due to rising court costs, the necessity to update membership of the Panel and legislative requirements, the Scheme had been reviewed and updated. Details were provided on the Revised Scheme, which was attached as Appendix 1 to the report.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the revised Scheme for Curator ad Litem and Reporting Officers' Panel be approved.

13 The Lanarkshire Care Academy

A report dated 28 October 2022 by the Director, Health and Social Care was submitted on the adoption and development of the Care Academy approach in South Lanarkshire.

A key action within the Social Work Resources' Workforce Plan was to establish a Care Academy to better promote social care as a vocation in South Lanarkshire, reinforce and expand routes into a career in social care and provide a much more explicit framework to enable the Council to 'grow their own' workforce to address workforce requirements.

The Care Academy was being progressed on a pan-Lanarkshire basis, to build upon existing, and growing effective, co-operation between both North and South Lanarkshire Health and Social Care Partnerships (HSCPs).

A Care Academy was already in place for North Lanarkshire and the plan was for that arrangement to be extended and developed on a Lanarkshire-wide basis in order to strengthen existing links, reduce duplication, streamline engagement with other partners, share learning and enable a more structured approach to be established for South Lanarkshire more rapidly.

Details were provided on the following areas of work:-

- ◆ modern apprenticeships
- ◆ developing the young workforce
- ◆ the GradU8 programme
- ◆ professions apprentices
- ◆ employability
- ◆ links with colleges
- ◆ keeping The Promise

Work was underway on a Memorandum of Understanding between North and South Lanarkshire Councils and NHS Lanarkshire to formalise the Care Academy. A steering group was also in place with identified workstreams.

Officers responded to members' questions.

The Committee decided:

- (1) that the contents of the report be noted; and

- (2) that it be noted that updates would be provided on the Care Academy as it developed.

14 Bairns' Hoose Update

A report dated 10 October 2022 by the Director, Health and Social Care was submitted on the progress of the implementation of Bairns' Hoose in South Lanarkshire.

The Scottish Government's vision was that all children who were victims or witnesses to abuse or violence would have access to a Bairns' Hoose by 2025. The Bairns' Hoose model offered a co-ordinated approach designed to reduce the number of times children had to recount their experiences to different professionals. All the care, support, and recovery a child and their family needed would be delivered under one roof. This child-centred model offered consistent and holistic support which enabled the voice of the child to be heard, and prevented children being retraumatised.

North and South Lanarkshire were chosen as a pilot site for implementation of the Scottish Child Interview Model (SCIRM) in 2020. The principles underpinning this model for Joint Investigative Interviews (JII) would be a fundamental part of Bairns' Hoose.

SCIRM for JII was staffed from within the existing establishment with no additional funding provided. 3 experienced Children and Family Services' Social Workers from the Cambuslang and Rutherglen, Lanark and Hamilton localities were relocated to support this pilot. Since 2020, those Social Workers had continued to be co-located with Social Workers from North Lanarkshire and dedicated Police Officers in Police Scotland offices in Blantyre.

At a national level, the financial framework underpinning the implementation of Bairns' Hoose had not yet been published. Locally, a full implementation plan for the Bairns' Hoose project was being progressed.

The Committee decided: that the contents of the report be noted.

15 Notification of Contracts Awarded: April to September 2022

A report dated 20 October 2022 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 April to 30 September 2022.

In terms of Standing Order Nos 21.8 and 22.5 of the Standing Orders on Contracts, Resources were required to notify the relevant Committee of contracts awarded in excess of £50,000. Details of the contracts awarded by Social Work Resources were provided in the appendix to the report.

The Committee decided: that the report be noted.

16 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Social Work Resources Committee
Date of Meeting:	15 February 2023
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 29 December 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 forecast to 31 March 2023 of a breakeven position after proposed transfers to reserves, as detailed in Appendix A of the report, be noted;
- (2) that a breakeven position as at 29 December 2022, as detailed in Appendix A, after proposed transfers to reserves be noted; and
- (3) that the proposed budget virements be approved.

3. Background

- 3.1. This is the third revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2022/2023.
- 3.2. The Resources has completed its formal probable outturn exercise for the year. This exercise identifies the expected spend to the 31 March 2023. Details are included in section 5.
- 3.3. 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. **Probable Outturn:** Following the Council's probable outturn exercise, the Resource is reporting a breakeven position after proposed transfers to reserves of £5.635m. Transfers to reserves were approved as part of the overall Council position at the Executive Committee on 1 February 2023. The Resource position is outlined in Appendix A.

- 5.2 The transfer to reserves has arisen from an underspend within Adult and Older People Services. There are also underspends within Performance and Support Services (£0.679m) and Justice Services (£0.477m), offset with an overspend in Children and Family Services (£1.156m) giving an overall breakeven. This overspend is after funding of £6.5m has been added in 2022/23.
- 5.3. The Adult and Older People position at Appendix C shows an underspend of £5.635m before transfers to reserves. Included within this position is a commitment in relation to the Integration Joint Board (IJB) in relation to specific funding which is not anticipated to spend this financial year (£1.423m). The Executive Committee, on 1 February 2023, approved that the IJB retains this non-recurring underspend within their reserves, earmarked for future care costs in line with the approach to integrating health and social care budgets.
- 5.4. The Adult and Older People position also includes an underspend in core Council budgets (£5.635 million). The IJB financial regulations allow the Council to adjust its contributions in respect of unplanned underspends like this. The Council's contribution can be reduced by this amount. This position relates to the financial year 2022/23. Again, the Executive Committee on 1 February 2023, approved that this underspend is retained by the Council to help cover the Children and Families' budget pressures into 2023/2024. This will be facilitated by a transfer to reserves allowing the monies to be used into 2023/2024 to support Children and Families' pressures.
- 5.5 This approach was adopted in 2021/2022 when some of the unplanned Adult and Older People underspend was retained by the Council to help cover the Children and Families' budget pressure. The amount may be revisited if there is a change in financial outlook by the end of the financial year. After transfers to reserves, Adults and Older People services show a breakeven position.
- 5.6. Period 10: as at 29 December 2022, there is a breakeven position against the phased budget after proposed transfers to reserves. Detailed variance explanations are outlined in Appendix B to E.
- 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. There are inflationary and budget pressures including utilities (as well as general inflation pressures) this year which increase the risk of overspend, however, these have mitigated through the IJB financial plan for 2022/23. 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.

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

30 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Social Work Resources Committee – 16 November 2022

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 29 December 2022

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 29 December (No.10)

Social Work Resources Summary

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22	% Variance 29/12/22	Note
	£000	£000	£000	£000	£000	£000	£000		
<u>Budget Category</u>									
Employee Costs	111,118	106,032	5,086	1,141	80,063	77,171	2,892	under	3.6%
Property Costs	3,636	3,670	(34)	(34)	2,473	2,414	59	under	2.4%
Supplies & Services	8,244	7,705	538	538	4,652	4,249	403	under	8.7%
Transport & Plant	4,890	4,924	(34)	(34)	4,054	4,061	(7)	over	-0.2%
Administration Costs	1,751	1,677	74	74	670	664	6	under	0.9%
Payments to Other Bodies	27,487	25,426	2,061	1,031	20,039	18,048	1,991	under	9.9%
Payments to Contractors	134,673	136,610	(1,937)	(2,597)	87,057	88,562	(1,505)	over	-1.7%
Transfer Payments	3,831	3,932	(101)	(101)	3,251	3,358	(107)	over	-3.3%
Financing Charges	396	429	(33)	(33)	217	236	(19)	over	-8.8%
Total Controllable Exp.	296,026	290,406	5,620	(15)	202,476	198,763	3,713	under	1.8%
Total Controllable Inc.	(78,969)	(78,984)	15	15	(56,185)	(56,287)	102	over recovered	-0.2%
Net Controllable Exp.	217,057	211,422	5,635	0	146,291	142,476	3,815	under	2.6%
Transfer to reserves as at (31/03/23)	0	0	0	0	0	3,815	(3,815)		
Position after Transfer to Reserves (31/03/23)	217,058	211,423	5,635	0	146,291	146,291	0	under	0%

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 29 December 2022 (No.10)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22	% Variance 29/12/22	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	18,521	18,116	405	405	13,746	13,369	377	under	2.7% 1,a,c d,e,f
Property Costs	473	478	(5)	(5)	335	368	(33)	over	-9.9% a
Supplies & Services	758	618	140	140	513	412	101	under	19.7% 2,a,f
Transport & Plant	634	643	(9)	(9)	440	476	(36)	over	-8.2%
Administration Costs	353	367	(14)	(14)	196	205	(9)	over	-4.6% f
Payments to Other Bodies	11,796	10,881	985	985	8,024	7,230	794	under	9.9% 3, a, e, f
Payments to Contractors	9,760	12,223	(2,463)	(2,463)	6,605	8,518	(1,913)	over	-29.0% 4, b
Transfer Payments	3,818	3,901	(83)	(83)	3,242	3,328	(86)	over	-2.7% 5
Financing Charges	21	34	(13)	(13)	16	28	(12)	over	-75.0%
Total Controllable Exp.	46,134	47,191	(1,057)	(1,057)	33,117	33,934	(817)	over	-2.5%
Total Controllable Inc.	(2,367)	(2,268)	(99)	(99)	(1,720)	(1,620)	(100)	under recovered	5.8% 6,f
Net Controllable Exp.	43,767	44,923	(1,156)	(1,156)	31,397	32,314	(917)	over	-2.9%
Transfer to reserves as at (31/03/23)									
Position after Transfer to Reserves (31/03/23)	43,767	44,923	(1,156)	(1,156)	31,397	32,314	(917)	over	-2.9%

Variance Explanations**1. Employee costs**

The underspend in employee costs is mainly attributable to a slippage in the Whole Family Wellbeing funding due to recruitment and Social Worker vacancies which are actively being recruited.

2. Supplies and Services

The underspend is attributable to supplies for clients which is demand led.

3. Payment to Other bodies

The underspend is in respect of non-recurring underspends in relation to Whole Family Wellbeing, and Mental Health monies and funding to develop both supported accommodation and young carers services. This is offset in part by an overspend as a result of the increased requirement for support with adoption allowances and fostering placements.

4. Payment to Contractors

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

5. Transfer Payments

This overspend relates to an increase in numbers for kinship care.

6. Income

The under recovery of income relates to external funding where recruitment has not taken place. The funding will be carried forward for future expenditure.

Budget Virements

- Incorporation of Whole Family Wellbeing funding £1.827m, Employee costs £0.819m, Property costs £0.070m, Supplies & Services £0.070m, Payment to other bodies £0.868m.
- Incorporation of Covid funding £2.522m, Payment to contractor £2.522m.
- Incorporation of additional pay award £0.718m, Employee costs £0.718m.
- Reduction in NIC requirement (£0.065m), Employee costs £0.065m.
- Realignment of Mental Health and Wellbeing funding Net effect £0, Employee costs (£0.446m), Payment to Other Bodies £0.446m.
- Realignment of Scottish Attainment Challenge funding for LACC Net effect £0, Employee costs (£0.031m), Supplies & Services (£0.086m), Administration £0.001m, Payment to Other Bodies £0.112m, Income £0.004m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 29 December 2022 (No.10)

Adults and Older People Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22	% Variance 29/12/22	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	79,986	76,485	3,501	(444)	57,279	55,530	1,749	under	6.1% 1,a,b,c,d,f
Property Costs	2,562	2,558	4	4	1,656	1,541	115	under	6.9% 2,a,b
Supplies & Services	6,941	6,534	407	407	4,015	3,728	287	under	7.1% 3,a,b,g
Transport & Plant	3,907	3,958	(51)	(51)	3,358	3,341	17	under	0.5%
Administration Costs	462	407	55	55	177	207	(30)	over	-16.9% b
Payments to Other Bodies	15,126	14,115	1,011	(18)	11,524	10,457	1,067	under	9.3% 4,a,b,e,f
Payments to Contractors	124,870	124,344	526	(135)	80,409	80,001	408	under	0.5% 5,a,b,d
Transfer Payments	7	25	(18)	(18)	5	25	(20)	over	-400.0%
Financing Charges	55	61	(6)	(6)	34	34	0	-	0.0% b
Total Controllable Exp.	233,916	228,487	5,429	(206)	158,457	154,864	3,593	under	3.4%
Total Controllable Inc.	(68,872)	(69,078)	206	206	(50,014)	(50,236)	222	over recovered	-0.4% 6,a,b,e,g
Net Controllable Exp.	165,044	159,409	5,635	0	108,443	104,628	3,815	under	5.1%
Transfer to reserves as at (31/03/23)	0	0	0	0	0	3,815	(3,815)		
Position after Transfer to Reserves (31/03/23)	165,044	159,409	5,635	0	108,443	108,443	0	under	0%

Variance Explanations**1. Employee costs**

The underspend is a mainly a result of an underspend in Home First funding due to recruitment challenges and vacancies across Social Workers, Day Care services and Residential homes.

2. Property costs

The underspend is a result of utility increases being less than expected.

3. Supplies and Services

The underspend is a result of reductions in day services impacted by Covid 19.

4. Payments to Other Bodies

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

5. Payments to Contractors

The underspend has arisen as a result of the availability of external care at home providers to deliver services.

6. Income

The over recover of income relates to non-recurring income received from service users in respect of prior year care costs being higher than budgeted.to

Budget Virements

- Incorporation of Covid funding from IJB reserve Net Effect £0, Employee costs £0.072m, Property costs £0.009m, Supplies and services £1.029m, Payment to other bodies (£0.083m), Payment to contractors £6.326m, Income (£7.353m).
- Reversal of drawdown from reserves for IJB financial plan Net Effect £0, Employee costs (£1.568m), Property costs (£0.072m), Supplies & Services (£0.109m), Administration costs (£0.003m), Payment to Other Bodies (£0.007m), Payment to contractors (£3.496m), Financing charges (£0.003m), Income £5.258m.
- Transfer to Performance and Support services of workforce development funding for new posts approved at committee (£0.146m), Employee costs (£0.146m).
- Realignment of home care budget Net Effect £0, Employee costs £0.283m, Payment to Contractor (£0.283m).
- Incorporation of IJB reserves funding Net Effect £0, Payment to Other Bodies £0.166m, Income (0.166m).
- Realignment of Carers Act funding Net Effect £0, Employee costs £0.494m, Payment to Other Bodies (£0.494m).
- Creation of temporary budget for fit out of Blantyre project Net Effect £0, Supplies & Services £0.487m, Income (£0.487m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 29 December 2022 (No.10)

Performance and Support Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual	Variance	% Variance	Note
	29/12/22	29/12/22	29/12/22	29/12/22	29/12/22	29/12/22	29/12/22	29/12/22	
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	5,772	5,065	707	707	4,150	3,597	553	under	13.3% 1,a,b c,d
Property Costs	534	542	(8)	(8)	422	424	(2)	over	-0.5%
Supplies & Services	457	480	(23)	(23)	68	69	(1)	over	-1.5%
Transport & Plant	257	231	26	26	192	171	21	under	10.9%
Administration Costs	330	326	4	4	228	217	11	under	4.8%
Payments to Other Bodies	35	18	17	17	33	18	15	under	45.5%
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	310	323	(13)	(13)	159	165	(6)	over	-3.8%
Total Controllable Exp.	7,695	6,985	710	710	5,252	4,661	591	under	11.3%
Total Controllable Inc.	(569)	(538)	(31)	(31)	(106)	(77)	(29)	under recovered	27.4%
Net Controllable Exp.	7,126	6,447	679	679	5,146	4,584	562	under	10.9%
Transfer to reserves as at (31/03/23)									
Position after Transfer to Reserves (31/03/23)	7,126	6,447	679	679	5,146	4,584	562	under	10.9%

Variance Explanations

1. Employee costs

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

Budget Virements

- Incorporation of additional pay award £0.275m: Employee costs £0.275m
- Reduction in NIC requirement (£0.027): Employee costs (£0.027m).
- Transfer from Adult & Older People services of workforce development funding for new posts approved at committee £0.146m: Employee costs £0.146m.
- Incorporation of Adult Disability Payment funding £0.223m: Employee costs £0.223m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 29 December 2022 (No 10)

Justice Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual	Variance	% Variance	Note
	£000	£000	£000	£000	29/12/22	29/12/22	29/12/22	29/12/22	
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	6,839	6,366	473	473	4,888	4,675	213	under	4.4% 1,a,b
Property Costs	67	92	(25)	(25)	60	81	(21)	over	-35.0%
Supplies & Services	88	74	14	14	56	40	16	under	28.6%
Transport & Plant	92	92	0	0	64	73	(9)	over	-14.1%
Administration Costs	606	577	29	29	69	35	34	under	49.3%
Payments to Other Bodies	530	482	48	48	458	343	115	under	25.1% 2
Payments to Contractors	43	43	0	0	43	43	0	-	0.0%
Transfer Payments	6	6	0	0	4	5	(1)	over	-25.0%
Financing Charges	10	11	(1)	(1)	8	9	(1)	over	-12.5%
Total Controllable Exp.	8,281	7,743	538	538	5,650	5,304	346	under	6.1%
Total Controllable Inc.	(7,161)	(7,100)	(61)	(61)	(4,345)	(4,354)	9	over recovered	-0.2%
Net Controllable Exp.	1,120	643	477	477	1,305	950	355	under	27.2%
Transfer to reserves as at (31/03/23)									
Position after Transfer to Reserves (31/03/23)	1,120	643	477	477	1,305	950	355	Under	27.2%

Variance Explanations**1. Employee costs**

This underspend is due to vacancies which are being actively recruited.

2. Payments to Other Bodies

The underspend is a result of changes to contracts for services procured from third sector providers which has resulted in a non-recurring underspend.

Budget Virements

- Incorporation of additional pay award £0.274m, Employee costs £0.274m.
- Reduction in NIC requirement (£0.021m), Employee costs (£0.021m).

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	15 February 2023
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 29 December 2022.

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £3.903 million, and expenditure to date of £3.631 million, be noted.

3. Background

- 3.1. This is the third 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 and updated by adjustments approved by Executive Committee in June. There has been no change to this budget since the last report to this Committee (16 November 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

As detailed in Section 3.2, the 2022/2023 capital programme for Social Work Resources is £3.903 million.

5.2. 2022/23 Outturn

Work has been ongoing to monitor the predicted spend position for this financial year and current estimates from Social Work Resources suggest an outturn of £4.1 million, an overspend of £0.200 million. This mainly relates to the timing of spend on the Community Alarms and SWiS Plus Replacement projects, with funding for the overall spend on these projects already identified into next financial year.

5.3. **Period 10 Position**

Anticipated spend to date was £3.551 million and spend to 29 December 2022 amounts to £3.631 million. This represents a position of £0.080 million ahead of profile and this mainly reflects the timing of payments 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 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Executive Committee, 29 June 2022
- ◆ Social Work Resources Committee, 16 November 2022

List of Background Papers

- Financial ledger to 29 December 2022

Contact for Further Information

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

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South Lanarkshire Council
Capital Expenditure 2022-2023
Social Work Resources Programme
For Period 1 April 2022 – 29 December 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	2,817	2,879
Other	4,691	40	(3,570)	1,161	734	752
TOTAL	7,393	80	(3,570)	3,903	3,551	3,631

Report

Report to:	Social Work Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources) and Director, Health and Social Care

Subject:	Social Work Resources – Workforce Monitoring – September to November 2022
----------	--

1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ provide employment information for September to November 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 September to November 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 10 September 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 September to November 2022.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of November 2022 for Social Work Resources.

The Resource absence figure for November 2022 was 7.4%. This figure has increased by 0.1% when compared to last month and is 0.9% higher than the Council-wide figure. Compared to November 2021, the Resource absence figure has decreased by 0.3%.

Based on the absence figures at November 2022 and annual trends, the projected annual average absence for the Resource for 2022/2023 is 7.9%, compared to a Council-wide average figure of 6.0%.

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 6.0% with 0.43% 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, 395 referrals were made this period. This represents a decrease of 1 when compared with the same period last year.

4.3. Accident/Incident Statistics

There were 26 accidents/incidents recorded within the Resource this period, a decrease of 12 when compared to the same period last year.

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

During the period, 4 disciplinary hearings were held within the Resource, a decrease of 10 when compared to the same period last year. No appeals were heard by the Appeals Panel. One grievance hearing was raised within the Resource, a decrease of 2 when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure has remains unchanged when compared to the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were a total of 70 leavers in the Resource this period eligible for an exit interview. This figure has increased by 25 when compared with the same period last year. Twenty-nine interviews were conducted in this period, an increase of 9 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 September to November 2022, 115 employees (84.95 FTE) employees in total left employment, managers indicated that 112 posts (82.83 FTE) posts were being replaced, 1 post (0.45 FTE) budget was being transferred to another post, 1 post (0.85 FTE) is being held pending a service review and 1 post (0.81 FTE) has been transferred to another area.

5. Staffing Watch

5.1. There has been a decrease of 28 in the number of employees in post from 11 June 2022 to 10 September 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

11 January 2023

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

- ◆ Finance and Corporate Resources – 16 November 2022

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

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

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Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Social Work Resources

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	6.0	July	6.3	10.3	11.8	July	4.6	7.5	7.9	July	2.3	4.0	4.6
August	4.4	7.3	6.0	August	6.7	10.2	10.8	August	5.2	8.2	7.5	August	3.1	4.7	4.4
September	5.4	7.6	5.9	September	7.5	10.3	9.6	September	6.1	8.5	7.1	September	4.2	6.4	5.4
October	5.9	6.9	5.8	October	8.2	11.3	10.4	October	6.7	8.4	7.3	October	4.8	6.3	5.8
November	6.6	6.2	6.0	November	8.9	10.8	10.4	November	7.4	7.7	7.4	November	5.8	6.9	6.5
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	6.3	Annual Average	9.2	10.5	11.2	Annual Average	6.5	7.7	7.9	Annual Average	4.2	5.9	6.0
Average Apr-Nov	5.0	5.9	5.9	Average Apr-Nov	7.9	9.9	10.9	Average Apr-Nov	6.0	7.3	7.5	Average Apr-Nov	3.8	5.3	5.4
No of Employees at 30 Nov 2022			1818	No of Employees at 30 Nov 2022			1028	No of Employees at 30 Nov 2022			2846	No of Employees at 30 Nov 2022			16160

SOCIAL WORK RESOURCES

Appendix 2

	Sep - Nov 2021	Sep - Nov 2022
MEDICAL EXAMINATIONS		
Number of Employees Attending	134	126
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	23	45
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	126	112
REFERRALS TO EMPLOYEE SUPPORT OFFICER	112	112
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	1	0
TOTAL	396	395

CAUSE OF ACCIDENTS/INCIDENTS	Sep - Nov 2021	Sep - Nov 2022
Over 7 day absences	2	2
Over 3 day absences**	4	1
Minor	13	15
Near Miss	3	0
Violent Incident: Physical****	15	6
Violent Incident: Verbal*****	1	2
Total Accidents/Incidents	38	26

*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 pen

**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	Sep - Nov 2021	Sep - Nov 2022
Total Number of Hearings	14	4

Time Taken to Convene Hearing September - November 2022

0-3 Weeks
2

4-6 Weeks
1

Over 6 Weeks
1

RECORD OF GRIEVANCE HEARINGS	Sep - Nov 2021	Sep - Nov 2022
Number of Grievances	3	1
Number Resolved at Stage 2	3	1

RECORD OF DIGNITY AT WORK	Sep - Nov 2021	Sep - Nov 2022
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	Sep - Nov 2021	Sep - Nov 2022
Career Advancement	7	18
Further Education	0	3
Moving outwith area	1	3
Personal Reasons	5	1
Poor relationship with managers / colleagues	1	2
Travelling difficulties	2	1
Other	4	1
Number of Exit Interviews conducted	20	29

Total Number of Leavers Eligible for Exit Interview	45	70
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Percentage of interviews conducted	44%	41%
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				Appendix 2a
Reason	Sep - Nov 2022		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	84.95	115	192.70	251
Being replaced	82.83	112	186.93	244
Filling on a temporary basis	0.00	0	0.00	0
Plan to transfer this budget to another post	0.45	1	0.45	1
End of fixed term contract	0.00	0	1.65	2
Held pending service Review	0.85	1	1.85	2
Plan to remove for savings	0.81	1	1.81	2

Appendix 3

JOINT STAFFING WATCH RETURN									
SOCIAL WORK RESOURCES									
As at 10 September 2022									
Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
223	166	1003	1260	2652					
*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
1.00	1131.10	572.73	548.36	36.80	29.76	2.00	0.00	0.00	2321.75
As at 11 June 2022									
Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
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
1.00	1149.08	589.20	542.04	34.80	28.76	2.00	0.00	0.00	2346.88

Report

6

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

Subject:	Social Work Resource Plan: Quarter 2 Progress Report 2022/2023
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Social Work Resource Plan Quarter 2 Progress Report 2022-23, for the period 01 April 2022 to 30 September 2022

2. Recommendation(s)

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

- (1) that the Social Work Resource Plan Quarter 2 Progress Report 2022-23, as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted; and
- (3) that the areas for improvement and associated management actions, as detailed in paragraph 5.4. of this report, be noted.

3. Background

- 3.1. The Social Work Resource Plan 2022-23 was approved by the Executive Committee on 24 August 2022 and reported to the Social Work Resources Committee on 7 September 2022. It sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2022-23.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Resource Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead, based on the priorities set out in the Council Plan Connect 2022-27.
- 3.3. Despite the easing of social distancing and other restrictions, the Council continues to face financial and other impacts resulting from Covid. At times during the pandemic a number of services had to be suspended or reduced due to government advice, and the Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. There was an inevitable impact on performance in some areas, with some effects ongoing.

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

4. Resource Outcomes 2022-23

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

5. Quarter 2 Progress Report 2022-23

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2022-23, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

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

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

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

(Data correct 10 October 2022)

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

5.3.1.

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

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

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

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

5.4. Areas for improvement

Measures that have been classified as 'amber' (minor slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

5.4.1.

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

6. Employee Implications

- 6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.
- 6.2. Absence statistics are monitored and reported through the Council-wide Workforce monitoring report which is presented to each Resource Committee and the Employees Issues Forum. For your information, the absence performance results as at Quarter 2 is attached at Appendix 3.

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

- 9.1. The Community Plan 2017-27 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 9.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

10. Equality Impact Assessment and Consultation Arrangements

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

Soumen Sengupta
Director, Health and Social Care

27 January 2023

Link(s) to Council Values/Priorities/Outcomes

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

Previous References

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

List of Background Papers

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

Contact for Further Information

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

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

Appendix 1
Social Work Resource Objectives 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
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
Delivering the Plan and achieving Best Value	<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 2022-23

Quarter 2 : April 2022 - September 2022

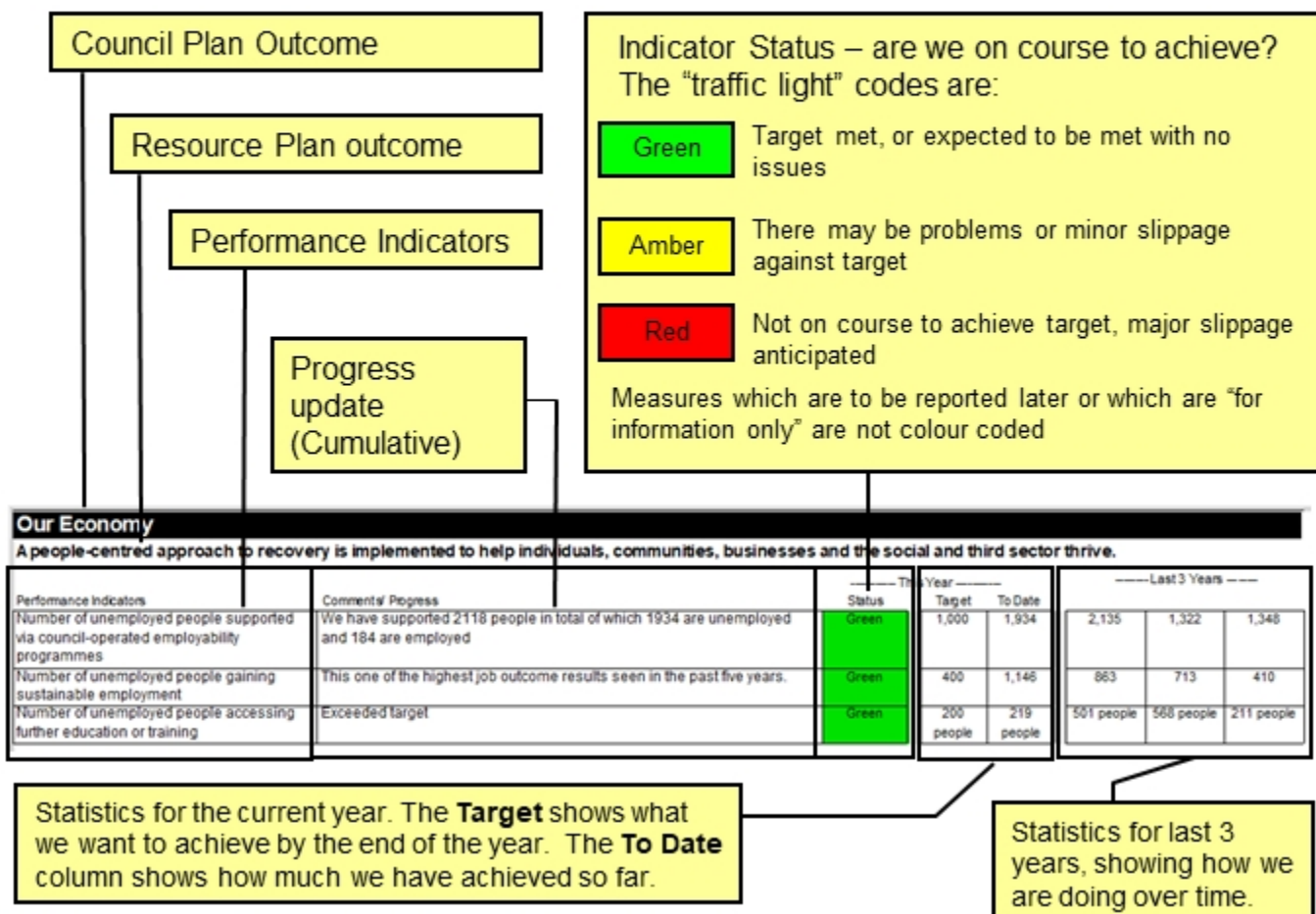
(This represents the cumulative position to September 2022)

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	2			6
<i>Education and Learning</i>					
Health and Wellbeing	3			2	5
Children and Young People	4			2	6
<i>Housing and Land</i>					
<i>Our Economy</i>					
<i>Delivering the plan and achieving best value</i>					
Total	11	2	0	4	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			
Make an annual saving from using recycled items as opposed to new through the joint store	<p>The cumulative total for recycled equipment for Period 1 to 6 (excluding stairlift and tracking) was:</p> <p>No of items - 941</p> <p>Cost of items - £64,216</p> <p>Value of items - £161,485</p> <p>Since April 2022 there has been a saving for the Council of £97,269 to meet annual saving target of £175,000.</p> <p>The P6 data for stairlift and tracking is unavailable at this time, however updates will be made as soon as this information available.</p>	Green	175,000	97,269	-----	-----	267,296

Community Justice Outcome Improvement Plan is progressed

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Percentage of clients first seen within two working days of a DTTO commencing	<p>In quarter 2 there was 1 Drug Treatment and Testing Order commenced, which was seen within two working days of the DTTO commencing.</p> <p>To date 100% (5 out of 5) of clients were first seen within two working days of a DTTO commencing.</p>	Green	95.0%	100.0%	100.0%	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			
Percentage of drug/alcohol clients starting treatment/ psychological intervention within three weeks of referral	<p>In quarter 2 there were 133 referrals, 129 (97%) of these referrals started their treatment within 3 weeks of referral.</p> <p>To date there have been 270 referrals made to the service with 252 (93%) of cases, have started their treatment within 3 weeks of referral.</p>	Green	90%	93%	94%	97%	96%

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	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Percentage of offenders on CPO unpaid work requirement seen within five working days by their case manager	In quarter 2, 70% (83 out of 119) of offenders had their induction within 5 working days. To date 72% (197 out of 272) of offenders had their induction within timescale.	Amber	75.0%	72.0%	77.0%	57.0%	68.0%
Percentage of people starting their placement within seven days of a CPO unpaid work	In quarter 2, 68% (81 out of 119) people started their placement within 7 days. To date 70% (191 out of 272) of people commenced their placement within timescale.	Amber	75.0%	70.0%	77.0%	47.0%	65.0%
Percentage of Criminal Justice Social Work reports submitted to Court by the due date	In quarter 2 98% (432 out of 441) of Criminal Justice Social Work Reports were submitted to the court by the due date. To date 98% (793 out of 807) of Criminal Justice Social Work reports were submitted to Court by their due date.	Green	95.0%	98.0%	98.0%	97.0%	99.0%

Children and Young People

Care and protect vulnerable children and young people

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Percentage of parental attendance at initial Child Protection case conferences	In quarter 2, out of 49 invitations sent to parents for initial CP Case Conferences and 42 attended (86%). From 1 April 2022 to date, 112 invitations have been sent and 102 have attended (91%).	Green	85%	91%	-----	-----	-----

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

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Percentage of Child Protection Investigations completed that progress to Case Conference	In quarter 2, 51 out of the 131 (39%) CP investigations completed will progress to an initial child protection case conference. The year-to-date position is 120 investigations proceeding to case conference out of 321, 37% conversion rate. Although this falls below the notional target of 60%, this is not a performance-based target, the trend will be monitored and reviewed to ascertain if this low conversion rate is a result of changes in practice or another factor. In quarter 2, initial case conferences were held in relation to 38 children, 25 of these children were placed on the CP register, 66% conversion rate. The year-to-date position is 53 registrations out of 104 initial case conferences, 51% conversion rate.	Contextual	60%	37%	-----	-----	73%
Percentage of children seen by a supervising officer within 15 days	In quarter 2, 100% (2 out of 2) of children made subject to a new CSO were seen within 15 days of their initial hearing date. To date, 90% (9 out of 10) children made subject to a new CSO were seen within the 15 day timescale.	Green	75.0%	90.0%	90.0%	70.0%	94.0%
Percentage of reports submitted to the Children's Reporter within agreed timescales	In quarter 2, 68% (52 out of 76) reports were submitted to the Scottish Children's Reporters Administration within agreed timescale. Staff sickness absence has resulted in SCRA reports having to be re-allocated. Reduced numbers of experienced staff and vacancies within the service is impacting on workstreams such as SCRA deadlines as other areas of work such as CP must be prioritised. To date, 75% (141 out of 187) reports have been submitted within timescales.	Green	75.0%	75.0%	71.0%	88.0%	82.0%
Percentage of our looked after children and young people accommodated in residential placements	As at September 2022, 784 children are looked after, 82 (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	10.0%	10.0%	-----	-----	10.0%
Report the number of young carers supported by Action for Children on a quarterly basis to Senior Management Team	At time of recording the Q2 report (July – September) from Action for Children was in preparation, data will be provided once this is available.	Report Later	-----	-----	-----	-----	2,021

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

Performance Indicators	Comments/ Progress	----- This Year -----		----- Last 3 Years -----		
		Status	Target	To Date		
Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there were a total of 118 local authority welfare guardianship visits due with 93% (110) being completed on time. In quarter 2, there were a total of 61 local authority welfare guardianship visits due with 92% (56) being completed on time.	Green	90%	93%	93%	93%
Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there were a total of 1281 private welfare guardianship visits due with 93% (1185) being completed on time. In quarter 2, there were a total of 702 private welfare guardianship visits due with 91% (638) being completed on time.	Green	90%	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		
Percentage of telecare installations completed by Care and Repair within agreed timescales	As per Q1 update – this information will be provided in Q1 telecare data benchmarking update in October 2022.	Report Later	95%	-----	-----	-----

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		
Number of new carers supported by the commissioned carer support from Lanarkshire Carers	At time of recording the Q2 report (July – September) from Lanarkshire Carers was in preparation, data will be provided once this is available. Lanarkshire Carers held a very well attended AGM on 21 September 2022 at which: minor amendments were made to the organisations Articles of Association, new auditors elected, board membership refreshed, annual accounts and annual report presented, and a full membership discussion with all those carers who attended regarding the role they could play within the organisation.	Report Later	-----	-----	-----	912

Health and Wellbeing**Promote choice, control and flexibility in social care**

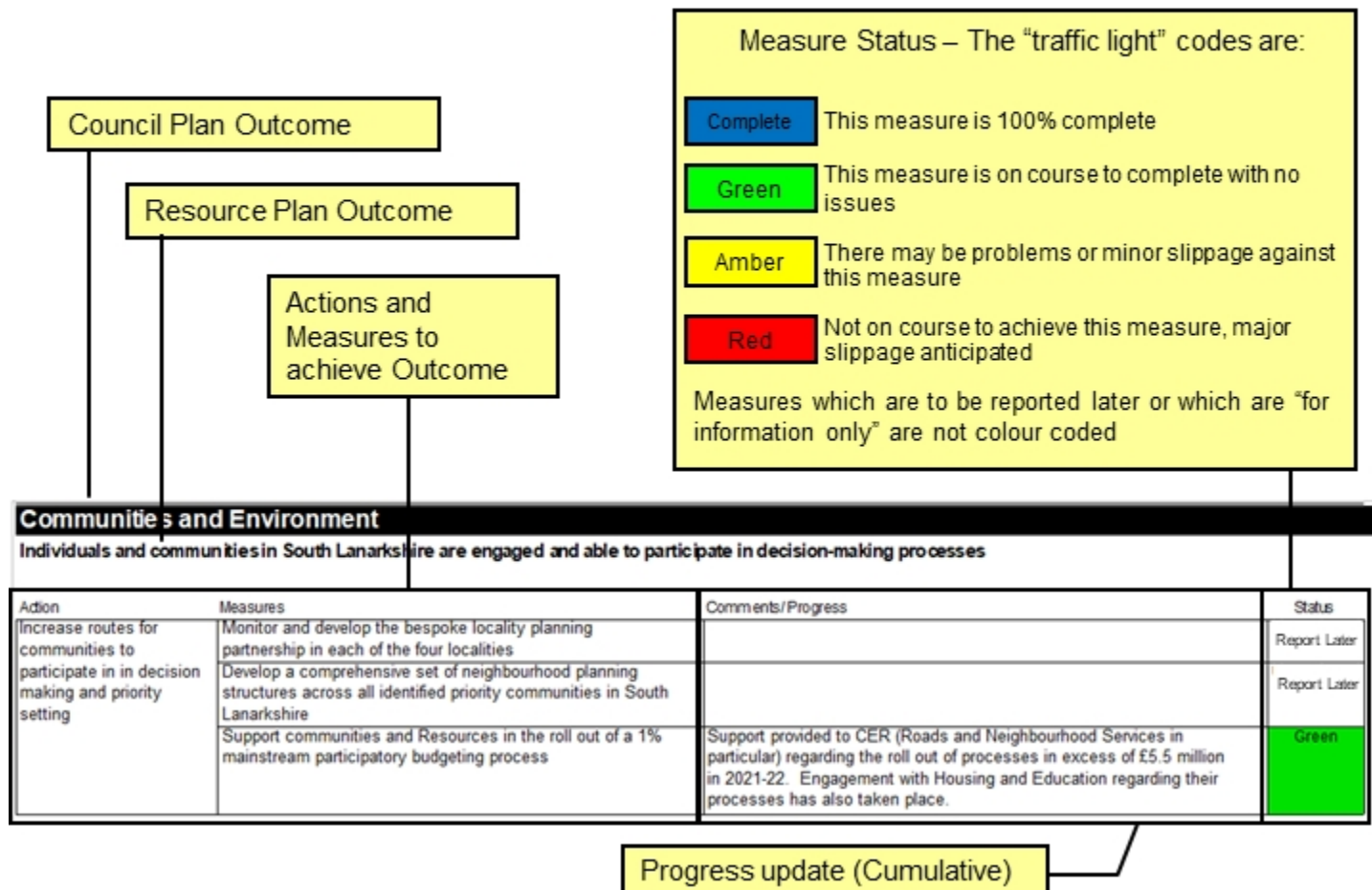
Performance Indicators	Comments/ Progress	----- This Year -----		----- Last 3 Years -----		
		Status	Target	To Date		
Percentage of personalised outcomes being achieved through service users reviewed support plans	<p>To date there were a total of 438 outcomes due to be met through reviewed L15 support plans with 79% (347) being achieved.</p> <p>In quarter 2, there were a total of 238 outcomes due to be met with 77% (184) being achieved.</p>	Green	75.0%	79.0%	-----	76.0%

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		3				3
<i>Education and Learning</i>						
Health and Wellbeing		11			1	12
<i>Children and Young People</i>						
<i>Housing and Land</i>						
<i>Our Economy</i>						
Delivering the plan and achieving best value		6				6
Total	0	20	0	0	1	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	<p>As set out in the Community Justice Scotland Act 2016, the Community Justice Partnership presented to Community Justice Scotland (CJS) its local area annual activity return for 2021-22.</p> <p>The return sets out progress successfully achieved against the partnership's five priority areas, as set out in the current local Community Justice Outcome Improvement Plan (CJOIP), and how service delivery had been maintained during the second year of the Covid-19 pandemic.</p> <p>In addition, information set out in the activity return will inform the partnership's local annual report.</p> <p>The Scottish Government's National Strategy for Community Justice was launched at the end of June 2022. However, the new Outcome Performance Improvement Plan is with the Scottish Government waiting for approval, it is anticipated that this will not now happen until December 2022.</p> <p>A new SNSA for the Community Justice Partnership is currently being developed and scheduled to be completed by end of December 2022. The SNSA will inform the new CJOIP by identifying local priorities and any gaps in services provided to ensure we meet the individual needs of those within the justice system.</p>	Green

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 :

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	On the 13/7/22, Justice Services participated in an Adult Support and Protection (ASP) World Café Event with a variety of care homes. This included a presentation on MAPPA procedures as they related to care homes with a particular focus on Environmental Risk Assessments (ERAs) to enhance knowledge of care home workers on the processes in place to risk assess service users subject to MAPPA who require residential care. It also involved a Q&A with care home staff.	Green

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	Quarterly reports have been produced for the Adult Protection Committee and Chief Officers Group monitoring ASP activity. In Quarter 2 the Resource worked with a number of service users as a result of Adult Support and Protection (ASP) issues. There were 852 ASP inquiries, with 384 investigations started in the period and 8 protection plans being progressed.	Green

Health and Wellbeing

Deliver better health and social care outcomes for all

Action	Measures	Comments/ Progress	Status
Support progress against the six Ministerial Steering Group indicators	Report against trajectories for the six Ministerial Steering Group indicators: 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.	Information on the 6 MSG indicators are monitored monthly and formally reported on a quarterly basis to the Integration Joint Board, Performance Audit and Finance Sub Committee and Social Work Committee. Year on year comparison between April – March 2020/21 against 2021/22 shows <ul style="list-style-type: none"> • A&E attendances up 25%* • emergency admissions up 14%* • unscheduled bed days (Acute specialties) up 15% * • Unscheduled Care (UC) Bed days Acute/Geriatric Long Stay (GLS)/Mental Health (MH) up 13%* • delayed discharge non-code nine bed days up 60% * Comparison with last year is difficult given COVID impact on reducing attendances. Also emergency admissions and unscheduled care bed days will increase as episodes of care are completed.	Green
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.	A review of the strategic directions was undertaken and presented to the IJB at its meeting on 25th January 2022 and 27 directions were agreed with 8 directions being removed as they had been completed with those remaining being current. The IJB approved the Strategic Commissioning Plan 2022 - 2025 at its meeting on 29 March 2022 and provided an update report on the directions to South Lanarkshire Council and NHS Lanarkshire in place from 1 April 2022. This included a proposal for an additional direction which was approved, namely, NHS Lanarkshire and South Lanarkshire Council to work alongside the IJB as Anchor Organisations to address inequalities and improve the wellbeing of South Lanarkshire communities.	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	<p>Post-pandemic remobilisation of day services continues and the Outreach service will be fully wound down by the end of November 2022 with all care staff employee hours returning to building bases.</p> <p>A customer satisfaction survey was undertaken during September 2022 the outcome of which will be included in the final stage of the review reporting which will be presented to the IJB in November 2022.</p>	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	<p>A report is being prepared for Senior Management Team regarding range of national strategies, for example:</p> <p>The See Hear Strategic Working Group workplan and group membership is currently under review. An engagement event, with support providers for our community of sensory impaired individuals and their carers, is in the early planning stages for Spring 2023.</p>	Green

Health and Wellbeing

Deliver better health and social care outcomes for all

Action	Measures	Comments/ Progress	Status
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	<p>Work is progressing well on our new care campus in Blantyre, 19 out of the 20-technology enabled properties are now occupied with the last property being handed over mid-October due to further adaptations being made.</p> <p>The new state of the art care unit is in the final stages of the build and should be handed over to the Council by end of October for fit out. Workstreams continue to enhance the delivery of services from the facility when ready. This will allow the unit to be operational January/February 2023.</p> <p>A recent visit was carried out with members of the Social Work Committee and feedback from this was very favourable.</p>	Green
Prepare for the Analogue to Digital Migration for Assistive Technology	Complete telecare asset audit, including testing of all peripheral technology by July 2022.	Asset audit completed in Camglen, Hamilton and East Kilbride localities. Rollout of digital telecare alarms commenced in September 2022. Asset audit is completed during the digital telecare alarm installation, Virgin announced it was switching off its Uddingston exchange by March 2023 consequently digital alarm rollout started in Uddingston and Bothwell. Digital telecare alarm installation is scheduled to commence in Clydesdale locality end of October 2022.	Green
	Provide a quarterly update to Senior Management Team on findings from the Telecare Quarterly Benchmarking submission and agree relevant actions for 2023/24	As per Q1 update. SMT update for Q1 will be provided in October 2022.	Green
Put Home First Model in place to support people to maximise their	Develop project plan for implementation by June 2022	Project plan developed and progressing.	Green

Health and Wellbeing

Deliver better health and social care outcomes for all

Action	Measures	Comments/ Progress	Status
independence, safe and timely hospital discharge and avoid unnecessary hospital admission.	Develop measurement plan which tracks progress and implementation of Home First Model by September 2022	Measurement plan piloted in East Kilbride as test of change. Full implementation of measurement plan in Rutherglen/Cambuslang locality and rolling out to other localities (Hamilton and Clydesdale) as implementation progresses.	Green
	Undertake phased recruitment of staffing to embed the model across the HSCP by January 2023	To be reported in Q4.	Report Later

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>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>As Covid -19 restrictions have eased, in person consultation and development events have been able to take place and recent work has included a wide range of stakeholders in the development of pathways for young people involved in substance use and for those experiencing mental health difficulties. Whole family wellbeing was the also subject of a successful development session with a wide range of organisations participating, including the 3rd sector.</p> <p>Surveys continue to gather valuable information and as part of working with Breast Feeding Friendly Scotland to raise awareness and improve Council policies a short survey was promoted to the staff group. Work has also been undertaken to gather community understanding of Adult Support and Protection, circulated to local community groups via VASLAN and on social media. Additional work to better understand the staff view of Adult Support and Protection is taking place.</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	SW Risk Sponsors Group review risk register monthly 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	A report being prepared for Senior Management Team regarding externally commissioned registered care services.	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	The Chief Social Work Officer report for 2021-2022 is complete. The report is currently being progressed through the governance and approval process before being published. The report highlights the challenges the Resource has faced due to the COVID-19 pandemic and how our services have responded and adapted to ensure the most vulnerable citizens in our communities and our employees remain supported and protected.	Green

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 quarter.	Green

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	As contract negotiations are now complete the project is now progressing to the implementation stage. A Project Plan has been established and presented to the Project Review Board. In addition a Resource Plan has been outlined detailing all services involvement in the Familiarisation, Configuration Sessions and UAT. To date all milestones remain on track.	Green

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	Through the Good Food Strategy, Procurement Strategy, and the Community Wealth Building Strategy, the council is looking to provide local suppliers with opportunities to increase the provision of local food over the next three years, or as when contracts come to an end. To support this approach and to identify any barriers, and how these barriers could be overcome, the council commissioned Fare Marketing to carry out a Market Capacity Assessment. The analysis started at the end of June 2022 for a duration of three months. A meeting is scheduled for 2 November 2022 to discuss the preliminary results of the analysis as well as the next steps.	Green

Absence and Turnover performance results – as at Quarter 2, 2022-23

**Absence
2022/2023**

	Target %'age	Quarter 1	Target measure	Quarter 2	Target measure
		Apr - June		Apr - Sept	
Community & Enterprise	5.0%	6.6%	↑	6.5%	↑
Education	3.0%	4.1%	↑	3.5%	↑
Finance & Corporate	3.2%	3.3%	↑	3.6%	↑
Housing & Technical	4.5%	6.7%	↑	6.3%	↑
Social Work	5.3%	7.7%	↑	7.6%	↑
Council Wide	4.5%	5.4%	↑	5.1%	↑

**Turnover
2022/2023**

	Target %'age	Quarter 1	Target measure	Quarter 2	Target measure
		Apr - June		Apr - Sept	
Community & Enterprise	5.0%	1.2	↓	2.9%	↓
Education	5.0%	0.8	↓	2.4%	↓
Finance & Corporate	5.0%	1.5	↓	3.1%	↓
Housing & Technical	5.0%	0.7	↓	2.2%	↓
Social Work	5.0%	1.8	↓	3.6%	↓
Council Wide	5.0%	1.1	↓	2.8%	↓

Report

7

Report to: **Social Work Resources Committee**
Date of Meeting: **15 February 2023**
Report by: **Director, Health and Social Care**

Subject: **Update on the 2022/23 Risk Register and the Risk Control Plan**

1. Purpose of Report

1.1. The purpose of the report is to: -

- ♦ provide an Update on Risk Management arrangements and the Risk Register for 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; and
- (2) that the set of top risks for Social Work Resources be approved.

3. Background

- 3.1. 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. Social Work Resources (SWR) follow the guidance in developing, monitoring, and updating the Risk Register on an ongoing basis.
- 3.2. The purpose of the Risk Register is to ensure that SWR 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.
- 3.3. The Resource scores these risks in accordance with the Council's Corporately agreed scoring mechanism, based on likelihood and impact. This results in risks being scored between one and twenty-five (low – very high). Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls). Further detail on the Council's scoring matrix and approach to risk appetite is outlined in Appendix 1.
- 3.4. Each Resource has a Resource Risk Management Group which has responsibility for the promotion and management of risk. The SWR Risk Management Group continues to meet on a regular basis to provide operational oversight of all risks impacting on the delivery of Social Care Services.

- 3.5. This particular report provides an update to Social Work Resources Committee on a number of interrelated pieces of work that have been undertaken with regards to risk in the context and how these impact on the delivery of Social Care Services. Notably, this report will cover the following areas:

- ◆ a reviewed list of top risks impacting on Social Care as per agreement at Social Work Resources Committee on 7 September 2022
- ◆ proposal for a Risk Management Review of Health and Safety Training by Gallagher Bassett
- ◆ reporting and monitoring of risk by the Integration Joint Board

4. Review of the Top Risks Impacting on Social Care Services

- 4.1. At its meeting of 16 November 2022, Social Work Resources Committee agreed the current top five risks impacting on the delivery of Social Care Services, each of which remain unchanged following review:

- ◆ workforce availability and capacity (lack of capacity and skills to meet increased service demands)
- ◆ meeting public protection and legislative duties (combined legislation/statutory duties public protection, Care Inspectorate/self-directed support (SDS))
- ◆ market and provider capacity (procurement/supply chain)
- ◆ funding and budgetary pressures (Reduction in funding/increased costs)
- ◆ winter demand pressures (Emergency Response)

- 4.2. Appendix 2 provides further detail on each of these top risks, alongside the inherent and residual risk scores and sample controls.

- 4.3. Whilst these top risks are the primary focus of the Resource in terms of oversight, monitoring and management, there are other risks (whilst deemed to be of lesser impact at this point in time) that the Resource are required to monitor and contribute to by way of mitigation. Some of these risks are wider organisational risks which require all departments of the Council to respond to by working together corporately. The list below provides some additional detail in this regard:

- ◆ deliver Strategic Commissioning Plan Outcomes IJB
- ◆ IT development and functionality
- ◆ pandemic response and recovery
- ◆ National Care Service/independent Review Adult Social Care
- ◆ failure to meet sustainable development and climate change objectives
- ◆ fraud, theft, organised crime and cyber attacks
- ◆ Historic Child Abuse
- ◆ increased levels of adverse weather
- ◆ Cost of Living Crisis
- ◆ refugee resettlement and asylum seeker dispersal programme
- ◆ disruption to Council Services due to industrial action

- 4.4. From a risk appetite and tolerance perspective, the Council aims to be risk embracing, in that it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a very high residual risk exposure as this would indicate instability, but a low residual risk exposure should also be avoided as this indicates lack of innovation.

- 4.5. The Council's universal risk tolerance levels were updated as part of the review of the Risk Management Strategy last year, with the ideal risk profile defined as:
- ◆ no more than 10% of residual risks at a very high level
 - ◆ no more than 15% of risks at a high level
 - ◆ around 50 to 60% of residual risks at a medium level
 - ◆ no more than 30% of residual risks at a low level
- 4.6. Of the 16 risks referred to in sections 4.1. and 4.3. Social Work Resources currently has a risk profile of 31% mainly due to the five top risks having a residual score of very high. However, this is reflective of the environment and risks which the service currently operates within.
- 4.7. Risk will remain a standing item on Social Work Resources Committee and the Risk Register and reporting of risk will be a dynamic process, with Committee receiving updates on any changes to levels of risk or new risks which may evolve overtime.
- 5. Proposal for Risk Management Review of Health and Safety Training by Gallagher Bassett**
- 5.1. The Council has commissioned a critical evaluation of the health and safety content of training provided to staff working in higher risk areas to establish if it satisfies the requirements of Health and Safety legislation.
- 5.2. Gallagher Bassett will work across all Council services to consider and report upon:
- ◆ the content of training and delivery methods employed to communicate the significant health and safety risks and controls to employees
 - ◆ how the understanding of employees who have attended training is assessed, verified and recorded
 - ◆ the role of managers and supervisors in influencing the adoption of appropriate control measures and safe systems into working practice
 - ◆ how health and safety training is integrated into wider staff development/ performance management systems
 - ◆ how frequently training is updated/refreshed and provide opinion on adequacy of current arrangements
 - ◆ the effectiveness of the training process
 - ◆ the current processes for lessons learned following accidents/incidents involving Council employees
- 5.3. On conclusion of the evaluation, a report of the findings will be prepared, commenting on both strengths and weaknesses and comparison to good practice where appropriate, along with a table of prioritised recommendations.
- 6. Reporting Risks to the IJB**
- 6.1. The Integration Joint Board agreed at its meeting on 20 September 2022 to update the IJB Risk Register with any reports of risks to the Directions issued by the IJB to the Council and NHS. To ensure the necessary connections and links are in place, the IJB Risk Register currently reflects very high or high risks from both the Council and NHS Board which could have an impact on the IJBs Strategic Commissioning Intentions outlined in the Strategic Commissioning Plan 2022-25. There are also a number of medium/low risks with the IJB Risk Register which include public protection, public sector duties, transformation and National Care Service.

7. Major Projects, Partnerships, or Change

- 7.1. Within SWR, 13 partnerships have been identified. None of these is considered to be high risk. Major projects/transformational change programmes are reported to Committee.

8. Next steps

- 8.1. The Resource Risk Management Group will continue to meet on a regular basis. The Risk Register will be reviewed on an ongoing basis by the group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided regularly to Committee.
- 8.2. Moreover, future reports and proposals brought before Social Work Resources Committee will show the correlation and read across with the top risks to assure Committee that such proposals are geared towards providing further levels of mitigation.

9. Employee Implications

- 9.1. Time will be required by the Resource Risk Management Group in the management of the Resource Risk Register and Risk Control Plan.

10. Financial Implications

- 10.1. There are no direct financial implications associated with the Resource's top risks. There are a number of proposed risks which are classified under the heading of financial. Where this is the case, the appropriate controls and actions have been included in the risk control cards and progress will be monitored.

11. Climate Change, Sustainability and Environmental Implications

- 11.1. Sustainable development issues are included within the Council's top Risk Register through being linked directly to the Council plan objective 'make communities safer, stronger and sustainable'.

12. Other Implications

- 12.1. Failure to demonstrate that risk is actively considered and managed cannot only lead to avoidable financial loss but could also affect delivery of services and could affect the Resources' reputation.

13. Equality Impact Assessment and Consultation Arrangements

- 13.1. 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.
- 13.2. Consultation on the content of this report has been undertaken with the Resource Management Team.

Soumen Sengupta
Director, Health and Social Care

27 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ♦ accountable, effective, efficient and transparent

Previous References

- ♦ Social Work Resources Committee – 16 November 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:-

Martin Kane, Service Manager

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Email: Martin.kane@southlanarkshire.gov.uk

Appendix One – Risk scoring matrix, likelihood and impact definitions

Likelihood

Score	1	2	3	4	5
Description	Rare	Unlikely	Possible	Likely	Almost certain
Likelihood of occurrence	1 in 10 years	1 in 3 years	1 in 2 years	Annually	Monthly
Probability of occurrence	The event may occur in certain circumstances	The event could occur	The event may occur	The event will probably occur	The event is expected to occur or occurs regularly

Impact

	Reputation	Financial	Service delivery/ Time to recover	Compliance	Safety
1 Negligible	Public concern restricted to local complaints	<£50,000 per annum	No impact to service quality; limited disruption to operations.	No external interest	Minor injury – no lost time
2 Minor	Minor adverse local/public/media attention and complaints	£50,000-£250,000 per annum	Minor impact to service quality; minor service standards are not met; short term	Very minor attention from legislative/regulatory body	Minor injury – resulting in lost time
3 Moderate	Adverse national media Public attention	£250,000 to £500,000 per annum	Significant fall in service quality; major partnership relationships strained; serious disruption in service standards	Short-term attention from legislative/regulatory body	Major injury or ill health resulting in lost time
4 Major	Serious negative national or regional criticism	£500,000 to £1million per annum	Major impact to service delivery; multiple service standards are not met; long term disruption to operations; multiple partnerships affected	Medium-term attention from legislative/regulatory body	Fatality; or injuries to several people
5 Catastrophic	Prolonged international, regional and national condemnation	>£1million per annum	Catastrophic fail in service quality and key service standards are not met; long term catastrophic interruption to operations; several major	National impact with rapid intervention of legislative/regulatory body	Multiple fatalities; or injuries to large number of people

			partnerships are affected		
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The assessments for impact and likelihood combine to provide an overall inherent risk score on the scale of between 1 and 25, using the Council's recognised risk matrix.

Risk matrix

Likelihood	5 Almost Certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Rare	1	2	3	4	5
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
		Impact				

The risk score is calculated as follows:

Likelihood score x Impact score = Risk Score

Risks scored 15 to 25 are considered to be very high risks and risks scored eight to 12 are considered to be high risks. Very high and high risks are monitored closely.

Appendix Two

Social Work Resources Risk Register (February 2023) Extract of risks with residual score category of Very High

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
1	1 Very High (15-25)	Workforce Availability and Capacity Description <ul style="list-style-type: none"> ♦ lack of capacity and skills to meet increased service demands. ♦ National shortage of skilled workforce across all sectors ♦ recruitment, selection, and retention of Social Care Staff challenging ♦ growing demographic and post pandemic service demands ♦ workforce profile shows an ageing workforce within social care ♦ competition with other industry sectors and Local Authorities 	25	Prioritising workloads, raising concern within management team Social Care and Social Work Critical Functions Framework Care at Home social media recruitment campaign (Everyday heroes)	Workforce Monitoring reports to SWC Personnel targeted recruitment campaigns Increase use of social media to recruit Care Academy	Workforce Strategy for Health and Social Care Scotland SSSC (Scottish Social Services Council) registration requirements	20

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
2	1 Very High (15-25)	Meeting Public Protection and Legislative Duties Description <ul style="list-style-type: none"> ♦ ability to meet increased demands and risks with regards Public Protection (Child Protection, Adult Support and Protection, MAPPA and Gender Based Violence) ♦ meeting all legislative duties pertaining to assessment, support planning and reviews 	25	<p>SwisPlus system records legislative rationale for intervention.</p> <p>Improve reports on legislative timescales targets being met</p> <p>ASP decision making support tool for staff.</p> <p>Wellbeing portal for all staff to access. Risk Assessment for Service Users PPE support to all who require</p>	<p>A risk assessment is part of care management function.</p> <p>Mandatory training and LOL courses for all staff, specific legislation LOL's available.</p> <p>Workforce updates to all SW Committee Meetings.</p> <p>Serious Incident recording and action</p>	<p>Previous inspections reports by CI: SDS, Children's Services and ASP inspection.</p> <p>All registered care services have oversight by Care Inspectorate</p> <p>Other inspection: Mental Welfare Commission reviews</p>	20

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
3	1 Very High (15-25)	Market and Provider Capacity Description <ul style="list-style-type: none"> the market has insufficient capacity and choice to meet demand risks of Providers not being able to sustain their business models/supply chain issues providers are able to maintain compliance with national standards and quality of service delivery 	25	Quality Assurance & Commissioning Team in place Procurement Network Oversight meetings in place Mapping tool developed in support of care at home service	Oversight of all SL based registered care services maintained. Social Work Scotland Care Market intelligence shared. Market facilitation plan	Care Inspectorate regulation of all care services Scottish Care support of independent, private, voluntary care providers.	20

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
4	1 Very High (15-25)	Funding and Budgetary Pressures Description <ul style="list-style-type: none"> ♦ risk that services have to re-prioritised as a result of reductions in budgets ♦ reduction in early intervention and prevention activity as a result of having to respond to statutory duties such a public protection 	25	Budget holder responsibility and monitoring. Care Packages linked to finance module Voluntary Sector commissioned services can lever additional funding to the area	Revenue and Capital budget monitoring reports to SW Committee Four weekly monitoring and reporting of financial performance to CMT	COSLA role in support of LA's and links to Scottish Government Audit Scotland reports and briefings	20

5	1 Very High (15-25)	Winter Demand Pressures Description <ul style="list-style-type: none"> ◆ increased service demand beyond normal levels as a result of the impact of seasonal Flu, other respiratory conditions and increased unwellness in the population ◆ impact on workforce availability due to potential increases in sickness/absence ◆ impact of adverse weather on service delivery 	25	<p>Planning for Winter 2022/2023 commenced in July 2022</p> <p>All health and social care staff offered flu and COVID 19 vaccines.</p> <p>Covid and Flu Vaccine Programme for public</p>	<p>GP and Pharmacy Opening</p> <p>Maximising Planned Date of Discharge, Discharge Without Delay and Home First</p> <p>Multi-agency approach across NHS Lanarkshire, the two H&SCPs/IJBs, North and South Lanarkshire Councils together with the respective supports. NHS 24 etc.</p>	<p>NHS Scotland, Public Health Scotland, Healthier Scotland driving forward Winter 2022 Vaccines programme.</p> <p>Overall Resilience Planning</p>	20
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Report

Report to: **Social Work Resource Committee**
 Date of Meeting: **15 February 2023**
 Report by: **Director, Health and Social Care
 Executive Director (Finance and Corporate Resources)**

Subject: **Reinforcing Capacity - Social Work Planning and
 Performance and Community Justice Services**

1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ update the Committee on the additional funding allocated to Justice Services and the third sector from pandemic recovery monies for 2023-2027
- ◆ seek approval for the justice posts as detailed in section 7.1 to be added to the establishment on a permanent basis
- ◆ seek approval that the Peer Support Assistant posts are added to the establishment for a 2 year period, as detailed in section 7.2
- ◆ seek approval to extend the MAPPA level 1 administrator post for a further 2 years as detailed in section 7.2

2. Recommendation(s)

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

- (1) that the contents of the report are noted;
- (2) that the justice posts are added to the establishment on a permanent basis as detailed in section 7.1; and
- (3) approve the addition to the establishment of Peer Support Assistant posts and the MAPPA level 1 administrator post for a 2 year period, as detailed in section 7.2.

3. Background

3.1. South Lanarkshire Justice Social Work Services have received their indicative Section 27 grant funding award from the Scottish Government for 2023-2024.

3.1.1. In addition to this the Scottish Government on 4 July 2021 have informed that it is their intention to maintain the investment made in Scottish Justice Social Work (JSW) services in 2022-23, comprising the JSW baseline funding of £108 million, plus the additional £15m in covid-related funding. This relates nationally to all of Justice Social Work Services. Subject to future draft annual budgets being approved by the Scottish Parliament, the intention is for at least this level of funding to remain in place for these services for the remaining part of the Spending Review period (2023-24 to 2026-27).

- 3.1.2. In 2021 £742k was allocated to South Lanarkshire Justice Social Work to address the impact of the Covid 19 pandemic on Justice Services demand. Of this funding, £130k was required to be spent on the third sector. The monies assisted in addressing the backlog of Unpaid Work (UPW) hours and developing third sector contracts to enhance Bail Supervision, Diversion, UPW and Whole Systems Approach (WSA) team.
- 3.1.3. The following posts were created on a fixed term basis for 9 months to Justice Social Work until March 2022. These were then extended for 1 year until March 2023.
- ◆ Social Worker x 5
 - ◆ Social Work Assistant x 6
 - ◆ Senior Practitioner x 1
 - ◆ Placement Co-ordinator x 1
- 3.1.4. It is proposed that all the above posts are substantiated on a permanent basis to Justice Social Work Services. Financial costings are illustrated in section 7.

4. Peer Support Workers

- 4.1. At Committee on 17 March 2021 it was approved for 2 full-time Peer Support Assistant posts to be established within Justice Social Work Services for a fixed term period of 18 months. This was subject to the approval of funding from CORRA via the Drug Death Task Force in mid-March.
- 4.1.1. The CORRA Foundation administer funding to support the National Drugs Mission on behalf of The Scottish Government. Funding was received from the Drug Death Task Force for 18 months and concludes in February 2023. Due to an additional application for funding from CORRA for the South Lanarkshire Alcohol and Drug Problem Solving Court, it has not been possible to access a further period of funding to continue to Peer Support workers.
- 4.1.2. An end of term evaluation of this test for change is being conducted by Iconic Consultancy which will measure positive outcomes for service users transitioning out of the Justice Social Work supervision. Initial evidence from Outcome Star assessment and service user feedback is that there are positive impacts being made in respect of accommodation, linkage with recovery communities and prosocial life skill development.
- 4.1.3. Current research suggests peer support and mentoring plays a vital role for people with substance use issues and should be at the heart of the development and delivery of services (Changing Lives July 2022 p 26). This approach is embedded into the SL ADP delivery plan 2021-2023 and ADP Justice workstream with a commitment to developing co-produced services with those who have lived and living experience. Given the current demand for this service towards the end of people's Community Payback Orders we deem the continuation to be essential.

- 4.1.4 We propose a further 2 years of fixed term funding for the current 2 Peer Support posts. Recruitment and retention has been identified as a particular issue for Social Work nationally (Setting the Bar 2022) and we believe a 2 year commitment will support longer term workforce planning for these roles and the development and training of post holders. We confirm funding is available within the Section 27 grant.

5. MAPPA Level 1 Administrator

- 5.1. The Social Work Resource Committee on 4 March 2020 approved a 1 FTE Clerical Assistant for 2 years to support the increase in volume of MAPPA Level 1 cases minuting and input requirements on The Violent and Sex Offender Register (ViSOR). ViSOR is a Home Office system described in the MAPPA guidance as the agreed computer system used to facilitate the secure exchange and storage of information and intelligence relating to the management of Registered Sex Offenders (RSO) and other dangerous/violent offenders

- 5.1.1. The creation of the additional Clerical Assistant has supported the delivery of locality based MAPPA Level 1 meetings and the recording of data onto ViSOR. This post has also ensured contingency support to the MAPPA Level 1 MAPPA team.

- 5.1.2. The Clerical Assistant post has been funded from the deletion of the 0.5 Social Worker post at the Alternative to Custody Service with the remaining balance being realigned within the Section 27 grant to support Criminal Justice Social Work.

- 5.1.3. It was previously evidenced that over recent years there has been a significant increase in the volume of MAPPA Level 1 referrals. The increase in the volume of MAPPA Level 1 referrals is outlined in the table below with updated figures from 2019-2022. The figures for MAPPA Level 1 orders have increased on a yearly basis and this is projected to continue to increase, with the exception of 2020-2021. This was due to Covid 19 pandemic restrictions that impacted on court processing and sentencing (table below). MAPPA Level 1 orders are cases where the risks posed by the convicted individual can be managed by one agency and without significant active involvement from other agencies. Notwithstanding this, the expectation for information sharing, joint working and collaboration at an interagency level remains. The majority of initial and significant case reviews are generated from MAPPA Level 1 orders and as such there is a requirement for robust defensible decision making evidenced through formal minutes.

- 5.1.4. In addition to the increase in MAPPA level 1 cases there has been further developments within the use of ViSOR. Nationally, discussions have taken place with Chief Social Work Officers and Police Scotland to agree a position to progress its use by Justice Social Work.

- 5.1.5 As of 1 January 2023 all Justice Social Work service user contacts and risk assessments are being recorded on ViSOR in addition to SLC SWiS record management system. This will create a significant amount of new work for MAPPA Level 1 Administrators and cannot be sustained without maintaining the current resource.

- 5.1.6 We would propose to continue the funding from the Section 27 grant for a further 2 years and would request the Social Work Resource committee approve this backdated to 30th November 2022. There is sufficient funding available from the Section 27 grant to sustain this post.

Year	Level 1
2015-2016	240
2016-2017	221
2017-2018	236
2018-2019	287
2019-2020	315
2020-2021	308 (decrease due to COVID pandemic)
2021-2022	341

6. Employee Implications

- 6.1. The following fixed term posts should be added to the Justice social work establishment on a permanent basis:

Post	Proposed number posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross cost inc. on costs 30.3%	Total Cost
Social Worker	5	G3 L4	72 -74	£22.07	£40,275	£52,479	£262,395
				- £22.53	- £41,115	- £53,572	- £267,864
Social Work Assistant	6	G2 L4	55 - 57	£17.38	£31,717	£41,326	£247,962
				- £17.88	- £32,629	- £42,515	- £255,095
Senior Practitioner	1	G3 L8	79 - 80	£24.28	£44,309	£57,738	£57,738
				- £24.64	- £44,966	- £58,590	- £58,590
Placement Co-ordinator	1	G2 L4	55 - 57	£17.38	£31,717	£41,326	£41,326
				- £17.88	- £32,629	- £42,515	- £42,515
.	13						£609,418 - £624,065

- 6.1.1. The above posts are permanent to social work resources currently, however we believe with the appropriate workforce planning measures in place, Justice services will have capacity to sustain these posts.

- 6.2 The following posts should be extended on the establishment for a further 2 years as detailed below:

Post	Proposed number posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross cost inc. on costs 30.3%	Total Cost
Peer Support Worker	2	G1 L4	30 - 31	£12.59 - £12.76	£22,975 - £24,544	£29,937 - £30,341	£59,874 - £60,683
Clerical Assistant	1	G1 L4	30 - 31	£12.59 - £12.76	£22,975 - £24,544	£29,937 - £30,341	£29,937 - £30,341
	3						£89,811 - £91,024

7. Financial Implications

- 7.1. The cost of the posts at 6.1. will be funded from the monies to support Pandemic recovery. This funding has been continued for 2023/24 and in the event that this funding ceases then the service will have to consider these posts in their overall structure.
- 7.2. The Peer Support Workers were previously funded from external funding from the drug death task force and these and the Clerical Assistant post at 6.2 will be funded from the S27 grant for Justice Services.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

- 9.1. The proposals outlined in this report help to mitigate key Social Work risks with regards to fulfilling statutory and core duties and workforce availability.
- 9.2. There are no sustainable development implications associated with this report.
- 9.3. 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 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)

3 February 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ focused on people and their needs

Previous References

- ◆ Committee Report 4 March 2020 Staffing Planning and Performance
- ◆ Committee Report 17 March 2021 Peer Support Funding
- ◆ Committee Report 2 June 2021 Additional Non-Recurring Section 27 Funding

List of Background Papers

- ◆ Setting the Bar – Social Work Scotland Workforce Planning Report 2022 [Setting-the-Bar-SWS-Briefing.pdf \(socialworkscotland.org\)](#)
- ◆ South Lanarkshire Drug Death Task Fund Annual Report – August 2022.

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)

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Email: gillian.booth@southlanarkshire.gov.uk

Report

9

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

Subject:	Chief Social Work Officer Annual Report 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ♦ outline the content of the Chief Social Work Officer Annual Report 2021/2022

2. Recommendation(s)

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

- (1) that the Chief Social Work Officer Annual Report 2021/2022 be noted.

3. Background

- 3.1. There is a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer (CSWO). They must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to local authorities, Elected Members and Officers in the provision of Social Work Services, whether commissioned or directly provided. The CSWO has a responsibility for overall performance improvement and the identification and management of corporate risk insofar as these relate to Social Work Services.
- 3.2. The CSWO is required to prepare an Annual Report of activity to the Chief Social Work Advisor for Scotland. The report follows a standardised reporting framework and timeframe to ensure key issues are highlighted and to aid learning and the sharing of information nationally. A summary report is also published annually by the Scottish Government.

4. CSWO Report

- 4.1. The report is split into an introduction and four main sections, a copy of which is attached as an appendix and a brief summary of highlights is outlined below:
- 4.2. Introduction
 - 4.2.1. Introduces the purpose of the report and contextualises the role of the CSWO.
- 4.3. Governance and Accountability
 - 4.3.1. This section details the vision, values, and objectives of South Lanarkshire Council (SLC) and how these link to the work of Social Work Resources (SWR). It outlines the key role and responsibilities of the CSWO and the systems, structures and reporting arrangements which assure the quality of Social Work Services.

Responsibilities are outlined in relation to the South Lanarkshire Health and Social Care Partnership (SLHSCP), Integration Joint Board (IJB), Children's Services, Public Protection, Community Planning, and the corporate responsibilities of the Council.

4.4. Service Quality and Performance Arrangements

- 4.4.1. The report provides a service overview which highlights the continued positive response of SWR throughout the global Coronavirus pandemic, alongside key challenges, and areas for development within the national context in which Social Work Services are delivered and key legislation and strategies which currently frame that delivery.
- 4.4.2. Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work and this is a key responsibility of the CSWO. An example of this is the Engagement and Participation Group whose aim is to ensure that care experienced people in South Lanarkshire help to shape the decision-making processes that affect their daily lives and to support the work of the Corporate Parenting Board (Promise Board) and Champions Board. This sub-group upholds the values of relationships, growth, inclusion, learning, opportunities and voice for care experienced children and young people.
- 4.4.3. The Care Inspectorate continues to regulate and inspect our 39 Registered Care Services. Attached in the appendix are the most up to date grades in respect of our Registered Services. 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 Resources Committee.
- 4.4.4. The report on the Inspection of Services for Children in Need of Care and Protection, undertaken in 2019, resulted in the development of an Improvement Action Plan highlighting five key themes, including:
 - ◆ Corporate Parenting arrangements
 - ◆ Care leavers transitions
 - ◆ Outcome data
 - ◆ Views of children, young people and their families; and
 - ◆ Kinship Care.
- 4.4.5. The Care inspectorate have resumed their full inspection programme. During the Covid-19 Pandemic they introduced an additional key question to the inspection framework. Key question 7 focused on 'how good is our care and support during the Covid-19 Pandemic?' This key question is no longer a part of the framework, however, one of the quality indicators, 1.5 has been developed 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 for older people and adult care homes.

4.4.6. In addition to Covid-recovery, there are several factors which present specific challenges to Social Work Resources in relation to the demand for service provision. In the coming year Social Work Resources will take forward all necessary actions, where reasonable and appropriate, to mitigate or reduce the Resource's exposure to these risks including:

- ◆ affordability of services as a result of new financial pressures brought about by the global pandemic and increased cost of living
- ◆ 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 than the Scottish average and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services
- ◆ there has been a 4% rise in the number of children looked after from 2019 - 2021 (from 725 to 752)
- ◆ South Lanarkshire has a higher percentage of children with a concern at the 27–30-month health visitor review compared to Scotland
- ◆ increased Adult Support and Protection activity from 2020-21 to 2021-22 with an 11% increase (from 1,144 to 1,273) in the number of adult protection investigations to support vulnerable adults
- ◆ In 2020-21, 14% of the South Lanarkshire population had three or more long-term health conditions (LTCs). The rate of people with 3+LTCs is projected to increase steadily between 2022 and 2025 across most age groups 18+, again increasing the demand on services
- ◆ the impact of deprivation. South Lanarkshire is more deprived than Scotland as a whole, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities
- ◆ the effect of health inequality. Many factors combine 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
- ◆ exponential and unprecedented pressure on the Health and Social Care workforce capacity nationally, with increasing challenges to recruit new staff and retain the current workforce impacting on the delivery of critical care

4.5. Delivery of Statutory functions

4.5.1. The priority of Social Work Services is to ensure effective delivery of critical services, complying with statutory legislation to protect vulnerable children, young people and adults in our communities. Services remain committed to assessing those most at risk with the focus on public protection.

4.5.2. 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. 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 Resources Committee.

4.6. Workforce

4.6.1. Social Work and Social Care Services are a diverse sector in terms of job roles, career pathways and service structures. The CSWO has a key leadership role in relation to workforce planning and development, from both a local authority and partnership perspective.

4.6.2. The report details the responsibility and activity of the CSWO to ensure that Social Work staff and that of external providers adhere to the standards of conduct and practice within the sector and are equipped to support service users.

4.7. Key priorities for recovery

4.7.1. The challenges facing both local and national government are expected to continue throughout the recovery phase of the COVID-19 Pandemic. Notwithstanding the financial constraints, the Council continues to do everything in its power to protect and maintain vital services, keep people safe, save lives, and protect our National Health Services.

4.7.2. Service delivery models have been reorganised with the continuation of agile working and the use of key IT solutions such as Microsoft Teams and Near continue to be invaluable to service delivery and to the recovery process. Working arrangements put in place to deliver services during this public health crisis continue to be reviewed on an ongoing basis as we recover.

4.7.3. The Council began its process of recovery from COVID-19 in June 2020 with the publication of the COVID-19 Recovery Plan, which continues to be reviewed whilst the virus remains within the community. It does acknowledge that changes to priorities were forced upon Resources and consideration will be given to future service delivery in-line with new innovative practice adopted during the emergency period.

4.7.4. The majority of services are working back towards full service provision, whilst recognising the specific arrangements that remain within some of our services such as day care and care homes, such as the enhanced infection prevention and control measures.

4.7.5. The CSWO ensures operational risks continue to be monitored and reviewed to ensure further mitigating measures are taken where and when required.

4.8. Performance, Data and Trends

4.8.1. Some additional information laid out in charts and tables have been incorporated into the report to give an understanding of trends over time across a range of service areas.

5. Employee Implications

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

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 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. There are no risks associated with this report.
- 8.2. There are no sustainable development issues associated with this report.
- 8.3. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. 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.
- 9.2. There is no requirement for consultation in respect of this report.

Soumen Sengupta
Director, Health and Social Care

14 October 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ people live the healthiest lives possible
- ◆ our children and young people thrive
- ◆ we will work to put people first and reduce inequality

Previous References

- ◆ none

List of Background Papers

- ◆ Annual Report – Chief Social Work Officer, South Lanarkshire Council 2021/2022

Contact for Further Information

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

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South Lanarkshire Council

Chief Social Work Officer Annual Report

2021-2022

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2. Service Quality and Performance
3. Resources
4. Workforce

Appendix 1 - Performance Data and Trends

Appendix 2 - Care Inspectorate Gratings for Registered Services

DRAFT

INTRODUCTION

The aim of [Social Work Resources](#) is to promote social welfare and provide 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.

The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO), who must be registered with the Scottish Social Services Council (SSSC), is contained within Section 3 of the Social Work (Scotland) Act 1968. The role of the CSWO is to provide professional advice and guidance to the local authority's Elected Members and Officers in the provision of commissioned and directly provided Social Work services. The CSWO also has responsibility for overall performance improvement and the identification and management of corporate risks, as far as these relate to Social Work services.

The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. A summary report is published annually by the Scottish Government to aid learning and the sharing of information nationally.

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.

SDS is Scotland's mainstream approach to adult social care. The Social Care (Self-directed Support) Scotland Act 2014 aims to put the person at the centre of the support planning process enabling them and their carers and families to make informed choices about the social care support they require and how it is delivered. It gives the individual better control of their care through four funding options. Our assessments are modelled on the co-produced assessment directed by our Self-directed Support (SDS) assessment tools, offering individuals choice and control over their personal outcomes. The Children and Young People (Scotland) Act 2014 places Getting It Right for Every Child at the centre of assessing the wellbeing needs of children and young people.

In addition to assessment, Social Work Resources commission a wide range of local private, not for profit and voluntary sector providers together with a range of specialist services from outwith the South Lanarkshire area. There are 40 independent care homes for older people, 13 care homes for adults with a range of support needs and a small number of children's care homes in the Council area. Additionally, we have a range of Care at Home, Day Services and Supported Living providers operating across our localities.

Throughout 2021-22 Social Work Resources activities included:

- Providing assessment, specialised assessment, and support
- Providing targeted services for vulnerable children young people, adults, and their carers
- Providing care at home
- Day, respite, and residential support services
- Supervision and monitoring in the protection of vulnerable children and adults and wider public protection services
- Working with those subject to requirements within justice and mental health legislation

Those who use our services and the wider workforce have all experienced the impact of the global COVID-19 pandemic. As restrictions have eased, we have seen a gradual reintroduction of services, whilst continuing to take appropriate measures to maintain the safety and wellbeing of our workforce and local communities.

As CSWO for South Lanarkshire I will continue, whilst pursuing COVID-19 recovery, to progress our priorities in areas including:

- Public Protection for Children and Adults
- Multi-agency Public Protection Arrangements
- Integrated Joint Board and development meetings for Health and Social Care Integration
- Social Work Governance Group/Clinical Governance Group
- Care Facilities Improvement Plans
- Health and Care Standards
- Data Protection, GDPR
- Procurement of Social Care Services
- Eligibility Criteria/Prioritisation
- Self-Directed Support (SDS)
- Community Justice
- Children and Young People's Legislation
- Carers (Scotland) Legislation
- Care Inspectorate announced and unannounced inspections and follow up Improvement Action Plans
- Developing and supporting our profession and workforce
- Oversight and management of social work risk register

The ongoing development of Social Work services and our achievements rely on the continued commitment of our staff, statutory and third sector partners, the local community and support of the Council's Elected Members across all parties, who continue to advocate for the Service.

I would like to thank everyone for their efforts during the exceptional circumstances that we continued to face during 2021-22 and I look forward to working together on shared agendas during the year ahead.

Liam Purdie
Chief Social Work Officer
30 September 2022

SECTION 1 GOVERNANCE AND ACCOUNTABILITY

1.1 Community Planning Partnership

1.1.1 South Lanarkshire Council is part of the South Lanarkshire Community Planning Partnership (CPP), and the Partnership Board has a key role in progressing Community Planning in this area. Board partners include:

- NHS Lanarkshire
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Government
- Skills Development Scotland
- Strathclyde Partnership for Transport
- University of the West of Scotland
- VASLan (Community and Voluntary Sectors)

1.1.2 In January 2019, the Community Planning Partnership (CPP) Board started a review of Community Planning. Following recommendations from the council's Best Value Assurance Review (BVAR) and feedback from Audit Scotland, the Council acknowledged the need to concentrate more on involving the community in decision-making through community engagement. In July 2020, the board agreed that a full review of the Community Plan should be undertaken to ensure that the priorities for the work of the partnership had been informed by local communities. To further align the work of the Council and the Partnership, a joint review of the Council Plan and Community Plan was undertaken to develop a common vision and common set of outcomes through an extensive and multi-layered engagement and consultation process.

The largest consultation ever carried out by the Council began in March 2021, with more than 3,300 local residents responding to a survey and identifying key themes around education and learning, communities and environment, health inequalities, housing and land, children and young people, and our economy.



1.2 South Lanarkshire Council

1.2.1 There are 64 Council Members representing the 20 multi-member wards across South Lanarkshire. The composition of the Council is:

Scottish Labour Party	Scottish National Party	Conservative /Unionist	Scottish Liberal Democrats Party	Independent	Independent Group
17	25	12	3	1	6

As of 31 March 2022

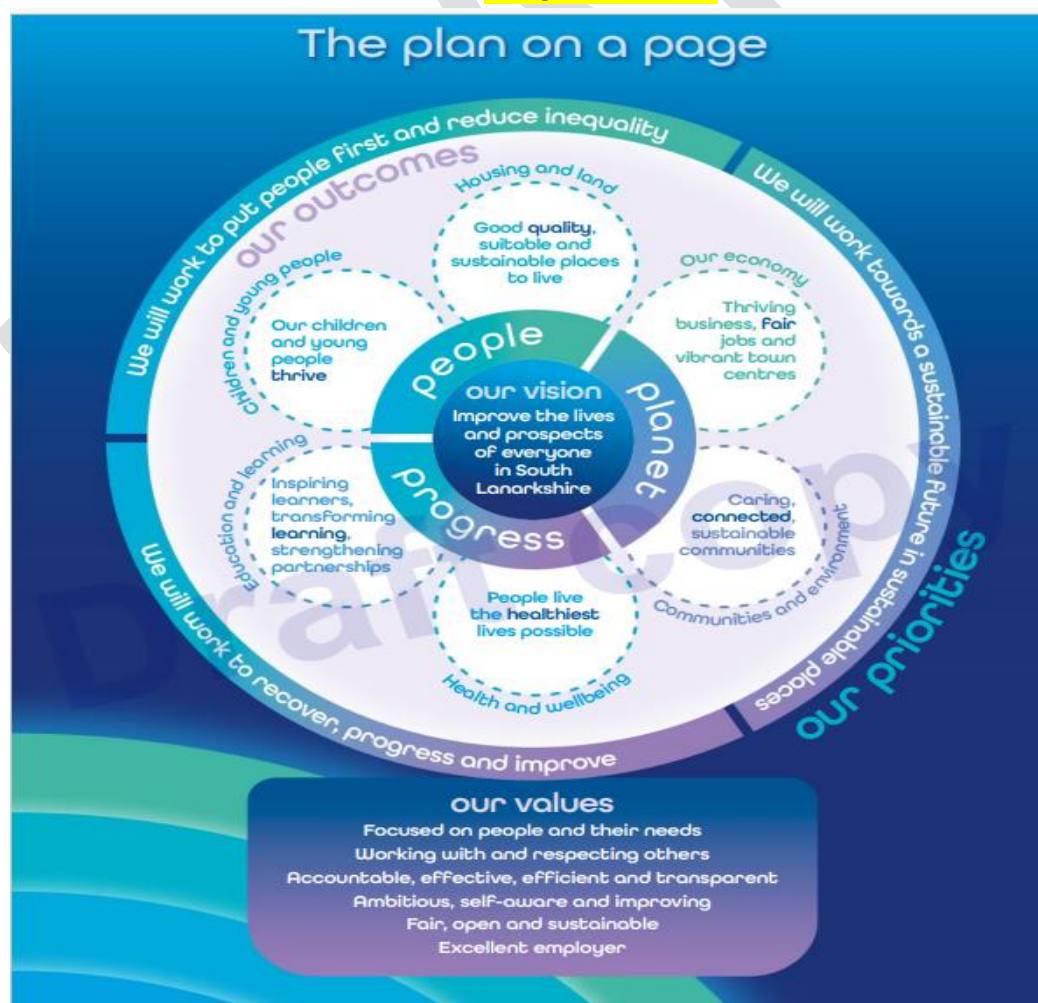
1.2.2 The Council's Vision to **"improve the lives and prospects of everyone in South Lanarkshire"** remains at the heart of the Council's Plan 2022-2027, along with our priorities which are focused on:

People – We will work to put people first and reduce inequality

Planet – We will work towards a sustainable future in sustainable places

Progress – We will work to recover, progress and improve

The Council Plan Connect 2022 – 2027: (Image still in draft)



1.2.3 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 2022-27](#)

1.2.4 Each Resource prepares an annual Resource Plan which reflects the aspirations of the Council Plan and the Community Plan and details the work, achievements and ongoing performance activity. 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 a response to the directions IJB's Strategic Commissioning Plan 2022-25; and the recognition that the IJB has operational oversight for those areas of delivery. Here is the link to [Social Work Resource Plan 2021-2022](#)

1.3 Social Work Resources

1.3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gives 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. Unfortunately, due to the statutory nature of our work, many of our service users do not engage with us on a voluntary basis.

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

1.3.3 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 Integration Joint Board (IJB). The role is integral in the supervision and monitoring of the protection of vulnerable children and adults and serving as a conduit between the IJB and public protection activity and reporting annually on the discharge of statutory duties.

1.3.4 Social Work Committee consists of 26 elected members and deals with most of the business relevant to the CSWO role, as well as strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups.

1.3.5 The CSWO actively participates in a number of influential decision-making forums providing a significant leadership role in shaping the overall strategic direction of services, including:

Table - CSWO membership of decision-making bodies	
Structure	Role
Council	<ul style="list-style-type: none">• Social Work committee• Social Work Governance Group• Good Governance Group• Learning and Development Boards

	<ul style="list-style-type: none"> Corporate Management Team
Integrated Joint Board	<ul style="list-style-type: none"> IJB Board IJB Performance and Audit Sub Committee Health and Care Senior Management Team Support, Care and Governance Group Care Homes Assurance Tactical Group
Children's Services	<ul style="list-style-type: none"> GIRSLC Partnership Board GIRSLC Strategy Group The Promise Board Local Government and The Promise (arranged by COSLA)
Public Protection	<ul style="list-style-type: none"> Chief Officer's Group Child Protection Committee Adult Protection Committee MAPPA Strategic Oversight Group
Community Planning	<ul style="list-style-type: none"> Community Planning Partnership Board Safer South Lanarkshire Steering Group South Lanarkshire Community Justice Partnership Lanarkshire Alcohol and Drugs Partnership Gender based Violence Group

- 1.3.6 In addition to these regular forums, the CSWO has engaged in a strategic command centre throughout the COVID-19 pandemic, established by the South Lanarkshire Health and Social Care Partnership (SLHSCP) to make daily decisions in response to the fast-paced guidance issued by the UK and Scottish Governments, Public Health and other organisations.

1.4 South Lanarkshire Health and Social Care Partnership

- 1.4.1 Within the SLHSCP, the Director, Health and Social Care has a lead role for Social Work functions, supported by the CSWO.

- 1.4.2 Child and Family and Justice Social Work Services are not included in the South Lanarkshire Integration scheme and lie outside the SLHSCP. A Performance and Audit Sub Committee assists with the governance and accountability arrangements in key areas of work which are led by the IJB, including:

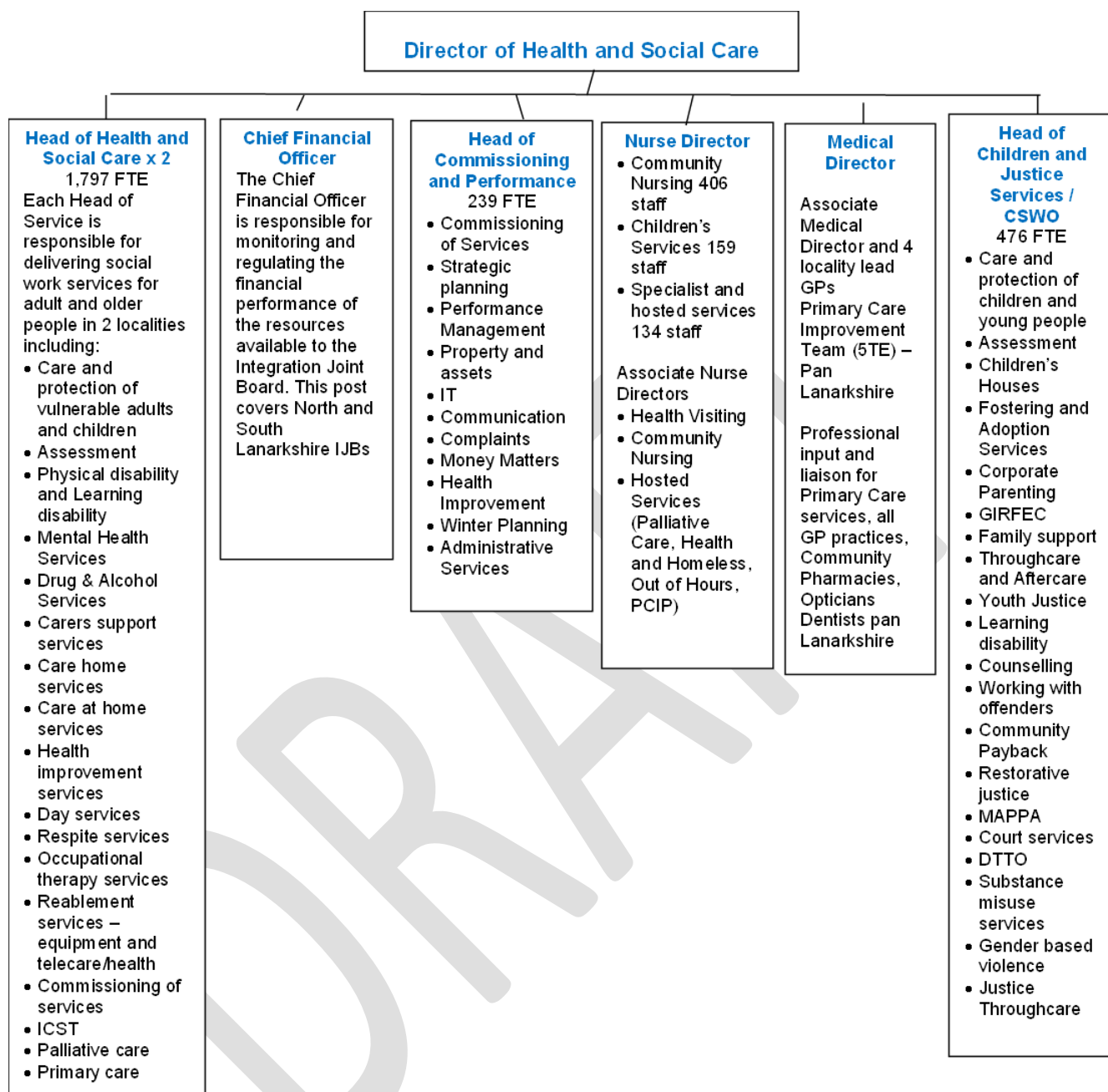
- the approval and implementation of the Strategic Commissioning Plan (SCP)
- the establishment of locality planning
- governance and accountability arrangements
- the production of an annual performance report

- 1.4.3 The Strategic Commissioning Plan (SCP) 2022-2025 sets out how health and social care services will be delivered in a more integrated way to improve the quality of support for people. Crucially, the plan sets out how services will be delivered in local areas against priorities identified by communities themselves.

https://www.southlanarkshire.gov.uk/slhscp/downloads/file/297/south_lanarkshire_integration_joint_board_strategic_commissioning_plan_2022-2025

- 1.4.4 The CSWO has responsibility for ensuring there are recognised governance and decision-making arrangements in place that support the SCP ambitions. The CSWO provides professional leadership and ensures the SLHSCP delegated statutory functions are being delivered through the chairing of groups such as, the Social Work Governance Group and the Social Work Learning and Development Boards alongside the scrutiny and monitoring of performance and standards within the senior management team.
- 1.4.5 The CSWO is central to the multi-disciplinary group that enhances professional clinical and care oversight of care homes across South Lanarkshire. This includes arrangements for testing and infection prevention control and PPE, through an established Care Home Clinical and Care Professional Oversight (CHCCPO) team comprising of the following professional roles:
- The NHS Director of Public Health
 - Executive Nurse lead
 - Medical Director
 - Chief Social Work Officer
 - HSCP Chief Officer: providing operational leadership
- 1.4.6 Below and at appendix 3 is the structure chart that the Health and Social Care Partnership operate within.

Social Work Resources/Health and Social Care Organisational Structure



SECTION 2 SERVICE QUALITY AND PERFORMANCE

2.1 Service Overview

- 2.1.1 Throughout 2021-22, Social Work Services continue to respond positively to the global coronavirus pandemic, ensuring that the most vulnerable citizens in our communities and our employees remain supported and protected.
- 2.1.2 Service delivery models have been reorganised to adhere to government guidance, and restrictions with social distancing resulted in an immediate reduction in footfall within our workplaces. The introduction of agile working and the use of key IT solutions such as Microsoft Teams and Near Me have been invaluable to service delivery and to the recovery process. Working arrangements put in place to deliver services during this public health crisis continue to be reviewed on an ongoing basis as we recover.
- 2.1.3 The majority of services are working back towards full service provision, whilst recognising the specific arrangements that remain within some of our services such as day care and care homes, such as the enhanced infection prevention and control measures.
- 2.1.4 As social distancing requirements decreased in other areas, work is underway to increase face to face interventions with office accommodation, meeting space and family centres offering more direct support in a planned way. The impact of the pandemic has resulted in a backlog for areas of services, including Unpaid Work and assessment activity across adult, children and justice services. The backlog will be addressed based on prioritised risk and need.
- 2.1.5 New models of service that emerged as a consequence of the pandemic will be a feature in future recovery, such as the combination of the new outreach service working alongside traditional day services for adults and older people; better use of tele-health and tele-care; and a hybrid approach to office and home working for a wide group of staff.
- 2.1.6 The PPE Hub that was established immediately in direct response to the COVID-19 pandemic has, to date, provided 4,319,261 items of PPE to care providers, including care homes, paid carers, unpaid carers and charitable organisations. private providers and unpaid carers in South Lanarkshire. The Hub is due to close on 30 September 2022. However, there are options being considered to continue to support unpaid carers and to provide emergency provision for social care providers.
- 2.1.7 The Council's Community Engagement Team has worked alongside 3rd Sector Interface (VASLan) in response to the coronavirus pandemic to collate the activity happening within communities and establish contact with new groups and networks that have developed in response to the current situation.
- 2.1.8 Engagement with service users and the community remains strong across the partnership and is supported by the South Lanarkshire Health and Social Care Forum. This is an independent group of community volunteers who work to engage health service and social care users, carers, and communities to improve local health and social care services. The Forum also supports wider public involvement in

planning and decision-making about local services, and keeps local people informed about the range and location of services.

- 2.1.9 The IJB's Strategic Commissioning Plan (SCP) 2022-2025 sets out the overall strategy for health and social care services in South Lanarkshire over the next three years. It considers how the longer-term changes in the population's health and social care will continue to evolve, and the inequalities in health that have been exacerbated by the COVID-19 pandemic will be tackled with a whole-systems approach.
- 2.1.10 Social Work Resources continues to play a key role in operationally delivering a number of the 12 strategic priorities identified within the SCP and supporting the most vulnerable people who may be at risk of harm.
- 2.1.11 **Adult and Older People Services** work with other Council Resources as well as partners in health, the voluntary and independent sector. Staff fulfil duties under the law, and the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered. Assessment and care management services work with service users and their carers to help plan services to meet their needs.
- 2.1.12 In August 2021, the Integration Joint Board (IJB) had been advised of the development of a range of recommendations for Health and Social Care Partnerships (HSCPs) to implement. The recommendations included the Home First Approach and were based on best practice from across Scotland.
- 2.1.13 The purpose of the Home First Approach model was to ensure that people could be cared for at home, or as close to home as possible, to support timely discharge from hospital and prevent avoidable admissions to hospital. Delayed discharges across Lanarkshire hospitals were mainly due to demand exceeding Care at Home capacity. Substantial improvements in the discharge process in Lanarkshire had been achieved between April 2020 and December 2021, resulting in a 50% decrease, however, Care at Home services were experiencing an unprecedented increase in demand due to the Covid-19 pandemic. This increase in demand was being experienced nationally. As the current and projected demand for health and social care services was significant, the Scottish Government had allocated additional recurring funding in 2021-22 and 2022-23 to increase capacity with immediate effect.
- 2.1.14 A small-scale Home First Transition service, supporting discharge from hospital has been established within South Lanarkshire HSCP to address the demand. The Home First Transition teams provides a rapid response, with multi-disciplinary assessment and intervention teams underpinned by a focused and reablement-focused Care at Home Service. A Home First Programme Steering Group has been established to support its development and initial risks related to the availability of the workforce, management capacity and being able to demonstrate improvement in relation to key outcomes.
- 2.1.15 Adult and Older People's services carried out a range of activity throughout 2021-22 examples of which include:
- Supporting 2,849 Adult Support and Protection inquiries, which led to 1,273 Adult Support and Protection investigations being instigated.

- For welfare guardianship orders, visits have been maintained at a good level over the course of the year, with 94% of local authority visits being held within timescale and 95% of private guardianship orders
 - Supporting up to 2,200 older people at any time in long term care placements
 - Supporting 1,093 people with a learning disability to live in their own communities
 - Working with 6,269 requests to support adults with a physical disability who were referred to the physical disability teams
 - Working with 933 requests to support individuals with a mental health problem who were referred to Community Mental Health Teams
- 2.1.16 **Care at home services** continued to offer support to the most vulnerable individuals throughout the pandemic. However, amongst many challenges, the impact of staff absence placed significant pressure on services, with a significant number of staff shielding, self-isolating or absent from work due to sickness.
- 2.1.17 Independent providers faced similar challenges and worked tirelessly to ensure services were maintained. Fortnightly meetings were held with Independent Care at Home providers to offer support, share information, and ensure appropriate responses were in place to meet emerging issues.
- 2.1.18 Communication with staff is paramount and all Home Carers now have the use of Microsoft 365 accounts, providing access to organisational email addresses and MS Teams. This has transformed the way in which we engage with staff who work in the community in a more responsive, efficient and safe way.
- 2.1.19 The service has also continued to focus on a far-reaching modernisation agenda. The implementation of a sector leading IT system called Total Mobile commenced and is now operational in all localities. This is transforming the way the service schedules, allocates work and communicates with staff and service users. The system is already bringing efficiencies to the scheduling process and is facilitating wider organisational change throughout 2022-23.
- 2.1.20 **Care homes for older people** adapted rapidly to the outbreak of COVID-19, and the service has since been consistent in its application of the changing guidance, implementation of enhanced infection prevention and control measures and additional scrutiny and oversight.
- 2.1.21 In response to the Crown Office and Procurator Fiscal Service's dedicated COVID-19 Death Investigation Team (CDIT), the CSWO has established a Governance group to support Operation Koper. Further, the Lanarkshire Care Home Tactical Assurance Group has been established to provide oversight, review and assure the management of COVID-19 outbreaks in Lanarkshire care homes. The group continues to meet on a monthly basis to review outbreak activity and monitor the impact of partnership preventative and mitigating actions. Oversight by Lanarkshire Care Home Tactical Assurance Group ensures themes and lessons learned are collated and used to identify further areas and actions for improvement and training.

- 2.1.22 A network of support has been established for the care home sector during this period. The Care Home Providers forum includes representation from independent, voluntary, and local authority care homes. Chaired by a Social Work manager, the forum provides the opportunity to share and signpost providers to emerging guidance and reporting requirements, whilst sharing an understanding of the pressures and identifying solutions.
- 2.1.23 As part of the Council's commitment to improving later life for adults and older people, and to meet the future needs and wishes of those people within the community, a programme of Transformation and Service Improvement is being undertaken by the SLHSCP.
- 2.1.24 Planning permission was granted in 2019 to develop a range of care facilities on a site in Blantyre, as part of an £18 million investment from the Council's capital fund. The programme, delayed by the COVID-19 pandemic, recommenced in the spring of 2021 with progress continuing on four distinct areas of development, these include:
- Twenty technology enabled properties designed and equipped with technology to support older people to live independently in a family home rather than moving to residential care. The final 12 properties were allocated to service users at the end of July 2022. Feedback from service users who moved into the earlier properties in late January/early February is very favourable.
 - Other services on the site, available from November 2022, are transitional care facilities offering short term support to individuals before returning home following a period of ill health or crisis, or to prevent hospital admission.
 - A Centre of Excellence specialising in training and development of health and social care staff will be created to support all localities across South Lanarkshire.
 - A community-facing facility featuring: a café; guidance and support for unpaid carers; linkage and signposting into a raft of community-based voluntary and third sector support. A TEC zone, designed in collaboration with Glasgow Science Centre, will showcase how technology enabled care can be used to support people to live well, safely, and independently at home.
- 2.1.25 This model of care will enhance our ability to meet changing care needs and respond to what people have told us, particularly in light of significant population changes over the last 20 years. It offers individuals more choice and options to remain at home and in the community.
- 2.1.26 **Care and Support** service offers support to adults with a learning disability to live safely within their own home in the community. The service was established in 2004 and has seen little change since its inception. The need to embed policy directives such as Self-Directed Support (SDS), South Lanarkshire's Eligibility Criteria and the Carers (Scotland) Act 2016 were considered drivers to review the service in 2019, alongside a recognition the staffing model in light of a diminishing number of ageing service users, with increased levels of dependency.
- 2.1.27 The review continued during the pandemic and has resulted in greater choice and control for individuals through the SDS assessment process, enabling individuals to achieve outcomes that matter to them, whilst ensuring there remains sufficient capacity within the service to continue to meet individuals' changing needs and identified outcomes going forward.

- 2.1.28 **Adult and older people's day services** are continuing their programme of remobilisation following the temporary closure of buildings during the pandemic. The Outreach service that was established to ensure those most vulnerable - who had been attending day services - were offered individualised support at home has continued, in parallel with the re-opening of day service buildings.
- 2.1.29 Prior to the pandemic, an evidence-based review of adult and older people's day services was underway. The review emerged in response to changes in national policy direction to provide personalised support and better understand the reasons for decline in the number of individuals attending traditional day services.
- 2.1.30 Consultation has continued with all stakeholders in respect of the Day Service review and proposed modernisation of the service. Review activity has resumed to help inform future proposals.
- 2.1.31 **Technology Enabled Care (TEC)** is the use of technology to provide health and care services to people in their own homes, or near to home, helping people to live independently, safely and well at home for longer. Our key services include assistive technology (usually linked to community alert alarms), Connect Me remote health monitoring service, and Near Me video consultations. Demand for assistive technology continues to increase with 2,287 items installed during 2021-22, a 62% increase from 1,414 during 2020-21. Our telecare installer carried out 2,046 assistive technology visits to community alarm service users' during 2021-22, up 37% from 1,407 in 2020-21. Keysafe installations also increased with 900 installation visits being completed during 2021-22, up 39% from 649 in 2020-21.
- 2.1.32 The team supported the rollout of the national COVID remote health monitoring pathway in Lanarkshire. Inclusion criteria for the pathway was Covid positive patients over 16 years old who were at risk of clinical deterioration and capable/willing to home monitor for 14 days. Eligible patients were supplied with a non-return pulse oximeter, information pack and directed to register with the National Contact Centre. Patients received daily text messages asking a series of questions about their symptoms, including oxygen saturation readings, and were provided with advice responses relevant to their reply. The pathway includes GP practices, The Scottish Ambulance Service, Hospital services, Community Services and NHS Midwifery teams as partners. To date over 200 patients have successfully monitored their condition from home. Since the pathway was introduced, the team have provided educational/training sessions to multiple services and offer ongoing support.
- 2.1.33 The assistive TEC team had to respond quickly to worldwide shortages of chips which are key components of alert alarms. The team worked with procurement colleagues to identify alternative telecare suppliers who could provide the stock required. As a result, managed to continue providing and installing the technology required to support some of our most vulnerable service users and avoided technology shortages causing delays to hospital discharges. The lessons learned have been invaluable in preparing for the upcoming transfer to digital alert alarms.
- 2.1.34 The council's analogue 2 digital programme is well underway and will ensure that community alarm service users continue to receive a reliable and safe service. A key part of the analogue 2 digital programme has been an asset audit of alert alarms and assistive technology within approximately 7,000 community alarm service users' homes. The assistive TEC team were joined by a telecare development assistant and 3 technology assistants to coordinate and carry out the asset audits. The technology

assistants work closely with our social work locality teams, raising any risks identified and updating data as required.

- 2.1.35 **Children Services** work to provide family support to promote the welfare and development of children, young people and their families. 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.
- 2.1.36 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.
- 2.1.37 **An Inspection of Services for Children in Need of Care and Protection**, undertaken in 2019, resulted in the development of an Improvement Action Plan highlighting five key themes, including:
- Corporate Parenting arrangements
 - Care leavers transitions
 - Outcome data
 - Views of children, young people and their families; and
 - Kinship Care.
- 2.1.38 Each theme has several actions and associated measures to track progress. The actions within the plan are linked back to existing strategic plans and incorporated into new ones to ensure there is clear governance and reporting.
- 2.1.39 The Corporate Parenting Group, Children Services Continuous Improvement Group and the Children's Services Strategy Group have ownership of the themes identified in the Action Plan and report on progress.
- 2.1.40 **Residential Children's Services** maintained a settled environment during the period of COVID-19. Staff continue to deliver high quality care whilst observing and applying public health guidance during wellbeing activities and family contact. This has merited meticulous planning and organising involving key stakeholders across the Corporate Parenting landscape within South Lanarkshire placing particular emphasis on contingency situations to ensure our young people remained safe.
- 2.1.41 **Corporate Parenting Board (Promise Board)** and a Champions Board were established in 2020 to sit alongside the Getting It Right for South Lanarkshire's Children Partnership Board. These two new Boards lead on the change agenda and hold all partners to account, providing the foundation for achieving best practice in implementing the Promise and The Plan.
- 2.1.42 The Corporate Parenting Board's vision is to make sure everyone plays their part in supporting care experienced children and young people as they grow and develop and assists the Council and partners in continuing to fulfil its legal obligations and responsibilities towards looked after children and children leaving care. The inaugural meeting took place on the 24 April 2021 and was chaired by the Chief Executive of South Lanarkshire Council. The Board, known as the Promise Board in recognition of the vision of the Independent Care Review findings, includes representation of all key partners and senior

officers. The Promise Board reports directly to the Community Planning Partnership (CPP) and operates to a set of principles on which to lead and challenge the progress of the corporate parenting agenda and meet collective, corporate parenting responsibilities.

2.1.43 Three subgroups report to the Promise Board:

- **Engagement and Participation**

The aim of the Engagement and Participation subgroup is to ensure that care experienced people in South Lanarkshire help to shape the decision-making processes that affect their daily lives by ensuring participation and involvement is embedded into agency practice across the children's partnership of South Lanarkshire. The Engagement and Participation subgroup upholds the values of relationships, growth, inclusion, learning, opportunities and voice for care experienced children and young people.

- **Care experienced living with parents, friends, or relatives**

This group brings together representatives from children's services throughout South Lanarkshire. It is designed to improve the response to the needs of children and young people who are looked after at home or in kinship care, which is with a person who is related to them or a person with whom they have a pre-existing relationship.

The initial focus for the group has been in defining and adopting the term care experienced across South Lanarkshire Children's Services partners to ensure young people and their families are aware of and can access the range of supports to which they are entitled. The establishment of a central data base which will provide robust information for partners is also underway.

The group has spent valuable time connecting partners to get a deeper understanding of the needs and areas for improvement that exist for children and young people, care experienced and living with parents, friends, and relatives. An action plan to guide improvement work over the next two years is in development.

- **Throughcare, continuing care and aftercare**

The Throughcare and Aftercare subgroup act in the best interests and promote the physical and mental health and well-being of care leavers, ensuring that care leavers are engaged and regularly consulted.

The areas of improvement for the group include:

- Assessment, planning and review
- Health and wellbeing
- Housing and accommodation pathways
- Education, employment and training

2.1.44 **Champions Board** is a group of young care experienced people who are supported to come together to engage directly with those who make key decisions about the care system. The vision for Champions Boards is one where Corporate Parents build genuine, trusting relationships with care experienced young people in their area. By combining the expertise of care experienced young people and the power and responsibility of decision makers, Champions Boards aim to improve the quality of care and support for care experienced young people.

- 2.1.45 The South Lanarkshire's Champions Board is supported by Who Cares? Scotland and was launched in December 2019 at an event that brought together corporate parents and care experienced young people from throughout the area. In addition to Who Cares? Scotland two Promise Development Workers were recruited in November 2021 jointly funded by NHS and South Lanarkshire Council, Social Work Resources. These posts, advertised for young people with care experience, are specifically focussed on increasing the participation of care experienced young people. The Promise workers have already been instrumental, in partnership with others, in several successful Care Day events and in recruiting and supporting new members to the Champions Board. Future plans include further promotion of the Champions Board to care experienced people, corporate parents and partners and developing social media platforms for improved communication.
- 2.1.46 The Champions Board links directly with the Promise Board and the three strategy subgroups ensuring the voice of care experienced young people is central to decision making.
- 2.1.47 The Scottish Government had made funding available for the financial year 2020-21 to improve children's mental health and wellbeing. Police Scotland and Children and Family Services had agreed to collaborate on an Integrated Safeguarding and Early Intervention Hub model which would deliver a new model of managing all referrals and early intervention requests to Children and Family Services. The highest proportion of referrals are received from Police Scotland and are related to domestic violence, addictions issues and mental health referrals that range from low level to intense interventions. Currently, all 4 localities managed referrals regarding children, including child protection and early intervention and the Hub was seen as a model of intervention that would support a consistent response across all localities.
- 2.1.48 **Justice Services** 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.
- 2.1.49 Justice offers a wide range of services in courts, local offices, and specialised teams to people referred by the crown office and procurator fiscal service, courts, the Scottish Prison Service, and other agencies. Specialised teams have been developed to work with women, young people, people leaving custody (throughcare), men convicted of domestic abuse and their families (Caledonian system), adults involved in substance related offending (the drug treatment and testing order service). Justice employees work with individuals to address the factors associated with their challenging and harmful behaviours to reduce the likelihood of these behaviours recurring and to promote community safety. Justice services undertake a relationship-based approach which maximises opportunities to reduce criminality. Justice services maximise opportunities for individuals to be diverted from prosecution where possible and to remain in the community rather than custody with required levels of supervision. Work delivered includes maximising opportunities for young people (16–21-year-olds) to undertake a structured deferred sentencing programme which is tailored to their age and stage of development.
- 2.1.50 The Caledonian programme is for persons convicted of domestic abuse offences and the moving forward making changes programme for persons convicted of sexually harmful behaviour. A holistic approach is taken to ensure programmatic work addresses inappropriate behaviour but also ensures the safety of persons harmed. The Caledonian programme is a good example of this as it is delivered in partnership with CIRCLE and women's aid who support the women and children impacted by the behaviour of men.

- 2.1.51 Collaborative working across police (Scotland) SPS, housing, health, and addictions, adult, and childcare services and the local third sector, has assisted in the management of any public protection housing or health issues that may require attention. The Justice Service has seen an increased demand in the number of clients presenting with welfare needs. The service has responded by providing food, meals, and essential items.
- 2.1.52 There has been significant impact on the courts system, whilst the three courts within Lanarkshire are operational their delivery has been impacted by lockdown, social distancing, and infection control measures. The introduction of virtual courts for persons appearing from custody has required court Social Work services to introduce and access digital communication to ensure service provision. Challenges arising from virtual communication are fed into Social Work Scotland and reported to the national justice board. Court reports have continued to be delivered however, have been undertaken virtually where possible. For individuals with complex needs and risks, interviews have continued to be undertaken in person in approved office arrangements.
- 2.1.53 Unpaid Work Service (UWS) was suspended at the outset of the pandemic, in response to renewed public health guidance. Service delivery adapted to changing government guidance and when permitted, resumed with appropriate Infection control measures and social distancing. The required health and safety measures have led to a reduction in the volume of service users who can attend the UPW service at any one time. New ways of working also led to creative and imaginative solutions such as the delivery of unpaid work at home leading to for example, safety blankets being made from crisp packets for homeless people. Reduced service capacity has led to a backlog of unpaid work hours. The backlog in hours is monitored closely and reported nationally via Social Work Scotland who are reporting this to the Justice Board at Scottish Government. A recovery plan has been developed and both Sacro and Action for Children who have existing contractual arrangements with South Lanarkshire are working in partnership to reduce the backlog in hours.
- 2.1.54 Children and Justice Services carried out a range of activity in 2021-22, examples of which include:
- Protecting children by undertaking 716 child protection investigations. On 31 March 2022, there were 125 children on the Child Protection Register
 - Prepared 385 reports for children who were supported through the Children's Hearing system.
 - As of 31 July 2021, 752 children were looked after by the Council. Of these children 19% were looked after at home with parents, 43% by friends/relatives (kinship), 28% in foster placements and 10% were looked after in a residential setting.
 - 636 referrals were supported by substance misuse services, following a referral for alcohol or drug misuse
 - 368 Community Payback Orders with Unpaid Work requirements commenced
- 2.1.55 **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 and Personnel; Carers; Equalities; 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, 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, management information requests as required by services and business needs. The PPE (Personal Protective Equipment) Hub developed since first lockdown, is now a service area currently within Performance and Support.

- 2.1.56 The Carers (Scotland) Act 2016 (the Act) aims to support carers' health and wellbeing and help make caring more sustainable.
- 2.1.57 The South Lanarkshire Carers Strategy 2019- 2022 identified a range of supports that would help carers to continue caring in good health and wellbeing. The Strategy identified four main priorities:
- Carers are identified, involved, and valued
 - Carers have choice and control, allowing them to balance their own life with their caring role
 - Carers can access the right support and service at the right time
 - Carers have a positive experience of being a carer
- 2.1.58 Lanarkshire Carers are currently undertaking carer support plans for those with low to moderate needs and thereby allowing the Social Work team to focus on more complex situations. There is a Lanarkshire Carers worker successfully linked with each of the four localities. Positive relationships between the SLHSCP and Lanarkshire Carers provide a strong base to build further improvement activity .
- 2.1.59 In January 2022, the Scottish Government announced additional funding for local carers centres to expand support services for unpaid carers during the winter period. Key findings from Winter Funding Impact Report highlighted 949 carers benefitted from Carers Winter Funding Package in Lanarkshire; 781 individual grants were awarded to carers; and 123 new carers engaged with Lanarkshire Carers as a result of the funding.
- 2.1.60 The Carers Partnership Group is tasked to drive forward the work of the Carers Strategy and ensure funding is directed to support the Carers agenda, staff have been recruited to at both strategic and operational level to maintain oversight of the whole system of support for Adult Carers and Young Carers.

2.2 Performance monitoring

- 2.2.1 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 Resource objectives. Performance information is then used to inform the annual [Social Work Resource Plan 2021-2022](#) 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.
- 2.2.2 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, Social Work risks and financial performance.
- 2.2.3 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 from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity.
- 2.2.4 The performance management system (IMPROVe) supports frontline Managers with real time management information. This system allows managers to look at detailed caseload or timescale information for aspects of service such as guardianship visits and reviews 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.
- 2.2.5 Some key performance trend data is recorded at Appendix 1 that supports some examples of the areas of work identified above.
- 2.2.6 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.
- 2.2.7 Accounts Commission, as part of their statutory responsibilities, 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.
- 2.2.8 The Care Inspectorate continues to regulate and inspect our 39 Registered Care Services which include: six care homes for older people, 13 Day Centre's for older people; 6 Adult Lifestyles Centre's; 1 Adult Community Support Services; 6 care homes for children and young people; 3 Child and Family Services (Fostering, Adoption and Supported Carers); and 4 Care at Home Services. Since March 2021, 10 inspections have taken place. Attached in Appendix 2 are the most up to date grades in respect of our registered services.
- 2.2.9 The Care inspectorate have resumed their full inspection programme. During the Covid-19 pandemic they introduced an additional key question to the inspection framework. Key question 7 focused on

'how good is our care and support during the Covid-19 pandemic?'. This key question is no longer a part of the framework, however, one of the quality indicators, 1.5 has been developed 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 for older people and adult care homes.

- 2.2.10 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.

2.3 Delivery of Statutory functions

- 2.3.1 Our priority is to ensure effective delivery of critical services, complying with statutory legislation to protect vulnerable children, young people and adults in our communities. Services remain committed to assessing those most at risk with the focus on public protection.
- 2.3.2 Throughout the coronavirus pandemic we have ensured that the most vulnerable members of our communities and our employees remain supported and protected. South Lanarkshire Child and Adult Protection Committees developed a joint COVID-19 communication strategy and escalation guidance for high risk or complex cases to support front line managers and practitioners. Social media platforms and public protection e-bulletins were used by our public protection partners to raise awareness of public protection throughout the wider community, alongside specific briefings to warn of COVID-19 specific scams.
- 2.3.3 Whilst COVID-19 rates in Lanarkshire remained consistently high, the Partnership is now working towards areas of recovery. Adult support and protection and child protection case conferences and other key meetings can now be arranged either virtually or in person, with public health guidance followed to ensure the safety of service users and our workforce. Other services are now adopting hybrid working arrangements to continue to reduce heavy footfall within office spaces.
- 2.3.4 As services adapt to the recovery from COVID-19, households are now also significantly impacted by the cost-of-living crisis. This crisis has been caused by a significant increase in the costs of energy, food and fuel, with the energy price cap increasing significantly in 2022 and forecast to rise further. This directly impacts on all areas of household budgets. The Council continues to offer advice on finance and debt through the Money Matters Advice Service, with service users supported to access available funding through a range of appropriate funds and grants.
- 2.3.5 SLHSCP and the Adult Support and Protection Committee have been working with the national decision support programme led by the Digital Health and Care Innovation Centre (DHI) to develop a web and mobile app that will give practitioners quick and easy access to current evidence-based guidance and information to support a person who may be at risk. The app empowers staff to make swift, safe and effective decisions throughout the ASP process and has been successfully downloaded by partners including over 1,000 Care at Home staff as part of the pilot stage. An evaluation of the pilot is underway prior to the formal launch.
- 2.3.5 Transitional arrangements from children's services to adult services remains a priority for the Social Work Resources and the SLHSCP. The Social Work Governance Group is overseeing an improvement plan and a multi-agency infrastructure has been embedded in our localities and is monitored through integrated operational arrangements.

- 2.3.6 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. 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.
- 2.3.7 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). South Lanarkshire's Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification agree to adhere to specific professional codes that guide their practice.
- 2.3.8 SDS: a co-produced assessment is operational across Adult and Older People's Services and the Child's Plan meets the statutory requirements of SDS within the GIRFEC Framework. A Carers' Support Plan and Young Carers Statement are in operation.
- 2.3.9 Several key developments have been introduced to strengthen our approach to SDS. In line with the legislation, the National Standards for SDS and Audit Scotland recommendations, these developments aim to put SDS at the forefront of service review activity so that it is outcome driven. These include:
- Increase capacity within Fieldwork
 - The revised 'Living the Life You Choose' assessment for adults live from 8 November 2021.
 - Work is ongoing within Children and Families Services to strengthen our approach to SDS and improve our transitions planning with Adult Services.
 - An electronic Adult Carer Support Plan (ACSP) is in final stages of development
 - From 20 December 2021 two posts identified to audit direct payments through monitoring and review, and audit activity incorporating a framework based on the CIPFA monitoring matrix.
 - Review of public information
- 2.3.10 The Mental Health Officer Award is funded on an ongoing basis to enable the Council to meet legislative obligations under the Adults with Incapacity (Scotland) Act and the Mental Health (Care and Treatment) (Scotland) Act. A Staff Development Officer for Mental Health Services who is a Mental Health Officer provides support to meet the learning and development requirements within this service.
- 2.3.11 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.
- 2.3.12 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.
- 2.3.13 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. South Lanarkshire is a member of Learning Network West and 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.

- 2.3.14 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 Committee and presentation to Social Work Resources Committee twice yearly.
- 2.3.15 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 advise on the development of policy and legislation; (2) support the development of the Social Work and Social Care professions.

2.4 Key Challenges to Service Delivery

2.4.1 In addition to covid-recovery there are several factors which present specific challenges to Social Work Resources in relation to the demand for service provision. In the coming year Social Work Resources will take forward all necessary actions, where reasonable and appropriate, to mitigate or reduce the Resource's exposure to these risks including:

- Affordability of services as a result of new financial pressures brought about by the global pandemic and increased cost of living.
- 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 than the Scottish average and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services.
- There has been a 4% rise in the number of children looked after from 2019 - 2021 (from 725 to 752)
- South Lanarkshire has a higher percentage of children with a concern at the 27–30-month health visitor review compared to Scotland.
- Increased adult support and protection activity from 2020-21 to 2021-22 with an 11% increase (from 1,144 to 1,273) in the number of adult protection investigations to support vulnerable adults.
- In 2020-21, 14% of the South Lanarkshire population had three or more long-term health conditions (LTCs). The rate of people with 3+LTCs is projected to increase steadily between 2022 and 25 across most age groups 18+, again increasing the demand on services.
- The impact of deprivation. South Lanarkshire is more deprived than Scotland as a whole, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities.
- The effect of health inequality. Many factors combine 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.

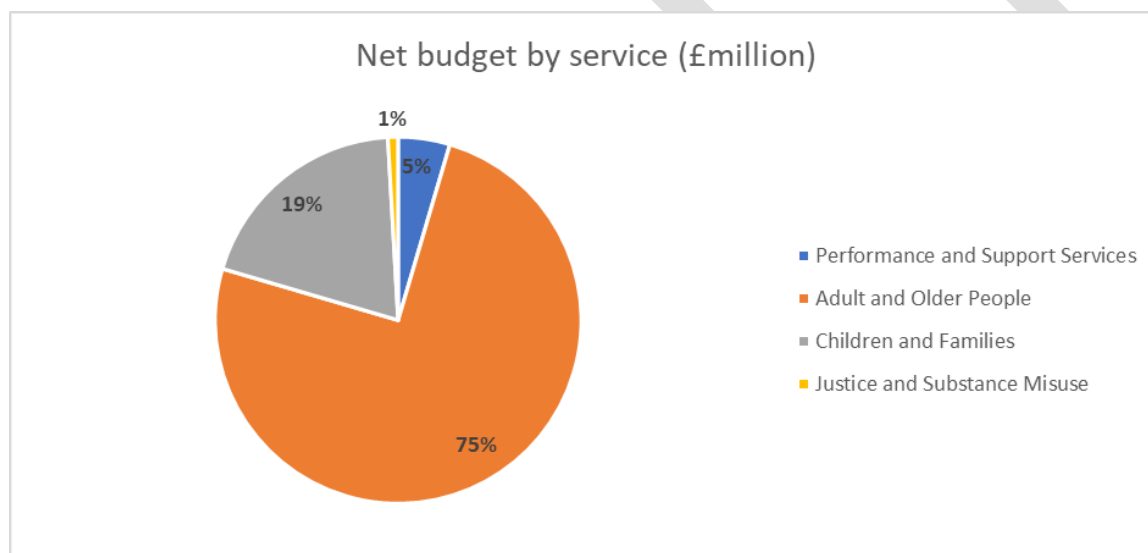
- Exponential and unprecedented pressure on the health and social care workforce capacity nationally, with increasing challenges to recruit new staff and retain the current workforce impacting on the delivery of critical care.
- 2.4.2 An Independent Review of Adult Social Care in Scotland was announced by the Scottish Government on 1 September 2020 as part of the Programme for Government. The principal aim of the review was to recommend improvements to adult social care in Scotland, for people using the services, their carers and the social care workforce. The review examined how adult social care could be most effectively reformed to deliver a national approach to care and support services. The Independent Review concluded at the end of January 2021 and its findings published in February 2021. As a result of this review the National Care Service was recommended.
- 2.4.3 The National Care Services (Scotland) Bill was presented to Parliament on 20 June 2022. The Bill proposes to establish a National Care Service in Scotland, allowing Scottish Ministers to transfer social care responsibility from local authorities to a new, national service. New “care boards” would be responsible for delivering care locally. Children’s services and justice social work could also be considered at a later stage following further consultation.
- 2.4.4 As well as proposing to establish a National Care Service, the Bill makes other changes including:
- allowing information to be shared by the proposed National Care Service and the NHS
 - introducing a right to breaks for carers
 - giving rights to people living in adult care homes to see the people important to them (known as “Anne’s Law”)
- 2.4.5 The Scottish Government has committed to establishing a National Care Service by the end of the current parliamentary term in 2026.

SECTION 3 RESOURCES

3.1 Finance

3.1.1 Social Work Resources had a net revenue budget of £175.763 million for 2021-22 which was allocated as follows:

NET Budget by Service	2021-22	
Detail	£ million	%
Performance and Support Services	8.024	5
Adult and Older People	131.773	75
Children and Families	34.381	19
Justice and Substance Misuse	1.585	1
Total	175.763	100



3.1.2 There are a number of financial challenges which Social Work Resources continue to manage including:

- ◆ the financial impact of demographic growth and an ageing population
- ◆ the increasing numbers of people supported in their community with long term health conditions
- ◆ an increase in Adult Support and Protection activity
- ◆ an increase in the number of children looked after
- ◆ service user and carer expectations
- ◆ the Council's requirement to achieve ongoing savings.
- ◆ the impact of the COVID-19 pandemic

3.2 Risk

3.2.1 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.

3.2.2 Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The 2021-22 top service risks identified for the Resource are detailed below and these are reviewed and monitored on a regular basis. In the coming year Social Work Resources will take forward all reasonably necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these risks.

Risk Description	
1.	The Council fails to meet statutory and legislative duties in respect of public protection.
2.	Reduction in external funding and fees/income received by the council, as well as increased service demands, results in saving difficulties.
3.	Lack of capacity and skills to provide and meet increased service demands
4.	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.
5.	The Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan
6.	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.
7.	Failure to fulfil emergency response commitment befitting the Council's status as a Category 1 (emergency) responder
8.	Failure to evidence sufficient progress against Care Inspectorate requirements
9.	Failure to properly prepare and successfully transition from the current analogue services to a digital solution within the pre-determined timescale

3.2.3 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 4 WORKFORCE

4.1 Workforce

- 4.1.1 The Social Care workforce is one of the largest employment groups in South Lanarkshire with employees 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.
- 4.1.2 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.
- 4.1.3 Social Work Resources has 2,899 employees as of March 2022. Employees are supported 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	2,107
Children and Justice Services	557
Performance and Support	235
Total	2,899

- 4.1.4 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.
- 4.1.5 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.
- 4.1.6 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.
- 4.1.7 The impact of COVID-19 on the wider workforce is recognised and a number of initiatives are available through the Employee Assistance Programme (EAP), which offers practical and emotional support for all Council employees, including early intervention, counselling or financial support. As well as the usual

supports, a number of new initiatives have been developed to support the mental health and wellbeing of staff. The COVID-19 recovery - Service Re-introduction Toolkit July 2021 encourages service managers to adopt a flexible approach that will improve service delivery whilst supporting the resilience of the workforce.

- 4.1.8 Assessment of risk is undertaken to protect those staff who continue to work on site and for those working agile at home or within another location. Equipment requests can be made to support the creation of a safe and secure workplace. Well established trade union and employee forums are in place that enable regular monitoring and resolution of issues.

4.2 Workforce Planning

- 4.2.1 The CSWO supports possible successors through the CSWO Award offered by Glasgow Caledonian University
- 4.2.2 The CSWO has a key role in preparing the Resource for delivering the transformation agenda for care facilities, adult and older people's day services and care at home services
- 4.2.3 A significant number of staff are projected to reach retirement age over the next ten years and this together with high turnover of staff and an ongoing requirement to retain and increase numbers of qualified workers presents a particular challenge. A workforce plan has been developed to mitigate the risks of a diminishing workforce against areas of growing demand. A range of actions have been identified within the plan that will address some of these issues, whilst it is acknowledged that not all risks can be eliminated whilst a national health and social care workforce crisis remains. Leaders have taken action to prioritise investment in key areas of service delivery and work is underway to develop a joint care academy across the partnership to recruit, train and retain our future workforce.

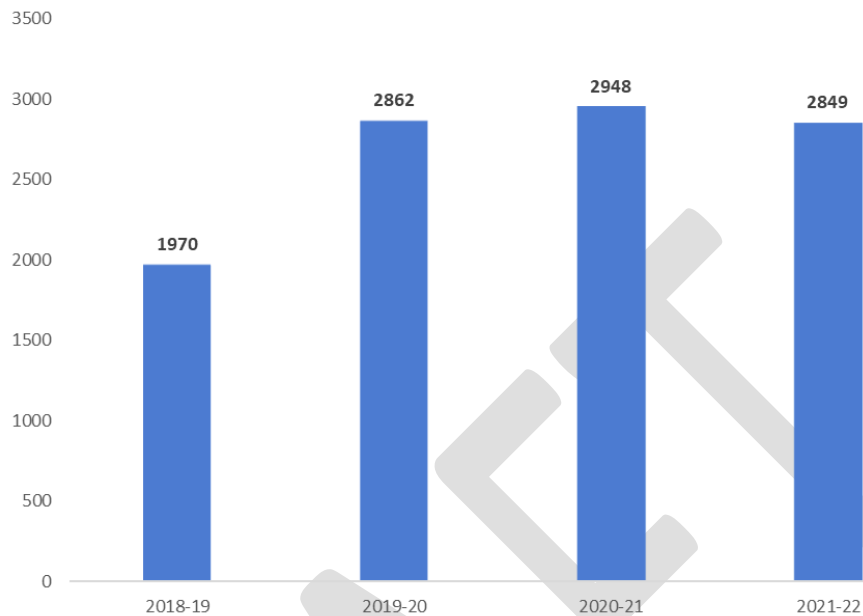
4.3 Learning and Development

- 4.3.1 The Social Work Workforce Planning and Learning Development Board has a strategic overview of the learning and development activity that takes place within the resource and ensures there is openness and transparency in relation to how training is organised and accessed by staff. The development of a Social Work Resource Learning and Development Plan is instrumental to this and contributes to supporting a learning culture. Throughout COVID-19 the ongoing learning and development needs of the workforce has remained a priority with a robust learning and development programme adapted to virtual platforms.
- 4.3.2 Each Social Work service area has a learning and development pathway, which highlights the specific learning and development needs for individual staff; and, 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 only if necessary, classroom learning) and any externally purchased courses.
- 4.3.3 Learning and development requirements of individual staff members are identified through supervision and reflected in an Annual Performance Appraisal meeting. Additional training requirements are identified through the Corporate Learning and Development Team for Social Work Resources.

- 4.3.4 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. A range of Post Graduate Certificate opportunities have been taken up by the staff group including Child Welfare and Protection, Securing Children's Futures, Children and Young People in Conflict with the Law, Contemporary Drug and Alcohol Studies and Therapeutic Life Story Work.
- 4.3.5 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 continues to incorporate new members of staff and includes colleagues from other Council Resources and Health.
- 4.3.6 Access to Management and Leadership Development training is available through Personnel services to all Social Work staff, in consultation with their line managers. Those who are either first time managers or who are looking to be promoted to a management post can also make use of the SSSC Step into Leadership Course.
- 4.3.7 Registration within timescale for all staff within Social Work Resources is set out by the SSSC. Where staff have conditional registrations or where the achievement of appropriate qualifications is required, support is provided.
- 4.3.8 All newly qualified Social Workers meet with the relevant Staff Development Officer for a learning and development/Post Registration Training and Learning (PRTL) induction meeting to draw attention to the relevant learning and development pathway for their post, how to access training and ensure they understand their responsibilities in relation to post registration training and learning requirements. The support that is available in relation to the PRTL is also explained.
- 4.3.9 The Adult and Older People's service provide mentors to newly qualified Social Workers for the first few months to help them as they settle into post.
- 4.3.10 Within Children and Families teams newly qualified Social Workers, together with all other Social Workers, attend Practice Development Sessions which are scheduled monthly. This time gives Social Workers the space to learn and reflect on practice.
- 4.3.11 The Mental Health Officer (MHO) learning and development pathways are in place for managers, Social Workers/Mental Health Officers and Social Work Assistants. A recruitment strategy supports Social Workers interested in completing the MHO Award, with three Social Workers enrolling in the Mental Health Officer Award in 2021-22.
- 4.3.12 Mentoring arrangements support newly qualified MHOs. A Mental Health Officer Forum is held quarterly to facilitate learning and discussion regarding MHO practice, developments in legislation and the work of the Mental Welfare Commission. Training opportunities are promoted throughout the mental health service and all staff participated in Prevention and Management of Violence and Aggression training in 2021. Three Mental Health Officers also participated in the Post Graduate Certificate Forensic Mental Health in 2021-22.

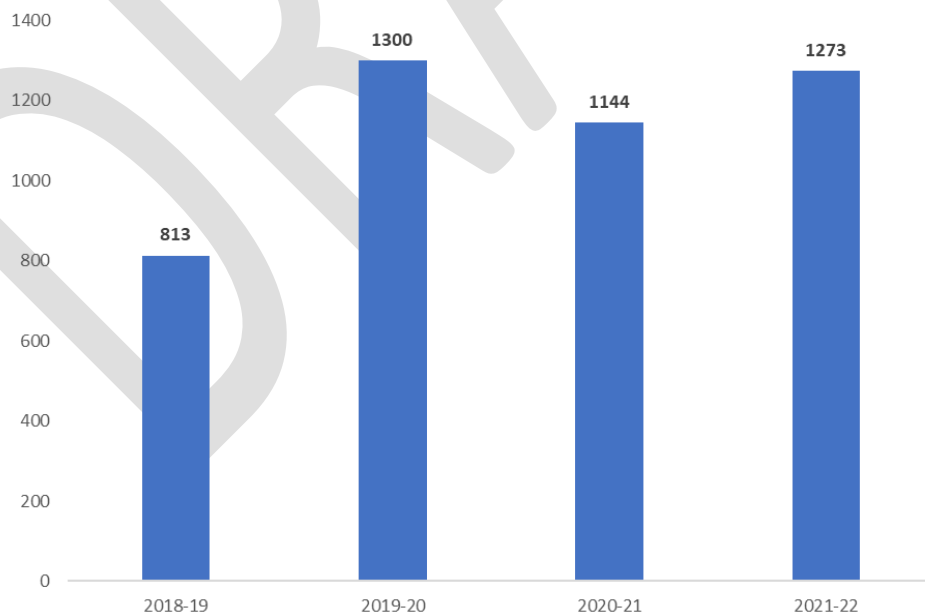
Appendix 1 Performance Data and Trends

Adult Support and Protection Inquiries



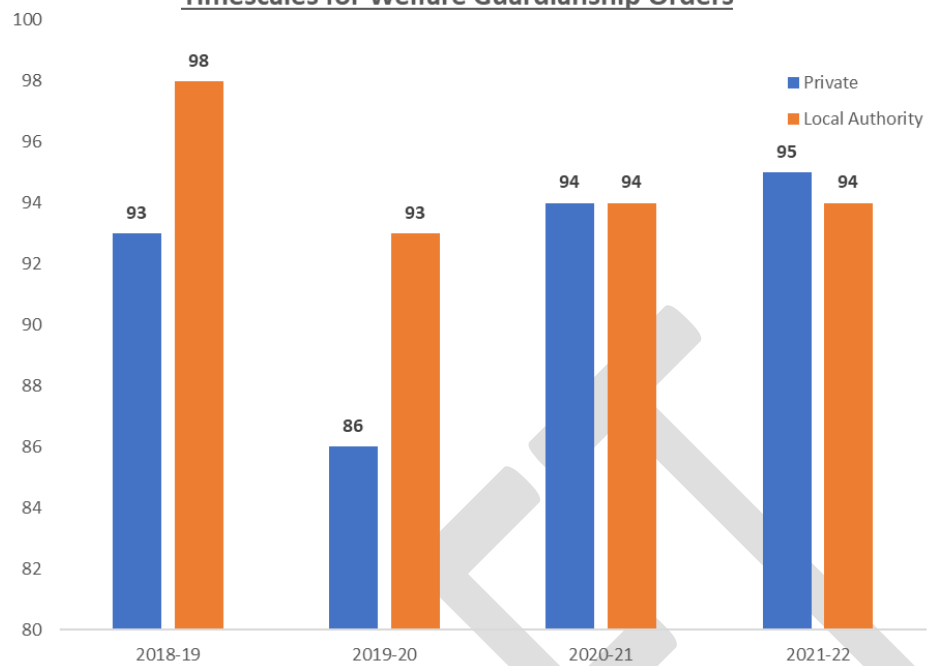
Source: ASP Annual Scottish Government Return

Adult Support and Protection Investigations



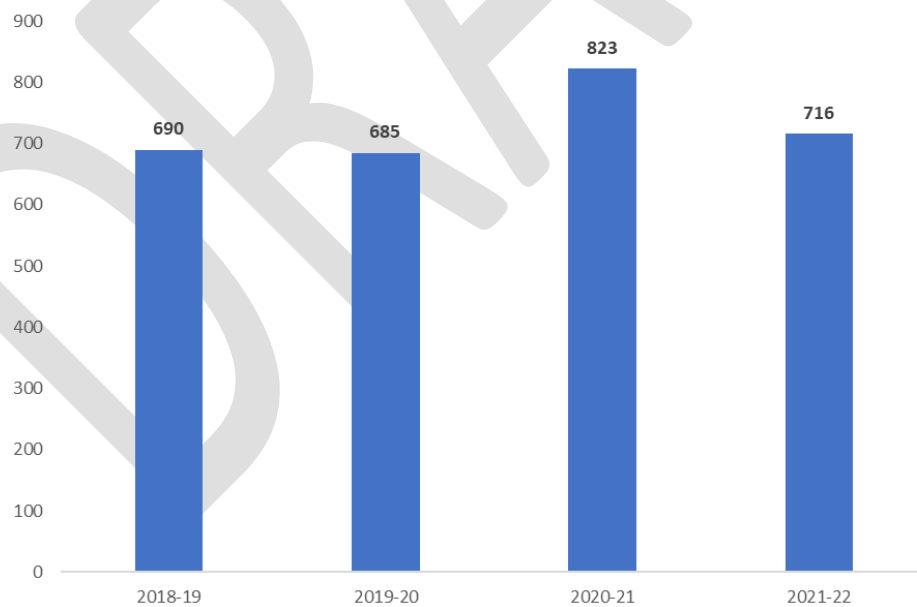
Source: ASP Annual Scottish Government Return

% of Statutory Supervising Officer Visits Held within Timescales for Welfare Guardianship Orders

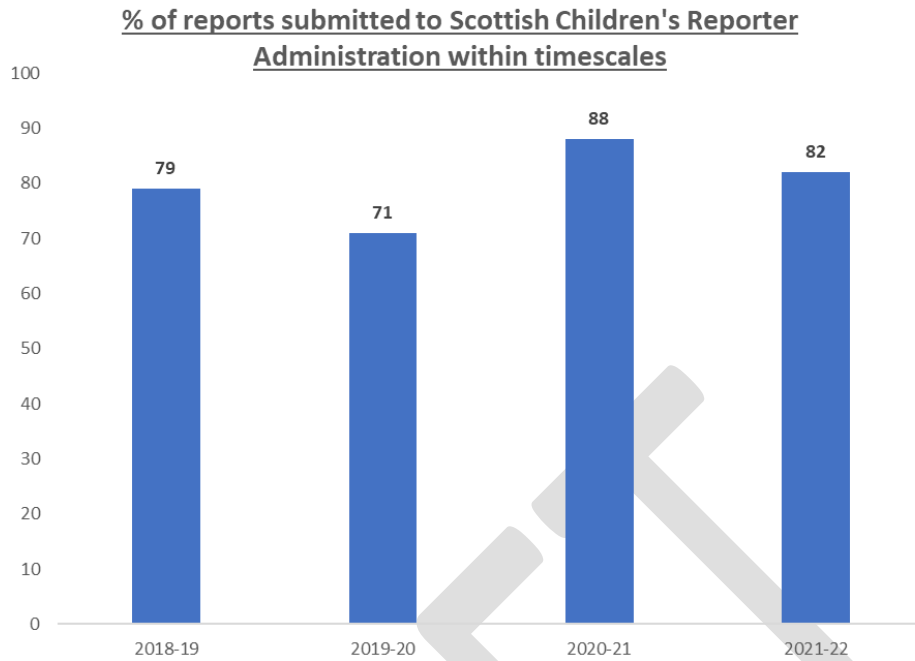


Source: Social Work Resource Plan, IMPROVe

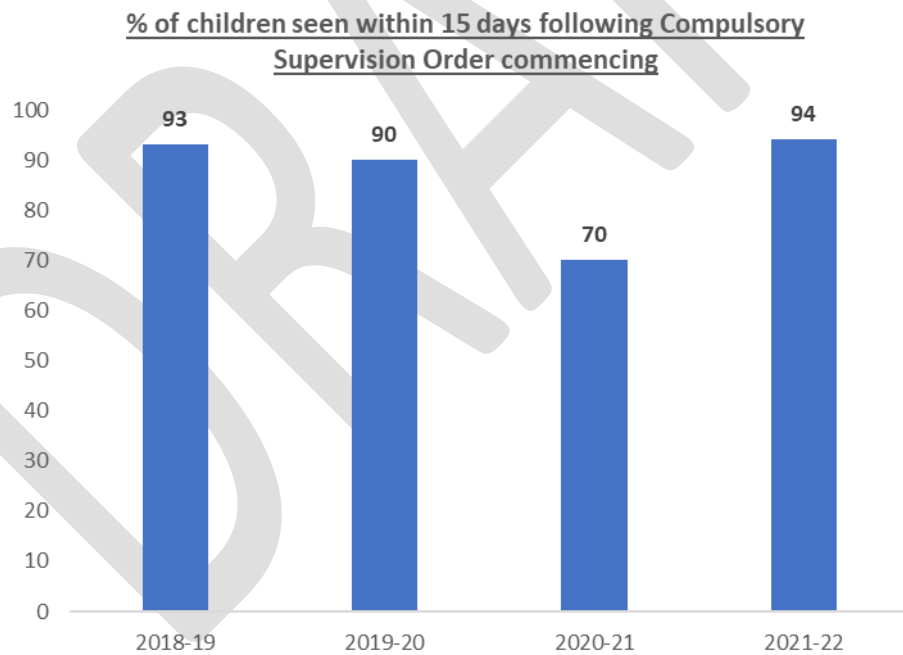
Number of Children Protection Investigations Completed



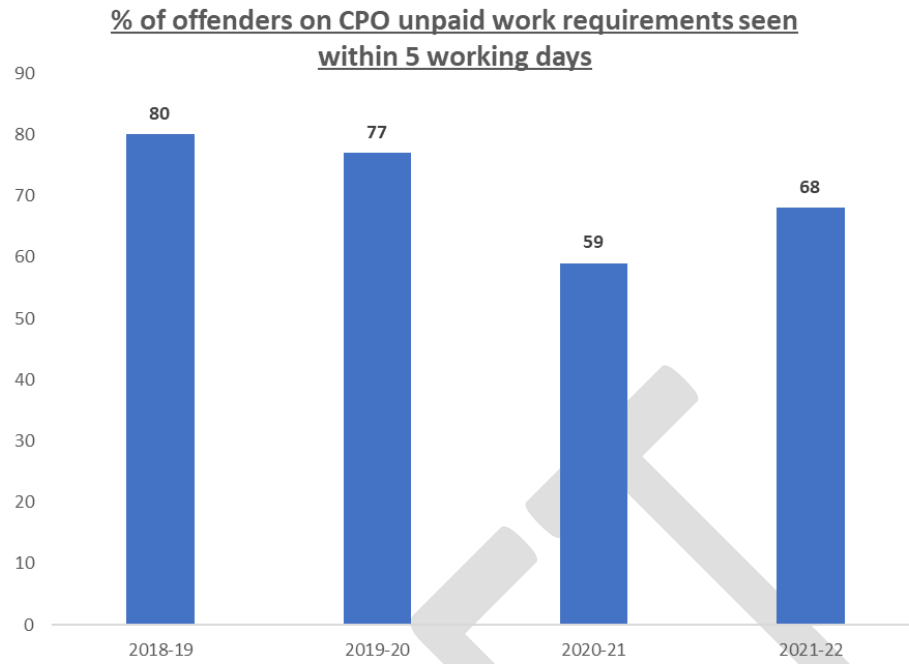
Source: Social Work Resource Plan, IMPROVe



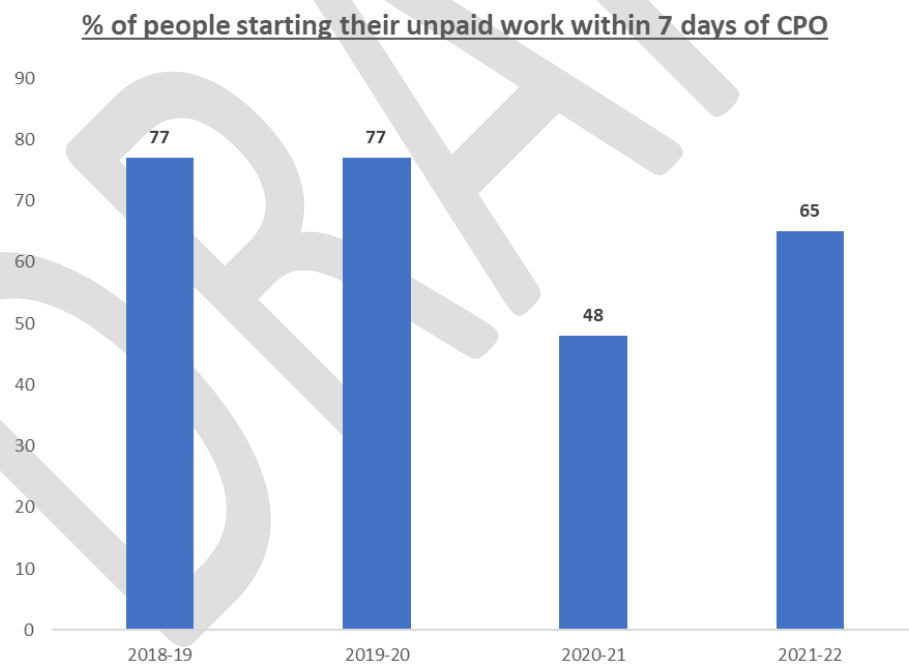
Source: Social Work Resource Plan, IMPROVe



Source: Social Work Resource Plan, IMPROVe



Source: Social Work Resource Plan, IMPROVe

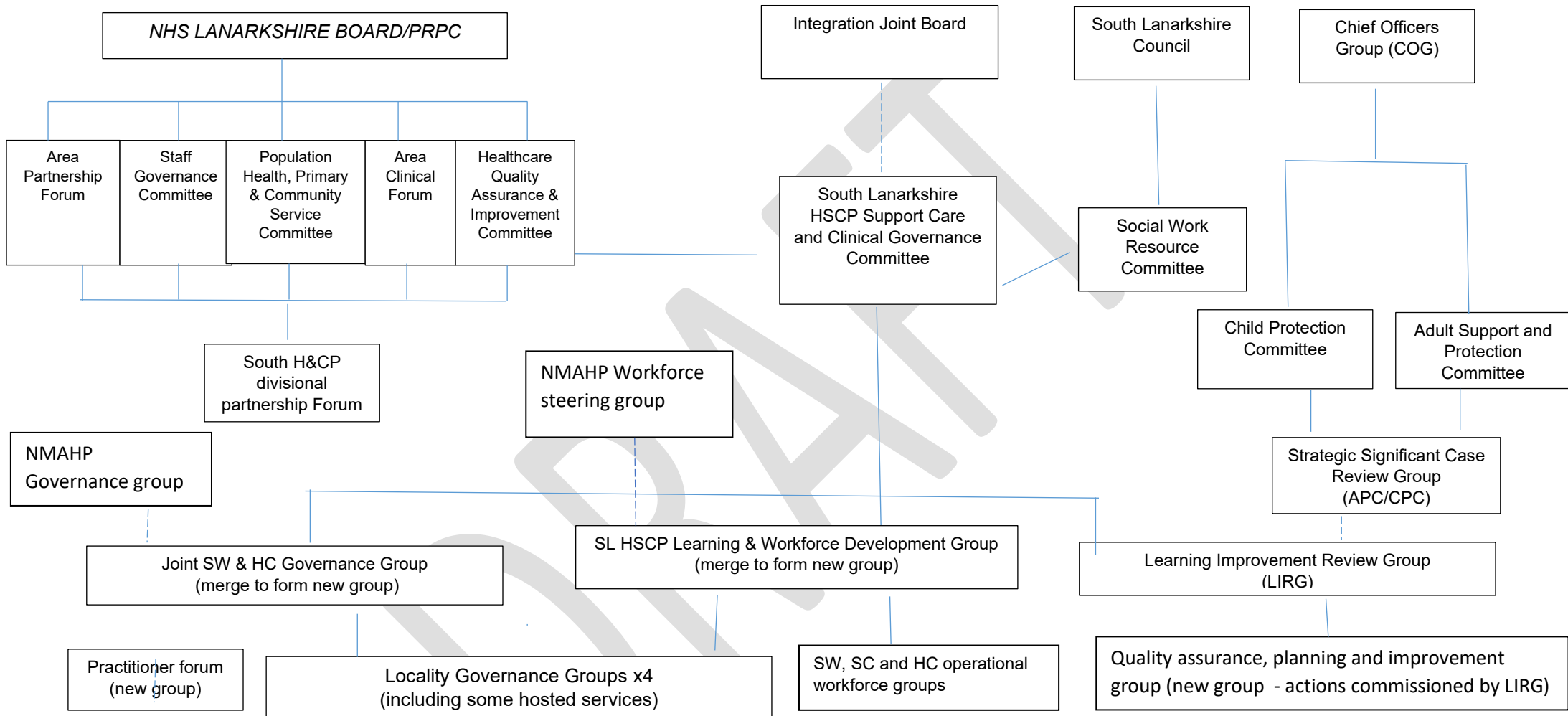


Source: Social Work Resource Plan, IMPROVe

Appendix 2 – Care Inspectorate Gradings for Registered Services

			Care & Support Planned	Setting	Staffing	Leadership	People's Wellbeing
	Care Service	Latest Inspections	Care/Support	Envir	Staff	Man/Lead	
1	Canderavon House	17/05/2022	4	4	5	4	4
2	David Walker Gardens	19/11/2019	5	NA	NA	NA	5
3	Dewar House	05/12/2019	3	NA	NA	NA	3
4	McClymont House	13/06/2022	5	6	5	5	5
5	McKillop Gardens	01/07/2022	5	5	5	5	5
6	Meldrum Gardens	01/11/2019	4	5	3	5	4
7	Canderavon NC	16/02/2016	4	5	5	5	
8	Harry Heaney Centre	10/05/2019	5	NA	5	NA	
9	Jenny McLachlan Centre	19/01/2017	6	NA	5	NA	
10	Jimmy Swinburne RC	15/05/2018	5	NA	4	NA	
11	Lesmahagow NC	07/02/2017	5	NA	5	NA	
12	McClymont RC	05/08/2019	5	NA	5	NA	
13	Meldrum House	05/06/2017	5	NA	5	NA	
14	Newberry Rooney	22/11/2016	5	NA	NA	4	
15	Nisbet Centre	18/06/2019	5	NA	5	NA	
16	Parkhall	03/08/2018	5	NA	5	NA	
17	Saltire	22/05/2018	5	NA	5	NA	
18	St Andrews	24/07/2019	4	NA	NA	NA	5
19	Whitehill	24/07/2018	5	NA	5	NA	
20	Clydesdale/Larkhall Homecare	26/10/2018	5	NA	4	NA	
21	East Kilbride Homecare	24/01/2020	4	NA	5	5	
22	Hamilton / Blantyre Homecare	17/06/2021	3	NA	NA	NA	3
23	Rutherglen Homecare	24/11/2020	3	NA	4	4	4
24	Carlisle Lifestyles	19/05/2017	5	NA	NA	5	
25	Eastfield Lifestyles	15/11/2017	5	NA	NA	4	
26	Fairhill Lifestyles	22/01/2019	5	NA	5	NA	
27	Lanark Lifestyles (HSC)	12/08/2015	6	6	6	6	
28	East Kilbride Lifestyles (MO)	13/12/2016	5	NA	5	NA	
29	Stonehouse/Larkhall	26/05/2017	5	NA	NA	5	
30	Care & Support South	20/05/2019	4	NA	NA	4	
31	Bardykes Road	29/07/2022	5	5	5	5	5
32	Hillhouse Road	30/06/2022	5	5	5	5	5
33	Hunters Crescent	29/04/2022	5	5	5	5	4
34	Langlea Avenue	19/04/2022	5	5	5	5	5
35	Rosslyn Avenue	13/05/2022	4	5	4	4	5
36	Station Road	19/05/2022	5	5	5	5	3
37	Supported Carers	22/01/2019	5	NA	NA	5	
38	Fostering Services	12/02/2018	5	NA	NA	4	
39	Adoption Services	12/02/2018	5	NA	NA	5	
	Grades guide:						
	1 Unsatisfactory	2 Weak	3 Adequate	4 Good	5 Very Good	6 Excellent	

Appendix 3



NB - At any time concerns/risks from any group can be escalated to the SMT meeting or directly to the Director of South HSCP (chief accountable officer)

DRAFT

Report

10

Report to:	Social Work Resources Committee
Date of Meeting:	15 February 2023
Report by:	Director, Health and Social Care Executive Director (Education Resources)

Subject:	Update on the Work of the Getting It Right for South Lanarkshire's Children's Services Partnership
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ♦ update the Social Work Resources Committee on the progress of the activity of the Getting It Right for South Lanarkshire's Children's Services Partnership and in particular our Children's Services Plan, 'Working together: making a difference. A foundation for recovery'.

2. Recommendation(s)

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

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

3. Background

3.1. The Children and Young People (Scotland) Act 2014 introduced a requirement for each council and Health Board to prepare and publish the following:

- a) a Children's Services Plan covering the period April 2017 – March 2020 and subsequent plans on a rolling three-year cycle; and
- b) a Children's Rights Report by March 2020 and subsequent reports to coincide with the Children's Services Plan cycle.

3.2. The production of a Children's Services Plan is a statutory requirement under the Act, whilst the duty to produce Children's Rights Reports is currently a non-statutory requirement.

3.3. Our current Children's Services Plan covers the period April 2021 to March 2023, taking into account the COVID-19 impact allowing a 'roll over' year for the previous plan. A refreshed plan is due by 1 April 2023 and is in production.

3.4. Since putting the current iteration of the Children's Services Plan in place, a number of key national policy areas have evolved. These include "The Promise", community access to Mental Health Services, whole family wellbeing and the introduction of the Whole Family Wellbeing Fund (WFWF), the UNCRC Incorporation Bill, the refresh of Getting It Right for Every Child (GIRFEC) guidance and the proposal to introduce a new National Care Service to include Children and Families.

4. Children's Services Progress Update

- 4.1. The annual report is a mechanism for reporting progress to stakeholders, including service users. The report reflects on performance in addressing our agreed 20 priorities. A copy of the 2021/22 annual report is attached as Appendix 1.
- 4.2. The annual report contains our now annual report in relation to Children's Rights Activity in South Lanarkshire, which more than meets the requirements outlined in 3.1. and supports our preparations for the expected duties related to the forthcoming incorporation of UNCRC into domestic law.
- 4.3. The Plan and our annual report emphasise the importance placed on continuous improvement activity by partners. Almost all the activity explicit in the Plan is additionality, driven by an understanding of where we want to improve our support to children, young people and families. This is an approach also being adopted by partners in the work to improve our Local Child Poverty Action Report (LCPAR) activity. In developing this more corporate approach to improvement we have worked with the Improvement Service (the national lead on LCPARs) and CELSIS (Centre for Excellence for Children's Care and Protection) a leading improvement and innovation centre in Scotland to support this shared change process.
- 4.4. The Promise
 - 4.4.1. The National Independent Care Review challenged public services to overhaul the way they support care experienced children, young people and families through The Promise. The commitment to keep The Promise is already well embedded in our work in South Lanarkshire with a Champions Board for children and young people in place to ensure their voice is heard by decision makers. Additionally, a Promise Board chaired by the Council Chief Executive, brings together the highest level of corporate parents to ensure The Promise commitments are central to all we do and to engage with Champions Board members.
- 4.5. Three task groups have been in place to drive improvement around the priority themes of Throughcare and Aftercare, Children and Young People Looked After by Family Friends and Relatives and Engagement and Participation. As part of ensuring we all understand our corporate parenting responsibilities, a multi-agency event was held in October to raise awareness of national policy developments, our local response and to identify how we can continue how we improve support to our care experienced population.
- 4.6. Whole Family Wellbeing
 - 4.6.1. The Scottish Government has committed to invest £500m in Whole Family Wellbeing (WFW) funding over the lifetime of this Parliament to support whole system transformational change required to reduce the need for crisis intervention, and to shift investment towards prevention and early intervention. Year one funding is intended to be flexible to support Children's Services Partnerships assess local gaps and opportunities and plan activity accordingly, with a view to laying the groundwork for scaling up transformational activity in subsequent years.
 - 4.6.2. The funding is intended for new work and additionality of resource to support transformation in-line with the National Principles of Holistic Family Support and our ambition to 'Keep the Promise'. South Lanarkshire have been awarded £1.827million in year one, and a report has been presented to the Corporate Management Team (CMT) to consider the WFW developments and how funding in the first year should be aligned.

- 4.6.3. Proposals include extending the Pathfinder initiative in schools, contribution to the Family Support Hub model across the four localities in South Lanarkshire from the centralised Hub model, investment in the parenting support groupwork pathway and extending Family Group Decision Making (Children 1st) as part of the WFW approach. Updates will be provided to future Children's Services Strategy Group meetings.
- 4.6.4. A Whole Family Wellbeing Fund Partnership Steering Group has been established to review the design and delivery of Children's Services in South Lanarkshire, promoting best use of WFW funding.
- 4.7. UNCRC (United Nations Convention on the Rights of the Child) Incorporation
- 4.7.1. The UNCRC Incorporation Bill sets out the intention to bring the UNCRC into domestic law and will introduce additional statutory duties on councils, health boards and other public services. The intention is to recognise, respect and promote Children's Rights as far as possible. This includes the right to be treated fairly, to be heard and to be as healthy as possible.
- 4.7.2. The Bill underlines the role that parents and families, communities, local and national governments, and organisations that work with children and families play in helping children understand and experience their rights.
- 4.7.3. A Task and Finish Group of public sector partners has been meeting to assess preparedness for the incorporation duties and to develop resources to support staff in respecting Children's Rights. An extensive staff engagement programme has been completed and work is ongoing to talk to children, young people, and families in relation to their understanding of the UNCRC and Children's Rights. A staff handbook has been produced with a bespoke Children's Rights section and a training video has been produced and tested with staff in Community and Enterprise Resources.
- 4.7.4. The main duties of incorporation include:
- ♦ implementing the UNCRC and incorporating it into Scots law to make it unlawful for public authorities, including the Scottish Government, to act incompatibly with the UNCRC requirements
 - ♦ an action plan to help children and young people experience their rights
 - ♦ using the Child Rights and Wellbeing Impact Assessment (CRWIA) to ensure that our policies and legislation protect and promote the rights and wellbeing of children and young people
 - ♦ reporting on our progress to the Scottish Government on an annual basis
- 4.8. Community access to Mental Health supports
- 4.8.1. In 2021, the Scottish Government established a Community Mental Health and Wellbeing Fund and South Lanarkshire benefited from around £800K as part of this new funding stream. The fund is intended to improve accessibility to support, and services provided to children and young people to promote, manage, and improve their mental health and wellbeing and to help them develop coping strategies and resilience. It underlines the principle that every child and young person in Scotland should be able to access local Community Services which support and improve their mental health and emotional wellbeing.

- 4.8.2. South Lanarkshire's approach is to try to ensure that every child, young person and their family gets the help they need, when they need it, from people with the right knowledge, skills and experience to support them.
- 4.8.3. An oversight group has been set up to provide a monitoring role and quality assurance to the use of the fund in developing the additionality required by the funding criteria.
- 4.8.4. Over the last 18 months, provision established has included:
- ◆ support to the Fas initiative
 - ◆ helping to establish a test of change around the Earlier Help Hub
 - ◆ investment in the Blues Programme across South Lanarkshire schools
 - ◆ Family Group Decision Making
 - ◆ increased capacity for Short Breaks
 - ◆ online supports (Togetherall and KOOTH), designed to provide an additional route for young people to access support
 - ◆ investment in refreshing our Parenting Pathways model, and
 - ◆ building additionality in the Trauma Recovery Service
- 4.8.5. A report is submitted to the Scottish Government as part of a strong governance of this work underlying the use of the investment, what this additionality looks like in terms of services and engagement and in terms of the impact on children, young people and families.
- 4.9. Refresh of Getting It Right for Every Child (GIRFEC) resources
- 4.9.1. The Scottish Government has led on a refresh programme to update the policy resources around GIRFEC. The new resources and guidance were published in early October, and we are currently working on the best way to cascade the information to staff to clarify what is expected of them in using the materials.
- 4.9.2. Key aspects of the revised guidance include:
- ◆ a focus on Children's Rights and the UNCRC
 - ◆ a strong read across to aligned policy areas including Child Poverty, the Promise, national Child Protection Guidance and Whole Family Wellbeing
 - ◆ simpler language to support engagement with children, young people and families
 - ◆ policy rather than legislative driven functions for Named Person and Lead Professional, and
 - ◆ emphasis on building trusting relationships
- 4.9.3. A short life working group has been established to develop a workforce development strategy to support single and multiagency implementation.

4.9.4. The Children's Services Partnership completed a 'governance review' in December 2022 to ensure that its structure, processes and resourcing of support to families are fit for purpose. This will enable the Partnership to meet any upcoming challenges and help partners contribute effectively to the agreed national policy areas at a local level. This has resulted in a smaller number of thematic groups being agreed to support the evolution of the Children's Services Plan and implementation of the demands of the relevant policy areas. These groups will take responsibility for driving forward practice under the following themes:

- ◆ physical and mental health
- ◆ Whole Family Wellbeing
- ◆ The Promise

5. Next Steps

- 5.1. Multi-agency activity is currently underway across the Partnership to prepare a new Children's Services Plan for the period 2023 – 26, in-line with statutory requirements. A robust process of engagement with children and families and the wider workforce is in place to inform a Joint Strategic Needs Analysis (JSNA) and the plan itself. The JSNA is also a useful tool that will inform developments around our LCPAR, the work around The Promise, Whole Family Wellbeing, and other shared policy areas. A copy of the JSNA is available on request.
- 5.2. Many of the current 20 priorities of the Plan will be carried forward, with the JSNA informing the pace of change, investment in improvement areas and identifying any current gaps in our Partnership agenda.
- 5.3. Staff feedback from two multi-agency seminars for Senior Managers and locality-based staff held in November 2022 will help inform the new Children's Services Plan and future direction of priority areas of work.
- 5.4. The Whole Family Wellbeing Steering Group will support the investment of the WFWF monies to ensure quality and accountability of the support developed as a result of this funding stream.
- 5.5. An awareness raising, and training strategy will be developed and implemented to ensure consistent understanding and use of the refreshed GIRFEC materials and guidance.
- 5.6. Following on from the successful 'Keeping the Promise' event in October, there will be a session with our care experienced family in February to celebrate Care Day. This event will also ensure we are reporting our Promise progress and reaffirm our commitment to our care experienced children, young people, and families.
- 5.7. Work will take place with stakeholders to transition to the agreed revised governance structure by April 2023 in-line with the new planning cycle duties.

6. Employee Implications

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

7. Financial Implications

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

8. 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. There are no other implications associated with this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. A combined Equality Impact Assessment and Children's Rights Wellbeing Impact Assessment will be completed as part of the process in producing the new Children's Services Plan.
- 10.2. A Children's Rights Wellbeing Impact Assessment will be completed as part of the work to build the Children's Services Plan 2023-26.
- 10.2 The work to engage children, young people, and families in developing the CSP 2023-26 supports our commitment to the UNCRC and in particular the following Articles:
- ◆ **Article 12 (respect for the views of the child)** Every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. This right applies at all times, for example during immigration proceedings, housing decisions or the child's day-to-day home life; and
 - ◆ **Article 13 (freedom of expression)** Every child must be free to express their thoughts and opinions and to access all kinds of information, as long as it is within the law.

Soumen Sengupta
Director, Health and Social Care

Tony McDaid
Executive Director (Education Resources)

30 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ focused on people and their needs
- ◆ we will work to put people first and reduce inequality
- ◆ our children and young people thrive

Previous References

- ◆ none

List of Background Papers

- ◆ Children's Services Plan Annual Report 2021-22

Contact for Further Information

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

Kevin Mullarkey, Partnership Planning Manager

Ext: 2238 (Phone: 01698 452238)

Email: - kevin.mullarkey@southlanarkshire.gov.uk

Children's Services Plan: Annual Report 2021–2022

getting
it right¹⁰
for every child
in South Lanarkshire

Working together: making a difference
A foundation for recovery

Included

Active

Respected

Nurtured

Achieving

Healthy

Safe

Responsible



South Lanarkshire
Partnership
Stronger together

Achieving

Included



Respected

Safe

Healthy

Nurtured



Responsible

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



1. Foreword

Welcome to our annual report for our children's services plan 2021-2023 – **Working Together: Making a Difference (A foundation for recovery)**. This year we highlight the activity undertaken over the initial year of our current two-year plan.



This report highlights the particular improvement approach we have taken to our work as a partnership and the continued progress we are making towards our shared vision of ensuring that:

South Lanarkshire's children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.

The report reflects on the way we have set the priorities in our plan 2021-23 and what we still need to do to further improve the life chances of our children, young people and families.

We have maintained our focus on the three themes of:

- **Prevention and early support**
- **Health and wellbeing**
- **Children and young people in need of care and protection**

These themes continue to be the main pillars for our work as a partnership and continue to be the main sections of our plan.

Our Children's Services Plan is closely aligned with South Lanarkshire's Local Child Poverty

Action Report and both plans provide a valuable contribution towards South Lanarkshire's Community Planning Partnership aim of tackling deprivation, poverty and inequality and the continued challenge of reducing child poverty.

Our plan features twenty priority areas identified through an extensive needs analysis process and we have taken a joint improvement approach to these areas, adopting the 'Model for Improvement' as the key tool in scoping out the activity. Over the life of the plan, this focus on improvement will be at the centre of our work and will ensure a focus on the particular areas of support that we need to improve on to achieve the best possible outcomes for our children, young people and families.

Commitment to The Promise is embedded in the plan and the work of the partnership has built on the findings of the Independent Care Review and its recommendations. In doing so, our corporate parenting partnership arrangements have been refreshed and key areas for improvement have been driven forward through newly established thematic groups and The Champions Board. In addition, there is explicit support at the highest level for the radical changes required to fulfil the aims of The Promise through our Promise Board, which was established in April 2021.



These key changes are helping inform our approach to planning, delivering the best support possible to the care experienced children and young people in South Lanarkshire.

We are committed to the proposed children's rights legislation to incorporate the United Nations Convention on Rights of the Child (UNCRC) into Scots' law. We strongly support the Scottish Government's commitment to get this work fully implemented and will continue to build our children's rights work to ensure the voices of our children and young people are being heard and acted upon by the partnership. NHS Lanarkshire is making a key commitment in the development of its exciting new strategy Our Health Together: Living our best lives in Lanarkshire; to work in partnership to promote wellbeing, address inequalities and ensure sustainability. This includes a strong focus on whole system pathways and care programme delivery for children, young people and families. Our work is informed by meaningfully engaging the children, young people and families who use our services.

One good example of this work is our Champions Board, launched in December 2019 and is providing a valuable opportunity for our care experienced young people to articulate their views and experiences with decision makers at the highest level.

The priorities in our plan have been shaped by children, young people and families through a series of engagement activities including questionnaires, online surveys, a programme of focus groups and in making sure engagement is embedded in the way in which services are delivered across the partnership.

We acknowledge the impact COVID-19 has had on our work as a partnership over recent years, affecting our planning and delivery of services and interrupting the momentum established by the previous Children's Services Plan. However, what has been a positive feature during our response to the pandemic has been the innovative and creative approach taken by partners to continue to support children and families and mitigate the negative impact the virus has caused.

A good example of this is our recently established Early Help Hub, which has implemented an early support mechanism to help keep families out of statutory social work support.

The ambition of the hub is that an earlier help approach will reduce the likelihood of families needing more formal care and protection support by providing preventative, strengths-based help for families who have been referred to Social Work or reached out for support themselves.

Instead of waiting until families meet statutory thresholds for intervention, the Early Help Hub works with families to identify what support will prevent the problem escalating. Mostly families will be supported to use help already within their family, or community but, if required can also be provided with targeted or intensive support from Social Work Family Support services.

As we look towards the future while maintaining a cautious awareness of the health of our children, families and workforce, we are committed to resetting relationships with children and families interrupted by COVID-19 and ensuring that our services and supports are there when our children and families need them for as long as they need them. An integrated approach to supporting families' wellbeing will be at the heart of this work.

There is high level political and stakeholder support for our children's services partnership and the work contained within the children's services plan. We have worked to ensure a clear alignment with relevant local strategies and plans e.g. our South Lanarkshire Council Plan, the priorities set by the South Lanarkshire Integration Joint Board (IJB), the work of the Community Planning Partnership and the priority themes of our Child Protection Plan.

In particular there is clear alignment with the Children and Young people, Education and Learning and Health and Wellbeing themes from the council plan and the Community Plan. There is also close linkage with the South Lanarkshire Integration Joint Board (IJB) priorities of early Intervention, prevention and health improvement, mental health and wellbeing and transition arrangements and there are shared priorities with our child protection processes of supporting children and young people's mental health and strengthening the protection we provide to children and young people from neglect. This helps to provide a strong platform for achieving our shared vision and to ensure that our improvement approach contributes towards the broader public services agenda.



Cleland Sneddon
South Lanarkshire Council
Chief Executive



Heather Knox
NHS Lanarkshire
Chief Executive

2. Our commitment to improvement

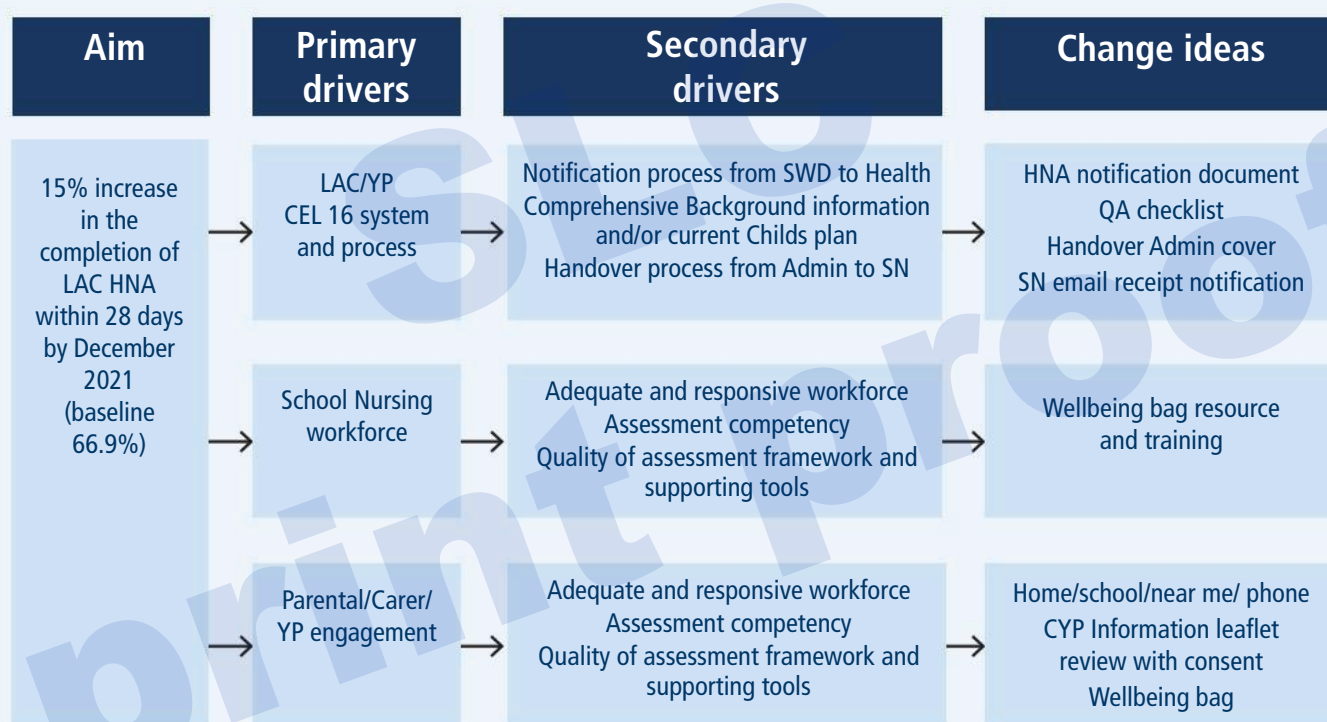
As part of our approach to implementing the priorities of the plan we have used the national '3 Step Improvement Framework' and Model for Improvement to identify change activity. We worked with the Centre for excellence for Children's Care and Protection (CELSIS), Scottish Government's Children and Young Peoples Improvement Collaborative and local partners, to develop a route map and theory of change for each of our twenty priorities. To support our quality improvement journey and build the staff capacity to use the model, we invested in the 'Life QI' platform as part of our project management tools and to assist in creating data

dashboards to show where we are improving, or where we still need to focus our efforts.

From small to all – improvement activity that has changed the way we work!

All of our improvement work has started small, trying out ideas to see if they work before we make wholesale changes to services or systems. We are delighted that a number of improvement projects have resulted in changes, allowing us to work together with children, young people and families for even better outcomes.

Below is one of the best practice examples:



Responding to the health needs of care experienced children and young people

Project aim:

By December 2021, 15% increase in the completion of Looked After Children Health Needs Assessments of school age children within 28 days (baseline 66.9%)

Overview:

The Promise 2020 advocates a rights-based assessment stating that, nurturing relationships should be at the centre of caring for children and young people, and that as with any other child, it is these relationships with adults which must alert us to potential health concerns. Early identification, the right help and timely intervention from the right people is a crucial element of health needs conversations with care experienced children and young people and vital to improving their outcomes.



Methodology

We wanted to improve the quality, timeliness and engagement of young people and carers in the Health Needs Assessment process.

Funded by the Children's Services Partnership and as part of their improvement plan, an 'improvement team' of staff adapted their practice to overcome the challenges of young people shielding, self-isolation, education and children house's access restrictions presented through the COVID pandemic. The improvement team (Social Work, Health, and Education) utilised the three-step model for improvement in practice to address the challenges.

We listened to the voices of children and young people and their desire to change the approach from assessments to 'health conversations'. As part of the response, we worked collaboratively with them to redesign the health needs assessment information leaflet and to improve their experience of the assessment, we used a 'Wellbeing Bag' of resources to help young people articulate their needs. We made sure we took the time to capture children and young people's views of their own health and wellbeing needs to inform future care planning.

As a result of this more interactive approach to Health Needs Assessments, we improved the timeliness of the Health Needs Assessment response.

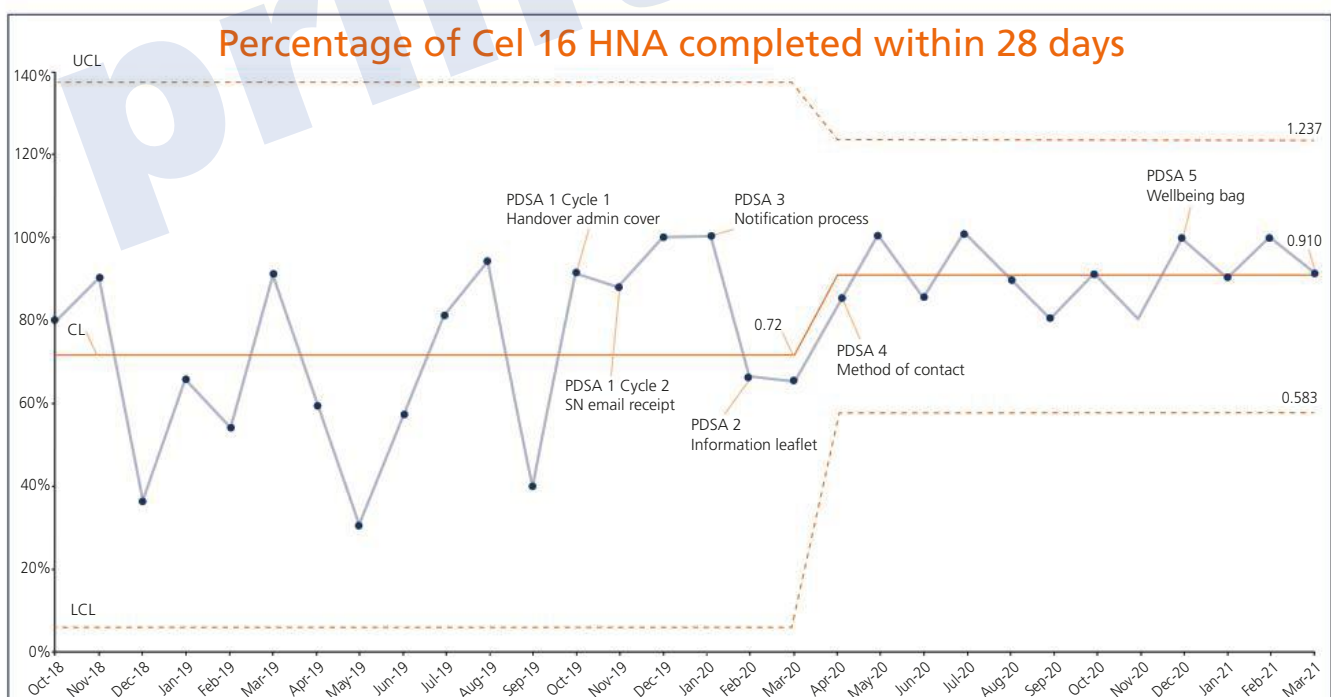
The chart shows the data linked to our aim.

We exceeded our aim with a 19% increase from the point of changing our approach, which resulted in a sustained improvement over the period of between 72% and 91% in the completion of assessments by the 28-day target.

Key learning points

- Staff adapted their practice to respond to ongoing challenges e.g. virtual contact with children and young people, carers and staff and in restricted visits to 'children's houses' and schools
- We have changed the process of Social Work notifying Health that a child or young person has been taken into care and created a new information leaflet to improve engagement with school nursing staff
- The use of the Wellbeing Bag has helped capture children and young people's views about their own health and wellbeing needs and helps to inform future care planning
- The project learning has highlighted that demands to complete assessments within a limited time timescales can have a negative effect on achieving a high-quality assessment
- The changes to our approach have been implemented and rolled out across school nursing and social work teams

The team went onto win a Scottish Government Quality Improvement award in December 2021 for Embedding Quality Improvement to Get It Right For Every Child – Meeting the Health Needs of Looked After Children, which can be viewed on: <https://vimeo.com/647804323/6dfcb5ca86>



3. Our plan and its progress

This report details how we have worked together to improve outcomes for children, young people and their families in South Lanarkshire and work towards a strong foundation for recovery from the COVID-19 pandemic.

The 20 priorities we have identified are detailed in the following table:

Children have the best start in life and are supported to realise their potential	The health and wellbeing of children, young people and families is improved	The life chances of our most vulnerable children and young people are improved
Reducing perinatal substance use	Improving the mental health and emotional wellbeing of infants, children, young people and parents (Infant mental health, counselling through schools, community mental health, reducing suicide, COVID-19 impact)	Supporting sustained positive destinations for care experienced young people
Improving parental mental health in pregnancy	Healthy Weight (Physical activity, diet and nutrition)	Supporting care leavers transitions
Improving language development in early years (SIMD1)	Breastfeeding	Improving outcomes for care experienced children and young people
Developing inclusion as prevention to offending	Reducing dental decay	Improving care planning and reviews
Supporting Young Carers	Substance use by young people	Supporting Kinship Carers
Preventing domestic abuse	Parental substance use	Addressing neglect
Additional Support for Learning		Extending advocacy services for vulnerable groups

While the impact of COVID-19 has meant that our approach to these priority areas has had to be developed with the relevant restrictions in mind. We have however been committed to fostering an increasing improvement culture across the partnership workforce.

This is reflected in the story we are able to tell and in what we have achieved so far. We are committed to continuing our robust challenge and reflection process in relation to successes and areas for improvement.



The following section details the work undertaken in relation to each of our priority themes:

Prevention and early support

Outcome 1

Children have the best start in life and are supported to realise their potential



Reducing perinatal substance use

We have worked together to improve our shared approach to supporting parents at the perinatal stage. Support is provided to families through Early Years Multi Agency Support (EYMAS) meetings in each area that include Social Work, adult mental health services, perinatal mental health midwives attending meetings, LAMS (Lanarkshire Additional Midwifery Services) and CAREs (Community Addiction Recovery Services). The Hamilton EYMAS has led on improvement work to make the planning of support to parents as good as it can be. This has centred around creating a 'Parents Plan', which has been developed in partnership with parents.

The work has used improvement methods to try different ways of reviewing how things are going for the family as support progresses. Paperwork supporting the reviews will be amended as further consultation takes place and the feedback provided will inform how our understanding of which bits work well or not.

Part of the improvement work is addressing challenges and barriers to key tasks such as minute taking and staff availability for supporting parents.

Improving parental mental health in pregnancy

In order to better support parents with emotional wellbeing concerns, we have focused our efforts on early help and support. Over the last year we identified 10 cases where parents had mental health concerns. Our multi-agency support process helped with communication between services and in the development of a parent's plan. In discussion with families, it helped determine what was needed and developed ways to offer targeted support to parents to meet their specific needs. Most cases supported were linked to multiple and complex needs like drug and alcohol use, including where child protection support was being considered in some circumstances.

Part of the work explored the attendance of perinatal mental health staff being involved at locality forums, however it was found that sustainability of attendance would be a long-term challenge and for any wider roll out

As a result of this work, we know that parents are more open to support and are more actively involved if we can offer help before families experience a crisis situation.

As part of the support offered to parents, new online resources are now available on Lanarkshire Mind Matters:
www.lanarkshiremindmatters.scot.nhs.uk

Improving language development in early years (SIMD1)

Improvement work to enable the early years workforce to enhance parents' ability to support early language development is being undertaken at four nursery sites Loch Primary School, Woodlands Nursery, Ballerup Nursery and St Mary's Primary in Lanark in collaboration with Speech and Language Therapy staff. Different ways of offering support to parents are being tested including virtual online sessions, newsletters and outdoor learning. Parents involved have said that they are now more confident in supporting their child's speech and language as a result of the support.

The work in these nursery settings adds to the existing work already being delivered by health visitors at children's 13-15 month assessment and early support to parents to help with setting language goals for their children. Engagement work has highlighted positive experiences for the parents attending the 'Peep Programme', which supports parents in encouraging their babies and children to become confident communicators and active learners ready for school.

Developing inclusion as prevention to offending

Our Inclusion as Prevention initiative funded by the National Lottery has developed a range of innovative opportunities in the Cambuslang and Rutherglen areas, designed to prevent children and young people becoming involved in offending behaviour. The project is a partnership between South Lanarkshire Council, Action for Children, the Children and Young Persons Centre for Justice and Dartington Service Design Lab.

We piloted a Junior Pathfinder approach in two primary schools to support pupils who had experienced difficulties with attendance, troubled relationships with education and other barriers to learning. The Junior Pathfinder pilot had a focus on transition support between P7 and S1, with family engagement, confidence building and resilience as key areas. In a six-month period we supported 137 children across two primary schools and initial indications are that the pilot was received very positively by the families involved and by the schools who took part, despite the impact of COVID-19 there is good data to evidence that young people improved attendance at school and were more confident about their transition to secondary than they otherwise would have been. In addition, families reported improved relationships with the schools involved in the project.

Engagement with children, young people and parents and carers through short surveys, activity sheets and postcard surveys identified a positivity about the support they received and what worked well, including relationships with staff.



Going forward to further explore the findings and to ensure broader learning, Headteachers from across South Lanarkshire are being invited to a 'round-table discussion' to help formulate some ideas about next steps and extending this approach to other areas.

The Junior Pathfinder pilot was one of a range of improvement work related to the Inclusion as Prevention initiative all of which are grounded in the experiences of children and young people, driven by co-production and underpinned by a focus on children's rights.

Further information about the work is available on the Inclusion as Prevention website: www.inclusionasprevention.org.uk

This includes the Streetcones creative arts project sharing their experiences through development of a script and participation in a live question and answer session to inform co-design of a relationship-based practice programme for social work staff, which will shape future changes to peer support and how services for young people in conflict with the law are being designed and delivered. Young people are also involved in the co-design of a pilot support group (absent skills), improving communication about services for young people by young people (grief and loss), and designing a survey for young people that will inform co-design of a peer workshop (gender-based violence).

Supporting Young Carers

Over the last year the Young Carer's Steering Group has helped to support new developments in services for young carers. We have recruited additional staff including one post that has been filled by someone with lived experience of being a young carer and will make an invaluable contribution to this service.

There has been an increase in the number of referrals to the new service delivered by Action for Children, up from 22 in the previous year to 39 last year, as a result of increased work with schools to raise the awareness of what a young carer is and how they can get support from the Young Carers Service. This has led to a greater awareness across schools and understanding amongst children and young people about what it means to be a young carer.

There are currently 119 young carers benefitting from support such as working with an artist, weight management interventions, help with stopping smoking, money advice for families, one to one support, access to short breaks and groupwork.

Action for Children were able to access additional funding which has made a positive difference to our families including providing Christmas gifts, replacement white goods and emergency payments for food. Young carers have also benefitted from engaging in the Summer of Fun programme and support from Over the Wall who support siblings of children with serious illnesses and/or disability.

Close links have been developed with Lanarkshire Carers Centre to ensure that transition to caring as a young adult is supported and as stress free as possible.

Families and young people have reported very positively on the support they have received from the Action for Children Young Carers Services and other support available.

Preventing domestic abuse

Seven young people worked to co-produce a survey for young people aged 12-15 years old across South Lanarkshire to gain understanding of their current knowledge and experiences of Gender-based Violence in their community. The young people helped carry out the survey with youth groups, employability services, schools and colleges and social media as avenues for the survey to reach as many young people as possible.

A further four young people joined engagement sessions from the initial survey design and have contributed further to the survey design through testing its use and understanding as well as identifying how and where it could be used. At the end of the survey, the young people included a description of their work and an invitation for interested young people to join their design group.

The young people invited Mentors in Violence Project members to join their design group. To raise awareness of their work, young people hosted a Q and A session on Instagram where they discussed their work around the project and are planning to run similar sessions in the future.

The Inclusion as Prevention team along with the young people's design group have begun arranging for supports for the next steps of the project, including:

- Identifying designers who will provide graphic support as well as animation who will be part of design sessions to ensure that final piece is accurate to young peoples' vision
- Securing support from the Gender-based Violence specialist to support the workshop design

Nine secondary schools are currently running the MVP programme. Training has been arranged for May 2022 for an additional 4 secondary schools to introduce the programme in academic year 2022-23. In addition to this the identified SEBN establishment will also attend this training to consider how the programme can be integrated to their specific needs.

An implementation plan is now in place to ensure that the remaining five secondary schools will undertake the training in Autumn 2022 in order that the programme can be implemented in those establishments in the academic year 2023-24. The full evaluation of materials for ASN schools is still being awaited from Education Scotland and this will progress as appropriate in due course.

Co-production activity around Gender-based Violence is one of a range of activities related to the Inclusion as Prevention initiative, which seeks to co-design and implement new ways of working with children, young people and professionals to help ensure children and young people are less likely to come in conflict with the law. Children and young people from South Lanarkshire have been working with staff from Social Work, Education, Health and other partners who have an impact on the lives of children and young people. Prior to March 2022 Inclusion As Prevention has worked with over 100 young people, across 115 engagement sessions, and these are ongoing.

Young People involved in other groups have been providing feedback on services in South Lanarkshire more generally and what they are telling us is that although there are a lot of great services available to them, they sometimes find it difficult to find.

Young people are requesting that services advertise more directly to them rather than to other professionals. For example:

- Young people exploring the topic of grief and loss explained that when they have experienced this, they had to speak to different teachers or youth workers to find out what help was available to them. Although this is still helpful for some young people, they expressed that they would like to also have services advertise to them
- They have told us they get most of their information from social media and information would be best shared there
- They also explained that they mostly watch videos rather than read posts. Therefore, the young people are working with various service providers to produce animated videos explaining what services are available, what you can expect when you join and how to get in touch with them. These videos are fully co-produced with young people and will be shared for young people, by young people

The Gender-based Violence Development Officer has begun discussions with the Child Protection Lead Officer from Education Resources regarding the introduction of the Domestic Abuse Awareness Raising Tool (DAART) e-learning module being made a mandatory training resource for selected staff groups.

In addition to this, a minimum one member of staff from every education establishment will be invited to attend the Safe and Together Overview Training, which is a child centred model looking at survivor's strengths and perpetrators patterns of abuse within Domestic Abuse situations. This training will take place around September 2022 and will be repeated in Spring 2023.



Additional Support for Learning

Staff have been supporting the B-squared programme with pupils who have additional support for learning needs. The programme is designed to record, recognise and celebrate the progress achievements that pupils make. All South Lanarkshire establishments with ASN provision supporting children with complex needs has an identified B-squared champion in place to support planning and improved outcomes.

A B-Squared Champions forum was established and is in place to support staff skills and confidence in using the programme, through sharing resources, good practice etc.

Initial focus has been on providing training and support to ensure that robust tracking and monitoring is embedded within each establishment. The first phase called "connecting steps" has established a baseline for each individual child and allows learning targets to be set. This supports the tracking and monitoring of smaller steps within each level of the curriculum, demonstrating strengths and showing improvement.

The programme helps show how learning progress data is being gathered. Early indications are that initial data is very comprehensive and can be used to support improvement planning going forward.

Example of improvement using B-Squared

A snapshot picture of three pupils has demonstrated capacity to measure progress, showing improvement within learning levels, highlighting strengths where greater challenge is required and identified areas which require development. This "spiky profile" more accurately reflects individual needs and supports individualised target setting.

Early results are showing improvements in the use of the programme to present information to pupils in age-appropriate, child friendly ways, which provide opportunities to engage in meaningful discussion and to show progress. This is an area that will be developed further in the coming year.

The second phase has focused on the use of a programme to support greater parental involvement in children's learning and recognition of achievements. Staff have been trained to use an online bank of evidence that can be made available to parents so that they can view their child's progress. Schools will decide how best to incorporate this activity into parents' evenings and other reporting arrangements e.g. a Champions forum is using improved reporting formats for parents and sharing good practise.



Health and wellbeing

Outcome 2

The health and wellbeing of children and families is improved



Improving the mental health and emotional wellbeing of children, young people and parents

(Infant mental health, counselling through schools, community access framework, reducing suicide, COVID-19 impact)

We talked to children and young people about their mental and emotional health needs and to help inform future services. This included ten focus groups and 3481 pupils completing a survey to give their opinions on mental health and emotional wellbeing and their experiences of getting support in South Lanarkshire.

The views of children and young people have been evaluated and results collated into a report which has been presented to key decision-making groups such as the Children's Services Strategy Group.

Key recommendations from the report include:

- Improve signposting and advertising of services
- A clear pathway to access support for young people

- Increasing mental health supports for primary aged pupils

The results from the survey will inform future delivery of mental health services in the community.

To help staff support children and young people's mental health, a range of training and awareness raising has been offered, including information about Lifelines Lanarkshire guidance for all Education staff. Training on Lifelines Lanarkshire guidance has been developed and delivered in 12 secondary schools to 160 key staff. As a result of the training, staff reported improved knowledge and understanding of suicide and self-harm and confidence in assessing risk and using the practical Lifelines Lanarkshire resources. The remainder of secondary schools will receive training early next academic session. Lifelines has already been used by school staff in a number of primary schools when supporting children potentially at risk of suicide and self-harm, and formal training for key primary school staff will be piloted for roll out to primary schools next academic session. Training has been delivered to Social Work practitioners, and further training will be offered with Social Work staff being supported to deliver to their colleagues.



I'd just like to thank (Lifelines Lanarkshire training team) for giving their time to our team and providing an opportunity for us to stop and reflect on the most challenging part of our job. I found this training very reassuring and also really appreciated the self-care aspect. Thank you!

Participant Feedback

A key resource of an 'Infant Mental Health Observation Indicator Set' has been created for use by staff in early years to help them identify emotional wellbeing concerns at the earliest stage possible. Staff across a range of early years settings e.g., Health Visitors, Family Nurse Partnership, Social Work, Head Teachers and Early learning and Childcare have benefitted from training to use the resource and are now using the resource in their work. It is hopeful that this training will be available to all staff delivering services in the early years stage.

In addition, we have been talking to parents across South Lanarkshire to enable them to help inform the redesign of the Parental Support Pathway and supporting groupwork programme.

Healthy Weight

(Physical activity, diet and nutrition)

Healthy weight of children is a national priority. The national delivery plan 'A Healthier Future: Scotland's Diet and Healthy Weight Delivery Plan' (2018) sets out a range of key actions to support people to eat well and maintain a healthy weight, while trying to reduce diet-related health inequalities.

We know that increasing numbers of children are at risk of being overweight or obese and this number has increased by 6.8% to nearly 30% in Primary 1 pupils over the last year. To address this NHS Lanarkshire and partners provide a range of weight management support to families. Some key highlights of this activity over the last year:

- 1388 visits to the new children and young people's weight management website that contains helpful information, resources and videos
- www.nhslanarkshire.scot.nhs.uk/services/weight-management-service/
- Launch of a new early years 'Little N Lively' programme for children and families (0-2 age range)

- 138 families completed 'Full of Beans' intervention a six-week programme for two to five year olds
- Launch of new weight management service that has supported 64 children and young people so far. 66% of these referrals were from areas of higher poverty and 68% of these referrals were for children and young people aged between eight and 15

40% of secondary schools engaged in a new third/fourth level Healthy Schools resource which will be extended to the senior phase by August 2022. 160 secondary school staff attended Healthy Schools training.

NHS Lanarkshire and partners successfully applied for funding to establish new early years provision to develop a partnership that offers resources and provision to vulnerable groups of new and young parents through targeted engagement activities. Connecting vulnerable families to sustainable provision in a blended delivery model of online and face to face has been key to the success of the initiative.

Little N Lively is an example of this work, where parents are supported by sessional and leisure staff trained in ante and post-natal intervention. Programmes are made accessible for young and/or new or vulnerable parents with support from health professionals locally. Each programme provides a range of resources designed to the meet the needs of parents. As we move to towards the end of year one, over 80 families have been offered specialist support.

A group of six parents interviewed after completing the programme said that they would all recommend the programme to others, that it was an ideal programme for first time Mums and helped to reduce isolation as well as providing an ideal learning opportunity about their babies' development and nutrition.

Breastfeeding

Anxiety around breastfeeding outside the home is a common reason cited for stopping breastfeeding particularly in areas where bottle feeding is the cultural norm. To address this the national Breastfeeding Friendly Scotland scheme was launched with a focus on signing up local business and premises to the scheme to improve confidence when breastfeeding outside the home.

There have been eight Breastfeeding Friendly Scotland scheme venues accredited including libraries, a church hall, a school and nursery, a community centre and a local café. South Lanarkshire Leisure and Culture have agreed to sign up to the scheme covering all venues including leisure centres, community halls and libraries.

A survey for council staff has been developed to measure attitudes, beliefs and knowledge of the scheme and roles and responsibilities within the workplace. This will be carried out over the next six months. As a result of being involved in a previous breastfeeding friendly approach, Leisure and Culture staff identified they were already aware of and implementing breastfeeding friendly approaches due to being signed up to the previous scheme.

Ongoing promotion of the scheme for businesses and private premises has been delivered via various social media platforms. We have also promoted the scheme as part of early years locality work and encouraged local partners to sign up to the infant vitamin distribution scheme.

There has been extensive service user consultation with parents via social media and in particular during World Breastfeeding Week in August 2021.

Reducing dental decay

A training resource around good dental health has been developed, including wellbeing packs for use with children, young people and families. The training to support the use of the wellbeing packs aims to give staff a better knowledge and understanding of oral health key messages, dental services and the Childsmile Programme. The delivery of key oral health messages has a beneficial impact on the children and young people with messages being taken back to their homes.

The packs provide staff with a series of facts and information snippets they use when having health conversations led by the children and young people as part of the wellbeing bag activity. This includes a toothbrush and toothpaste pack that the children can take away. The aim is to increase staff confidence to have those conversations around oral health knowing the information they are providing is accurate and up-to-date.

Two training dates have been planned for May 2022.

Over the last year we have seen a 21.4 % increase to 94% in school age children being registered with a dentist. Work will continue to encourage families to commit to regular visits to the dentist and maintain good oral health behaviours.

Substance use by young people

A substance use pathway for young people that can be used up to the age of 26 is being developed by partners including Regen FX, the Alcohol and Drugs Partnership, CARES, Social Work and Young people who are currently receiving support. The pathway will outline the targeted levels of approach to young people who engage in substance use.

As part of the work to create the pathway, partners are building an understanding of which services young people seek out for support and what the impact of that support is. A recent audit of young people benefitting from throughcare and aftercare support (120) identified 16 young people as needing targeted substance use support and treatment. At present young people get support from a range of services including Beacons locality bases, Community Mental Health Teams; CARES; Intensive Housing Support Workers and the Challenging Behaviour Clinic.

Parental substance use

Partners have worked to improve parents' awareness and access to alcohol and drug support services and the services that exist to support family members and loved ones who support adults who use alcohol or drugs.

Much of this work has focussed on the development of the new Early Help Hub, established in late 2021, with the aim of diverting families away from statutory Social Work services.

The new hub combines a range of existing support services for families with early identification of need. There are currently strong links with community-based alcohol and drugs services to ensure families experiencing the negative impact of drug and alcohol use get the right help. However, an area for improvement is the extent to which parents who are supported by the hub due to their alcohol/drug-use have 'My Support Day' (charity for family members/ loved ones) promoted to them. The key benefit of this support is a reduction in stigma, poverty, and health inequalities for parents and children.



Supporting vulnerable groups and keeping children safe

Outcome 3

The life chances of our most vulnerable children with additional support needs and our most vulnerable young people are improved



Supporting sustained positive destinations for care experienced young people

We continue to make sure that all care experienced young people get the best employability support if they need it when leaving school. Their progress is closely monitored as part of dedicated support to make sure as many as possible experience a positive post school transition.

A South Lanarkshire Council modern apprenticeship 'promise' has been developed which supports care experienced young people through pre-apprenticeship placements and a flexible recruitment approach.

In South Lanarkshire there were 60 young people classed as care experienced leaving school in June 2021. The positive destination rate is 90% for this group, an increase of 4.3% from the previous year and compares well with the national average of 87.9%.

Four young people have secured modern apprenticeships within Early Learning and Childcare, Health and Social Care, Joinery

and Plastering. One further young person has secured a building operative post with a further two young people set to secure a modern apprenticeship soon.

Supporting care leavers transitions

One of the main supports offered for young people leaving care is accessing suitable accommodation.

This year we implemented a person-centred Housing Pathways approach for all care experienced young people applying through the Throughcare system. The pathway is based on the needs and aspirations of young people and progresses at a pace young people are comfortable with. It helps match the needs of care experienced young people with available tenancies, including those in the private rented sector in addition to social landlords. In the past year 43 young people were offered tenancies with 33 of the young people having a housing pathway in place. At the end of the year 96% of the tenancies were being sustained. One example of the impact of this approach is contained in the following case study:

Case Study

As part of a review for a young care leaver who was placed in an external secure placement the young person was supported by a Housing Officer. During an initial meeting the young person became overwhelmed and ran out of the meeting. The young person was later found at her Mum's and was refusing to return to her placement and was struggling to cope. The young person advised she wanted to stay and support her Mum as she suffered from mental health issues. Her mum had been diagnosed with psychotic behaviour and refused to take medication and there were concerns around Mum's safety.

Mum's accommodation only had one bedroom but supporting services agreed to this arrangement as a temporary measure.

The young person completed a housing application form and a housing pathway based on her needs. Whilst awaiting an offer of housing the young person made numerous calls and advised that her relationship with her Mum had become extremely volatile and concerning. Her social worker was concerned she was becoming her Mum's carer impacting on her ability to accept a tenancy of her own or return to college. Staff from Housing and Social Work worked together to identify an appropriate property and identified an available house close to her Mum. The offer was discussed with the young person, and she felt this was a good option as she could be nearby her Mum but still have her own space.

As a result, the young person has now moved in and settled well. Both she and her Mum are engaging with supports and sustaining their individual tenancies. The young person reflected positively on the experience saying: "This was the first time I have felt included and listened to. I am gracious for the opportunities you have given me. Thank you for not quitting on me like everyone else, you all seem to care about me. Thanks for trying to help, thanks for not giving up when I didn't phone you back, thanks so much for listening and for caring."

Improving outcomes for care experienced children and young people

The realigning services for care experienced children and young people living with parents, friends and relatives has been established, and an action plan is in place to improve outcomes for care experienced children and young people.

This includes the development of a tutoring programme to improve attainment levels for care experienced pupils with an investment of £200K to provide study support to those pupils who need it. Initial evidence suggests that pupils are benefitting from the bespoke support. Following an initial positive evaluation, we hope to offer the support to all care experienced secondary school pupils and then rollout to primary pupils. The tutoring programme is part of the wider learning recovery and renewal programme within Education and the project was established to give all care experienced young people in the senior phase the offer of a tutor to support a subject of their choice to help them to achieve the best outcome possible.

A pool of tutors was created from core teaching staff, and a matching and support system was established to build the relationships and agree the best place and time for the tuition to take place. Key to the success of this work was the school-based leads and their support in organising the tutor matches. The school leads were crucial for making the introductions, securing a good place for the tuition to take place and ensuring we took account of the individual learning needs of each young person. Sixty-four care experienced young people were matched with a tutor and the feedback has been positive from the young people, the tutors and the school leads. The support was across a wide range of subjects from National 4 to Advanced Higher. Request for Maths and English far exceed any other requests.

Some great work has taken place to get a consistent language for use across the partnership on definitions of care settings. This will avoid confusion in planning of support and targeted interventions. This work has also included a scoping exercise to get the most up to date data on each category, so partners are aware of the scale of need and can provide support accordingly.



The newly recruited promise workers have been linking with young people with a view to making care reviews better and more meaningful for children.

The Early Support Hub has been realigning existing support to provide better targeted help so kinship carers can access this more easily. We have also supported our Kinship Carers Forums with added information and publicity resources to raise the awareness of the peer support on offer. We have also been able to provide additional funding to COVEY Befriending to extend the befriending support offered through groupwork and on a one-to-one basis to children and young people in kinship care.

Improving care planning and reviews

We have been working with a secondary school and Social Work staff to explore the process of the Looked After Review, the support offered and impact on the child or young person. Young people have produced a video highlighting their experiences of reviews, which has become the basis for our improvement work. Young people have reported that they would prefer an aspirational approach to care planning and reviews that focus on a 'this is what I need from my corporate parents' type approach, rather than a reflective historical review that focuses children/young people. A way to measure satisfaction with the review process is currently being explored with children and young people.

Who Cares? Scotland continue to provide peer review advocacy and record children's satisfaction under the 'Each and Every Child' model, ensuring that language, tone and approach all positively frame care experienced people and the world around them.

Supporting Kinship Carers

Staff in East Kilbride have been using a new assessment framework with eight kinship carers. A comments questionnaire was issued to each set of carers, asking them to make comment about the level of satisfaction with the support they received, in relation to taking part in the assessment and its outcome and how the process of conducting assessments can be improved in the future. Early responses indicate that carers have found using the assessment framework very helpful.

Addressing neglect

We developed a neglect toolkit to help staff provide the best possible support to families where neglect is a factor. The toolkit covers a wide range of topics ranging from physical care to relationships and education. Staff involved in the first phase of using the toolkit were offered training and support in its implementation.

As part of evaluating its use, two families, four health staff and four social workers took part in giving their views about its use. Feedback from the families and staff was 100% positive. Parents commented on how they felt "part of the process" instead of being "talked at." Parents reflected they better understood the issue of neglect, their own experiences, and the impact neglect had on their children. We found convincing evidence that children were benefitting from greater routines, improved supervision and increased safety, alongside regular attendance at school.

As a result of this successful use of the new toolkit, South Lanarkshire Child Protection Committee approved a rollout of the toolkit for use by all staff.

Extending advocacy services for vulnerable groups

We are developing a referral pathway for advocacy services for care experienced children and young people to ensure that children are offered advocacy support at every stage of their care reviews. Our two new Promise Development workers have led on consultation with young people and care leavers regarding an advocacy charter.

As a result of the consultation, we have made changes to paperwork so all care experienced people going through a formal process now have an offer of independent advocacy made to them. Work is ongoing to ensure consistency of the advocacy offer, with resources in place to support children and young people.

4.Children's Rights and Participation



Preparing for the incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into Scots law and the additional commitments that will come with it has been a feature of our work this year. This focus is designed to help children access their rights more easily and we have been working with our workforce to understand children's rights better, be more aware of the demands that incorporation will make on public services and aspire to best practice in recognising children's rights.

A dedicated children's rights group has been reaching out to staff across public services to find out about their understanding of children's rights, the UNCRC in general and the challenge of incorporation. Nearly 300 staff completed an online survey and over 100 participated in interactive focus groups to help increase staff awareness and understand what support staff would benefit from in the future.

Over the past year we have continued to make children's rights central to our planning and some examples of this activity can be seen below.

Respecting and promoting the rights of all children and young people has been central to our work in developing our new children's services

plan and we are confident that this strong rights-based approach will make a significant difference to children and young people's lives and improve the quality and impact of services.

We recognise that children and young people want the right to be themselves and this is a feature of our approach **#TheRightToBeMyself**

We are listening more to young people than ever before through a wide range of participation and engagement practice.

As a partnership we are developing a strategic approach to how the voices and lived experience of children, young people and parents and carers can be incorporated into our planning processes more effectively.

Our commitment to children's rights and engagement participation is a strength and features in our children's services plan animation designed and created by our children and young people: www.youtu.be/fS-fdwNfg0o

The Children and Young People's Commissioner Office guide to participation and engagement with children and young people: www.cypcs.org.uk/education/golden-rules



What we have done over the last year to continue our commitment to children's rights in South Lanarkshire:

- Continued to use the Children's Rights Wellbeing Impact Assessment (CRWIA) model in addition to our Children's Services Plan 2021-23, our Local Child Poverty Action Report is informed by a CRWIA
- Further developed the awareness of children's rights by carrying out a series of informative and participative children's rights focus groups for staff across public services
- Implemented our Promise Board with representation at the highest level and with care experienced children and young people at its heart through our Champion's Board model
- The addition of two new Promise Development Workers who have been given the task of talking to and listening to our care experienced children and young people
- Met with a range of groups and individual children and young people to ensure that their views and experiences informed our planning and decision making
- Children's rights have been a feature of multi-agency and single agency seminars including a Corporate Parenting event, GIRFEC consultation event and an Inclusive Education Service event which has helped build on our rights-based practice and continue to set the agenda for further improvement in working towards best practice
- Worked with children and young people to produce an exciting animation that helps focus on what support is available to children, young people and families in general and children's rights in particular
- Continue to extend and enhance advocacy support to children and young people through our corporate parenting structures

Engagement with children and families

Article 12 of the UNCRC states that children and young people should have their say when adults are making decisions that affect them and their opinions are taken seriously. The Children and Young People (Scotland) Act 2014 ensures that children's rights are realised and that they properly influence the design and delivery of policies and services.

We have adopted a strategic approach to gathering and analysing the engagement work we carry out to make sure the views and experiences of our children, young people and families directly informs our planning and decision making. A scoping exercise carried out over the last year highlights the following activity, which will inform our planning going forward:

- Children's Rights/UNCRC incorporation
- Champion's Board
- Consultation on community access to mental health support
- Parenting support engagement
- Whole family wellbeing engagement event
- Mind of My Own app for care experienced young people
- Social media engagement with families around Scottish and World Breastfeeding days
- Lived experience activity with communities around poverty/child poverty
- Embedding improvement work into our 20 children's services plan priorities
- Work with our kinship carer support groups to develop increased engagement with carers
- Children and young people's survey to inform NHS Lanarkshire's Getting Our Active Lifestyle Started programme

What next for children's rights and participation in South Lanarkshire

The work of our partnership is founded on a rights-based approach which supports best practice and desires improved outcomes for all children and young people, particularly those who are most disenfranchised.

The following areas of work we will develop further over the coming year:

- Continuing to promote rights-based practice so all children's views are heard by all partners when deciding about care plans and their future with children's views at the core of decision making
- Making sure children and young people inform our preparation for UNCRC incorporation
- Making sure children, young people, parents and carers help us design future services based on their experiences of accessing services in the past and their aspirations and needs
- Being creative about the ways we involve children and young people, especially those who do not tend to engage in traditional consultation processes. e.g., making use of social media to provide opportunities for children and young people to share their views and experiences in a safe environment
- Providing more opportunities for children and young people to participate in events with staff e.g., locality seminars, the Promise Board etc
- Developing reference groups for children, young people and parents/carers to help improve mental health and emotional wellbeing services in the community





5. The South Lanarkshire's Promise – Corporate Parenting Strategy



In 2021 we launched our new Corporate Parenting Strategy, which builds on our vision for children and young people set out in the Children's Services Plan and from feedback from our recent care and protection inspection. Our new strategy also sees the implementation of a refreshed governance structure for corporate parenting that will help us achieve best practice in implementing The Promise Plan 2021-24.

Our strategy has three themes that are aligned with the foundations of the Promise and reflects our priorities over the period of our plan:

- Redesigning services for children and young people looked after by parents, family and friends
- Engagement and participation
- Throughcare and aftercare

What have we achieved so far?

The revised corporate parenting governance structure has seen the creation of South Lanarkshire's Promise Board. The Champions board approach has also been formally located within the structure, adding support and challenge to the Promise Board and its improvement groups. The Promise Board has been operational since 2021 and incorporates all the key agencies at the highest level who support care experienced children and young people.

We are in the final stages of opening a community facing Throughcare and Aftercare

hub for young people to access a range of services and support e.g., housing, financial advice, employability, health advice and independent advocacy services.

We have revised and implemented our pathways planning processes to ensure 100 % of young people eligible for aftercare have a plan to guide their transitions.

To support the general health and wellbeing of young people who are 16 years and over, NHS Lanarkshire have recruited two health-based staff for young people in Continuing Care and Aftercare. Young people involved in the Champions Board have helped to create the vision for these nursing-based posts.

We have refreshed our accommodation and housing protocol for young people eligible for aftercare in collaboration with Housing services, which will ensure appropriate housing options are offered to young people and are informed by individual needs.

As a partnership we have worked together to gather available data for care experienced children and young people across Social Work, Education, Housing and employability services. This has enabled us to better understand where the greatest need is and offer appropriate support across the different categories of care.

In October 2021 a programme of tutoring was offered to care as part of the learning recovery and renewal programme across Education. The project was established to give all Care Experienced young people in the senior phase the offer of a tutor to support a subject of their choice to help them to achieve the best outcome possible. Sixty-four care experienced young people were paired with a tutor and the feedback has been positive from the young people the tutors and the schools involved. The tutoring support was provided across a wide range of subjects from National Four level to Advanced Higher. Request for Maths and English tutoring far exceed any other subject requests.

MCR Pathways is a programme that supports care-experienced young people, or those who have experienced disadvantage to achieve the same education outcomes, career opportunities and life chances as every other young person. It is a school-based mentoring programme specifically designed to provide mentoring and personal support to pupils. There are currently 346 pupils between S1-S6 in South Lanarkshire across six Secondary schools benefitting from mentoring and support.

We have recruited four care experienced dedicated teachers to support the attainment of children and young people who require additional support around their learning.

Structured Deferred Sentences

With an understanding that as many as 50% of people in prison have previously been looked after, we have continued to use Structured Deferred Sentences for young people under the age of 21 years and support them to be admonished at the end of their sentence. This targeted intervention provides greater flexibility than a Community Payback Order. Young people have responded well to this approach, and we see that there is an 83% completion rate for those that are engaged in this way.

This approach is available for all young people in conflict with the law and involved in the adult justice system. Whilst transfer to children's hearings for young people under the age of 18 is the preferred option, Structured Deferred Sentences are available to all convicted young people up to the age of 21 years.

Structured Review Hearings

A pan-Lanarkshire pilot called "Structured Review Hearings" is about to begin and underlines our commitment to the implementation of a Whole System Approach to support a reduction in the criminalisation of young people. The pilot is being developed in partnership with the Children's Reporters' Administration and aims to maximise the number of cases passed to children's hearings from the court, keeping young people in the children's hearing system rather than an adult system. It also seeks to maximise the use of secure care for young people in conflict with the law and who would otherwise be remanded to custody.

Alternatives to remand

Work has continued to maximise opportunities for alternatives to remand e.g., the Targeted Young Persons Services. This service offers one to one help for young people who find themselves in conflict with the law and as a result no young person (under the age of 18 years) has been remanded for the past 12 months from South Lanarkshire in secure care or to HMP Polmont YOI. In addition, there has been an increased trend in the volume of young people subject to bail over the past 12 months.

Kinship Care

Our population of care experienced children in Kinship Care has grown significantly over the last four years and we continue to increase support for family-based care. We support over 400 kinship carers, and we promote informal networks of Kinship Care Support Groups in each of our four localities. We have carried out engagement events with these groups to help improve support and their experiences.

As part of our Champions Board developments, we have recruited two Promise Development Workers (care experienced young people from South Lanarkshire) to join the team and support children and young people. These two posts will provide increased challenge from a lived experience perspective to the work we do to support the care experienced population

To celebrate Care Day and our care experienced family across Scotland and the wider world. We organised several events in February under the theme of 'Tending the Light' and connections, as we look towards reconnecting with our care experienced peers, corporate parents and the wider community. This included a family fun day at the Jock Stein Sports Centre in Hamilton, an online crafts session and a lunchtime get together for corporate parents in Duncanrig High School in East Kilbride.

Eighty-nine care experienced young people who needed additional support benefited from practical help through our Winter Wishes initiative including:

- A food voucher from Just Eat in December
- Support towards energy bills to prepare the food



- A Christmas gift for themselves or others
- A one-off payment for food and fuel in January, and
- The delivery of Christmas dinners and presents to 28 care experienced people on Christmas Eve who for whatever reason, were not able to access the voucher offers

As part of our work to align our development plans to The Promise Change Programme and actively respond to what care experienced people are telling us matters to them, the Promise Development Team have mapped out the following priority areas for the next 18 months.

- Lifelong support for care experienced people
- Putting voice is at the heart of all decision-making processes, at all levels
- Supporting care experienced people into long term, suitable housing
- Making sure care experienced people have positive mental wellbeing
- Making sure care experienced people gain successful employment and further/higher education opportunities
- Properly resourcing our ability to deliver The Promise

Next steps for corporate parenting

Over the next year we will prioritise a range of activity that will help us to meet The Promise commitment and provide the support and help to our care experienced children and young people that they deserve. This will include the following:

- We will establish an improved accommodation offer to enhance aftercare support for young people moving on from children's services
- We will piloting a Structured Deferred Sentence model to young people in the Children's Hearing system
- We will develop a new framework for developing strategies to manage place based harm in collaboration partners
- We will strengthen pathways of support for care experienced young people who need support and/or treatment in relation to mental health and problem substance use
- We will promote a relational and trauma informed approach to children's planning across the partnership
- We will increase ways we offer family support for children, young people and their families
- We will work to increase the number of children and young people who benefit from independent advocacy



6. Our Partnership

The Getting It Right for South Lanarkshire's Children's Services Partnership has a strong vision for our work together:

South Lanarkshire's children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.

This vision underpins the work we do together to improve life chances for children, young people and families in South Lanarkshire and achieve the best possible outcomes.

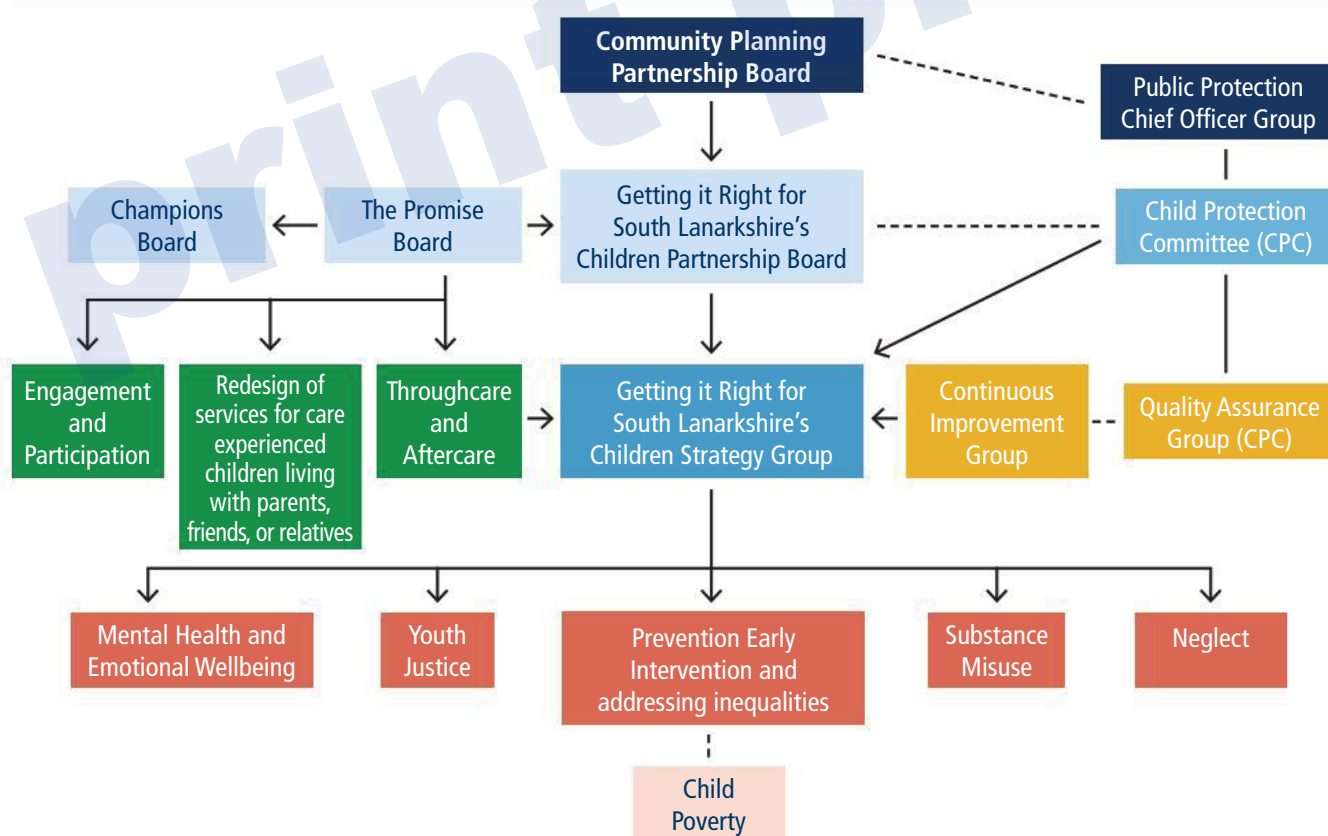
We reflect on our work together as part of a strong governance model and we work to ensure that the relationships in place help us meet the challenge of existing and emerging priorities for improvement.

Our governance structure, highlighted below reflects our current Children's Services Plan priorities and are designed to help meet the

challenges of recovery from the COVID-19 pandemic, commit fully to The Promise and to prepare for the incorporation of the UNCRC into domestic law.

This model allows us to build on the momentum and success already achieved and make any necessary shift in practice required going forward. We review this arrangement on a biennial basis, and we will ensure that the appropriate arrangements help us transition into further cycles of children's services planning starting with a revised plan in April for the period 2023 – 2026.

Children's Services Partnership Governance Structure





Evaluation and quality assurance

The Continuous Improvement Group lead the approaches to self-evaluation and quality assurance and ensures that this work is central to all we do in the Children's Services Partnership. We focus on activities where quality needs to be maintained, where improvement is needed and support services to work towards excellence wherever possible. The Group directs, maintains and manages the delivery of multi-agency self-evaluation activity at strategic and locality level. It maintains our Continuous Improvement Framework and Programme of multi-agency self-evaluation activity on an annual basis.

In addition, the Child Protection Committee support continuous improvement through planned audit activities that measure child protection in a multi-agency context. It also delivers a range of training opportunities that support services across South Lanarkshire. Steady improvements can be evidenced through routine audit and evaluation activity carried out by child protection services across the Partnership.

The Child Protection Committee

As a multi-agency partnership working together to keep children safe, the South Lanarkshire Child Protection Committee and a number of supporting groups work across children's services to improve the outcomes for children and young people. We monitor activity across all areas of work at local and national level, including the expectations of the national Child Protection Improvement Programme, The child protection Quality Assurance and Management Information Sub Group, through its self-evaluation strategy audits activities in a number of creative ways throughout the year. This includes direct engagement with children, young people, families and communities. Quality assurance activity includes joint audit activity as agreed within the Children's Services Plan.

Findings are shared widely across child protection and children's services and offer quantitative and qualitative data on areas of strength and areas for improvement. The SLPCPC supports shared improvement work on delivering outcomes planning across a number of areas, including parental substance misuse, mental health and neglect. Work is driven by both the Child Protection Committee Business Plan and the Children's Services Partnership's Joint Self-Evaluation and Continuous Improvement Activity Plan. These partnership activities illustrate the shared vision that all children and young people have a right to be cared for and protected from abuse and harm.

Workforce development

We continue to be committed to the delivery of workforce development activity and provided a number of key learning opportunities for staff to come together to learn, share practice and improve ways of working together despite the restrictions caused by the pandemic.

The following examples underline our approach to supporting the broader children's services workforce to deliver well informed services to children, young people and families.

- A virtual multi agency seminar in November 2021 helped share information around revised GIRFEC resources and informed our response to a national consultation
- Child protection multi-agency training and briefings for staff on new legislation including the Children (Equal Protection from Assault) (Scotland) Act 2019
- An Inclusive Education Service seminar provided valuable learning in relation to The Promise and UNCRC developments for senior school staff from all our establishments

Next steps Children's Services Plan 2022-23

As we move into our second year of the Children's Services Plan 2021-23, we are adapting some areas of work to take cognisance of the opportunities and barriers and are being informed by how the key priority areas of work are developing. These additions or amendments are shown in the table below.

Prevention and early support

Outcome 1

Children have the best start in life and are supported to realise their potential

Areas for action	Priorities
1. Substance use in pregnancy	As part of the support to parents at the perinatal stage through EYMAS meetings consistent assessment paperwork will be used in the development of the Parent's Plan. Over the next year the newly developed data collection tool and parents plan paperwork will be tested extensively before being rolled for use in all areas.
2. Parental mental health in pregnancy	<p>Going forward we will focus on engaging families with a mental health need at an early stage through EYMAS, offering supports in different ways and using different platforms depending on need and the family's preference for involvement.</p> <p>As we review our parenting support offered to all parents, there will be a focus on supporting parents in pregnancy with low to medium level of mental health needs, including offering programmes that provide good evidence of helping parents e.g. Mellow Bumps.</p>
3. Speech and language in early years	Continue to deliver language and communication support to parents in the early years, with the main change of approach being to explore additional outdoor sessions when the weather is better, or have a combined approach of indoor and outdoor delivery throughout the year.
4. Youth Justice	The scope of the Inclusion As Prevention initiative is informed by ongoing learning, incorporation of the UNCRC and are underpinned by our evolving partnership approach. The refocussed aim for the next year is that "children in conflict with the law experience a service that respects and promotes children's rights", including exploring possible stronger links with Early and Effective Intervention systems already in place across the authority.
5. Supporting young carers	The Columba 1400 experience will be offered to young carers as part of ongoing development of the support on offer.
6. Domestic abuse	Young people will help analyse the data from the gender based violence survey and the findings will be used to shape the content of an animated video and workshop which will be designed to challenge perceptions around domestic abuse and gender-based violence.
7. Additional support for learning	The second phase of the B-squared programme will focus on facilitating greater parental involvement in children's learning and recognition of achievements and the ability for parents to view their child's progress e.g., at parents' evenings and through other reporting arrangements such as a 'Champions Forum' using improved reporting formats for parents and sharing good practise.



Health and wellbeing

Outcome 2

The health and wellbeing of children and families is improved

Areas for action	Priorities
1. Mental health and emotional wellbeing	<p>ASIST training courses will resume in November with at least 60 staff offered training by March 2023.</p> <p>Delivery of Lifelines training will be offered to all remaining secondary schools by March 2023.</p> <p>There will be further engagement with staff to find out how helpful using the Infant Mental Health Indicator Set has been so far.</p>
2. Healthy weight	The Third/Fourth level Healthy Schools resource will be extended to the senior phase by August 2022.
3. Breastfeeding	<p>The Breastfeeding Friendly Scotland Local Authority Award will be rolled out within South Lanarkshire. This includes council staff receiving training and support to be Breastfeeding Friendly for staff returning to work and members of the public accessing council buildings.</p> <p>The Breastfeeding Friendly Scotland Early Learning Award will be rolled out in Early Learning and Childcare settings in the coming months.</p>
4. Dental decay	As part of implementation of approaches to improve dental health, the Machan Trust will carry out a consultation with children and young people to listen to their thoughts on what the key messages about good dental health should be and the best way to get these key messages across to children and young people.
5. Substance use by young people	Partners will complete and implement the mental health pathway for young people up to the age of 26.
6. Parental substance use	<p>We will develop a leaflet exclusively for use by the Early Help Hub, designed for parents with alcohol/drug issues, for them to pass onwards to their family members.</p> <p>We will make sure parents experience of using support services will be used to increase awareness of services to support families.</p>

Healthy

Learning journey

Nurtured

Safe

Supporting vulnerable groups and keeping children safe

Outcome 3

The life chances of our most vulnerable children with additional support needs and our most vulnerable young people are improved

Areas for action	Priorities
1. Positive destinations for care experienced young people	We will continue to make positive post school destinations for care experienced young people a priority over the coming year with dedicated staff offering bespoke support.
2. Care leaver transitions	We will further embed the Housing Pathway into our practice to help achieve best outcomes for all young people in our throughcare and aftercare system.
3. Care experienced outcomes	We will prioritise a case file audit involving all key agencies to assess the quality of the support delivered to families and children who are care experienced living with parents, friends, or relatives.
4. Care planning	Work with the Duncannrig High School and Social Work staff will produce a pilot model of care planning and review that focuses on 'what I need from my corporate parents' and will be tested out in other locality areas to assess if children and young people prefer this approach.
5. Kinship care	We will speak to kinship carers to listen to their experiences of accessing support.
6. Neglect	To ensure support and good quality supervision and training is offered to staff using the neglect framework, a short life working group has been established to deliver training on use of the tool kit.
7. Advocacy	The Promise Development Workers will support participation groups and work with them to co-produce an Advocacy charter.



Key contacts

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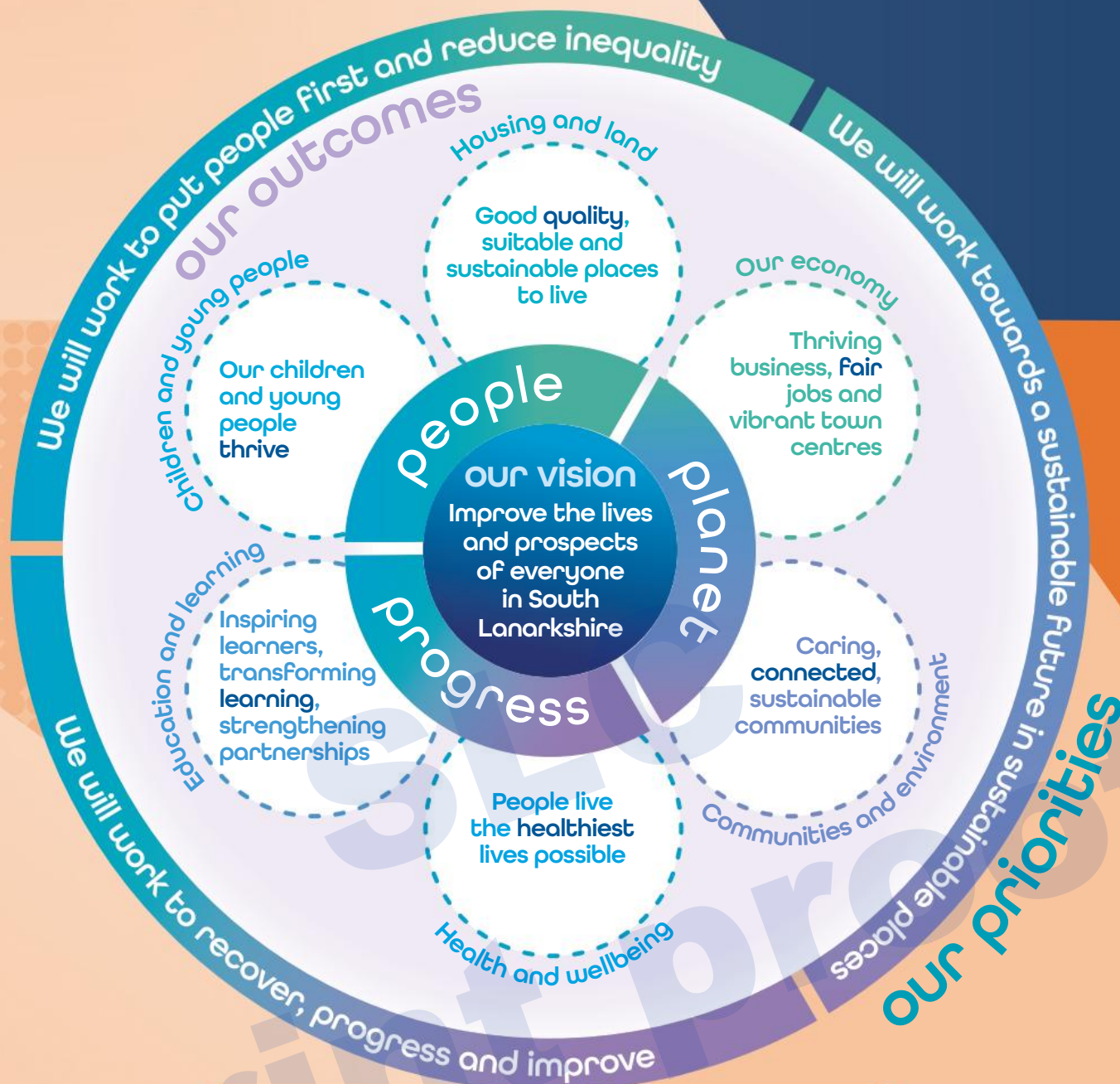
Respected

Responsible

Attachment

Life chances

Included



our values

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

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.
Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

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Report

11

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

Subject:	South Lanarkshire Justice Social Work Community Payback Annual Report 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of South Lanarkshire's Community Justice Scotland Community Payback Order (CPO) Annual Report 2021/2022
- ◆ highlight the main themes and trends from South Lanarkshire's Community Payback Annual Report 2021/2022

2. Recommendation(s)

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

- (1) that the content of the South Lanarkshire's Community Payback Order Annual Report 2021/2022 be noted.

3. Background

3.1. The CPO annual reports for 2021/2022 had been requested from each local authority for submission to Community Justice Scotland (CJS) by 28 October 2022 (Appendix 1).

3.2. The template has been updated from last year, in consultation with Community Justice Scotland (CJS) and Social Work Scotland. It no longer asks for information about the number of Unpaid Work (UW) hours carried out. This is because similar data will be collected by Scottish Government Justice Analytical Services. In addition, this year a word limit of 300 words noted as bullet points has been placed on each section of reporting.

4. Preparation of overall summary report by Community Justice Scotland

4.1. Once all the local authority CPO Annual Reports are received, CJS will prepare a summary report, to be published online. The summary report will be laid in Parliament by 31 March 2023 in accordance with the Criminal Procedure (Scotland) Act 1995. Which will be updated by CJS about when the Summary report will be laid and published, close to 31 March 2023.

4.2. After that date, South Lanarkshire Justice Social Work will make separate arrangements to publish their local annual CPO reports in full. There is no statutory requirement to do so. However, publication, or sharing any of the contents, should not take place in advance of 31 March 2023.

5. Provision of statistical information

- 5.1. This year statistical information relating to the number of Orders and requirements as well as Justice Social Work Reports are not required in the annual report. Local authorities are asked to continue to provide statistics on the operation of CPOs to Scottish Government Justice Analytical Services.
- 5.2. CJS have requested that no personal or sensitive data, or any information that could lead to the identification of a person (other than the author or counter-signatory), be included in the report.

6. Areas of Focus

6.1. Unpaid Work Services

- 6.1.1. The Annual Report highlights that positive work has been undertaken in relation to ground maintenance, gardening and fence repairs. This work includes the Winter jacket appeal working alongside Community and Enterprise to benefit school children within the South Lanarkshire area.

6.2. Supervision

- 6.2.1. In February of 2021 a new system of recording outcomes for service users on Supervision was developed using ten measurements (for example, desistance and substance use). While the data available for the reporting period is limited to 107 CPOs completed in February and March 2021, it does evidence the positive outcomes people subject to Supervision are achieving (Appendix 1).

6.3. Feedback

- 6.3.1. The report includes some of the feedback provided by service users, which demonstrates the impact of staff during what was an extremely challenging period.
- 6.3.2. UPW Services conducted a survey with service users in February 2022 to understand how service users experienced UPW with Covid-19 restrictions and what could have helped them through this time better. This has been used to inform Justice services' practices and provide additional support going forward.

The staff have been first class and extremely understanding whilst ensuring standards are upheld

I had a very good communication with my case manager who helped me a lot and the team leaders are people who support and help you

Attending unpaid work was find during the restrictions. Most of mine was outdoors, so a lot easier to keep distance etc. anything we did indoors was well spaced out also. I'm now doing work from home, and the materials are dropped off and picked up from my home

"I found it (Diamond Art Project) really relaxing and because it's so intricate you really need to focus. Doing this at home has been really good for someone like my self living with PTSD as I said it really takes a lot of focus and time to get the right diamonds in the right place and also I like that it's going to help others in the process".

7. Future Innovation

- 7.1. We have identified a number of areas going forward we intend to develop and lead on. These include:
- ◆ consolidating our peer mentoring services by funding through our Section 27 grant for a further 12 months. Funding was originally sourced through the CORRA fund as part of a public health approach to preventing drug related harm and deaths
 - ◆ as part of our Whole Systems Approach Service 16–21-year-olds we are developing our commitment to the “The Promise” through supporting our Children and Families Services with complex and high-risk young people. We are supporting young people in conflict with the law who are not on statutory orders but currently subject to Compulsory Supervision Orders from the Children’s Hearing System and secure care
 - ◆ initial discussions are taking place with North Lanarkshire Justice Services, Sheriff Principal, Addictions services and Pan Lanarkshire Alcohol and Drug partnerships with a view to developing a dedicated alcohol and drug court in Hamilton Sheriff Court.

8. Performance Measures

- 8.1. The Resource Plan performance indicators have evidenced the following areas of improvement activity over 2021-2022 relevant to Community Payback Orders:
- ◆ 70% of service users had their UPW induction within five working days (Red)
 - ◆ 65% of UPW placements commenced within seven days of Orders being imposed (Red)
 - ◆ 99% of Justice Social Work reports were submitted to court on time (Green)
- 8.2. The target for induction and placement commencement in 2022/2023 is 75% and through South Lanarkshire Council’s Social Work self-assessment and improvement activity annual review the following actions have been taken:
- ◆ re-commencement of induction programme on 5th day with same day start for placement
 - ◆ non-attendance followed up by case manager on same day to promote engagement and identify barriers to attendance
 - ◆ evening workshops placements increased to four nights per week
 - ◆ investment of Whole System Approach UPW service to under 26-year-olds to aligned to principles of “The Promise” and developmental needs of this service user group
 - ◆ recruitment of sessional supervisors to increase workgroup capacity
- 8.3. Progress on this review programme was reported to Social Work Resource Committee in Quarter 2 and again four of 2022. It is expected that improvement will take place in the above RAG indicators over 2022/2023.

9. Employee Implications

- 9.1. 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. The Scottish Government have indicated there is a letter dated 04 July 2022 that Covid-19 funding awarded to local authorities will continue until 2027. We await a further update before proceeding with expenditure.

10. Financial Implications

- 10.1. The Scottish Governments intention is to maintain the investment made in Justice Social Work (JSW) Services in 2022-23, comprising of both the JSW baseline funding of £108 million, plus the additional £15m in Covid-related funding. Subject to future draft annual budgets being approved by the Scottish Parliament, the intention is for at least this level of funding to remain in place for these Services for the remaining part of the Spending Review period (2023-24 to 2026-27). Following the Draft Budget for 2023-24, South Lanarkshire Justice Services will be issued an indicative grant funding letter to allow the planning process to commence.
- 10.2. There are no additional financial implications identified in this report.

11. Climate Change, Sustainability and Environmental Implications

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

12. Other Implications

- 12.1. The activity set out within the Community Payback Annual Report 2021-2022 contributes to the Connect: South Lanarkshire Council Plan 2022-2027 and specifically the priority outcomes for Communities and Environment, Health and Wellbeing and Children and Young People.

13. Equality Impact Assessment and Consultation Arrangements

- 13.1. 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

18 October 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

- ◆ Appendix 1 South Lanarkshire Community Payback Order Annual Report 2021-2022

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)

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Community Payback Order Annual Report

Financial Year: **2021/22**

Local Authority: **South Lanarkshire Council**



1) In this section, please give examples of work with people subject to CPOs specifically to **address offending behaviours and the risk of reoffending**. (Bullet points will suffice. Max 300 words.)

- ◆ in South Lanarkshire for those who have committed offences of a non-sexual and non-domestic abuse nature, the South Lanarkshire Structured Supervision Programme (SSP) provides a range of materials to address criminogenic need including conflict management, consequential thinking, and victim awareness
- ◆ for those who have committed offences of a sexual nature, an intervention screening approach is used where Senior Practitioners and Operation Managers review cases with the Supervising Officer using a risk formulation approach to develop a bespoke intervention plan to address treatment needs
- ◆ in terms of offences of a domestic nature perpetrated by adult males, the primary approach to address the risk of re-offending is the Caledonian System
- ◆ South Lanarkshire Justice Services also provides a Women's Service for females involved in the criminal justice system. Activities that the woman have been involved in have included organising and running monthly sing-along coffee mornings in partnership with the local church, yoga sessions, cooking, healthy eating workshops, making eco-friendly household products and sharing ways of managing a budget. Five women have completed the Health in the Community Course and ten women have run and taken part in three separate "Write to Recovery" courses
- ◆ one Social Worker undertook training in Art Therapy and has used this approach with a number of service users who have experienced trauma to explore their lives, thought processes and emotional wellbeing which are relevant to their offending behaviour. This has resulted in positive outcomes for some of the most vulnerable and complex cases to reduce their risk to the public.

2) In this section, please give a summary of feedback, may include quotes, from people subject to CPOs about the **impact on them of a Supervision Requirement**. (Bullet points will suffice. Max 300 words.)

- ◆ in February of 2021 a new system of recording outcomes for service users on Supervision was developed using ten measurements (for example, desistance and substance use). While the data available for the reporting period is limited to 107 CPOs completed in February and March 2021, it does provide an insight into the positive outcomes people subject to Supervision are achieving:
 - 74% of service users have shown either stabilisation or improvement in terms of desistance from offending
 - 83% have improved or stabilised their employment situation
 - 85% have improved or stabilised their substance use
 - 89% have improved or stabilised their mental health

Some examples of direct feedback are:

"Can I have it noted that I feel I've benefited from your support, I have went from homeless to having my own house in a new area and now possibly a full-time job for the foreseeable. I feel that I have a chance at a fresh start in life now. If it wasn't for this order, I would have very possibly have kept offending and ended up with a custodial sentence"

"I had lost hope before this, and it has given me back my self-worth and sense of control over my life. It has been life changing."

"Supervision has allowed me to address my substance misuse and adapt better coping mechanisms to manage stress"

"Supervision has also encouraged me to make better use of my time and I am now volunteering with Universal Connections as a Football Coach"

3) In this section, please report on the following:

- ◆ types of **Unpaid Work (UPW) projects** carried out
- ◆ example(s) that demonstrate(s) **how communities benefited** from Unpaid Work (Bullet points will suffice. Max 300 words.)

- ◆ UPW was primarily focused at Sheltered Housing Complexes, Churches, Community Centres and Charity Premises. The work undertaken included clearing footpaths and walkways of weeds, moss, and leaves to make the areas safer for residents to move around. We also undertook soft and hard landscaping tasks such as tidying up flower beds and planters, repairing fences and outdoor structures such as gazebos, grass cutting, edging of grass/pathways and the cutting back of hedges, trees and bushes to make the respective areas look better after having been neglected for much of the previous 18 months
- ◆ we also utilised our indoor workshop where benches and other items of outdoor furniture were brought in. These were repaired, sanded and repainted prior to going back to the respective locations. One sheltered housing complex closed prior to this period, and we were gifted over 40 pieces of outdoor furniture which would otherwise been left in disrepair. This was all repaired, sanded and repainted before being donated to various charitable organisations, Children's Units and Community Sports Clubs
- ◆ a number of planters and raised beds were built to allow community groups and churches to start their own local vegetable gardens. Such as the planters built for a local Parish Church and the Raised beds with wheelchair access that were built for at a local day care unit
- ◆ in December, working alongside Community and Enterprise, we laundered around 100 jackets for the winter jacket appeal. Community and Enterprise then gave these jackets to residents in need
- ◆ restrictions started to ease towards the latter part of 2021 and we were able to transport more servicers in vehicles. This allowed us to undertake tasks assisting other social work services such as Children and Families, to support small scale removals assisting vulnerable families. We reopened the laundry service again and started laundering community football strips and received referrals for emergency service washes for those in need

4) Summary of feedback, may include quotes, from people subject to CPOs about the **impact on them of an Unpaid Work Requirement**. (Bullet points will suffice. Max 300 words.)

- ◆ the service users who undertake UPW consistently report positive experiences which is gathered through exit questionnaires and during departmental reviews. Some of the feedback we received as follows:

'I have found the unpaid work service to be very supportive, especially one instance where I felt ill and had to test on the day of my work, this was no issue and I was spared the day to ensure I was okay and safe to attend'.

'I had a very good communication with my case manager who helped me a lot and the team leaders are people who support and help you'

"I found it (Diamond Art Project) really relaxing and because it's so intricate you really need to focus. Doing this at home has been really good for someone like myself living with PTSD as I said it really takes a lot of focus and time to get the right diamonds in the right place and also I like that it's going to help others in the process".

- **We also undertook an UPW Covid Survey in February 2022 to understand the following:**

-How service users found attending UPW with Covid-19 restrictions

-What was challenging to allow them to attend

-What could have helped support them better to attend

-How supportive have staff been and their experience of UPW reviews.

- **Some of the comments were:**

The staff have been first class and extremely understanding whilst ensuring standards are upheld

I had a very good communication with my case manager who helped me a lot and the team leaders are people who support and help you

Attending unpaid work was fine during the restrictions. Most of mine was outdoors, so a lot easier to keep distance etc. anything we did indoors was well spaced out also. I'm now doing work from home, and the materials are dropped off and picked up from my home

5) Types of 'Other Activity' carried out as part of an Unpaid Work Requirement. You may want to comment on the impact of completing Other Activities, for individuals or for the community. (Bullet points will suffice. Max 300 words.)

- ◆ **we have provided a range of 'other activity' offered. This includes:**
 - **online courses from Open University linked to offending behaviour**
 - **Living Life to the Full exercises online**
 - **SACRO online "Digital Other Activity"**
 - **work sheets completed at home looking at consequential thinking and links to offending**
 - **Kitchen Learning Hub via Microsoft teams during lockdown periods**
 - **Keep Well clinics with the Keep Well Nurses to improve the knowledge and understanding of how to live a healthier lifestyle**
 - **CSCS Card supported by the Wise Group to assist service users with the qualification to enable them to work on building sites**
 - **Dimond Art Project (Dimond jewel art craft made into pictures)**
 - **the impact for completing other activity has been positive with service users indicating that they have learnt new skills through the Dimond Art Project, with therapeutic benefits of being able to concentrate on a skill and be supported by staff**

- the online digital activities that SACRO undertook for our service has been reported by staff and service users to have been a good opportunity to feel connected to others during Covid-19 where there were restrictions to attend UPW
- wider benefits for the community included promoting safe health and wellbeing practices during Covid-19 both by SACRO and UPW staff. Offering advice and guidance on testing, isolation and signposting to other support services, during Other Activity time, assisted service users to keep safe. This in turn, we believe, supported the wider community in keeping safe during this time

6) Summary of feedback, may include quotes, from beneficiaries about the impact of Unpaid Work on the community. (Bullet point will suffice. Max 300 words.)

- ♦ we follow up contact with all beneficiaries of UPW and the feedback is consistently positive and appreciated. In particular there is recognition that we have continued to improve and increase the work we can undertake for the benefit of the community.

‘Thanks to the wonderful John from South Lanarkshire Council Community Payback Team, and those working with him. We now have four benches and a notice board installed’ (Benchwork)

‘My wife, kids and I moved to EK from Glasgow in 1985 and since then we have been parishioners at ***. We have never seen the grounds and gardens looking as well as now, thanks in great part to the work of your teams. The supervisors and teams are a credit to your department’ (Groundwork)**

“I managed to get up to the Moss on Saturday and would like to thank you and your team for the sterling job you are doing there. I hadn’t realised how badly the paths had become overgrown. It shows the damage done by neglect during the Covid time. Thank you so much” (Gardening and Pathwork)

We have to of course acknowledge the men who were underskirt their community payback for their great effort too. Also the wonderful ** and ** before him, who schedule the work to ensure it happens. We submit so many jobs and we have never been let down. What a remarkable team!” (Fencing)

“Thanks so much for your continued support, makes such a difference to the children here and really helped us prepare for our recent MSP visit” (Painting)

“I didn’t think we would get this done, it has been a nightmare trying to arrange and you sorted it in a day!” (Removals)

Just a wee e mail to thank you and your team for all their hard work. The Tenants are all delighted with the work carried out and also with the work in some of their gardens. They said it is has uplifted them and they can now take pride in their complex. The men have all worked very hard and hopefully this can continue so that we can keep our complexes looking good. (Gardening).

7) What organisational challenges have there been in completing Orders effectively this year, both those with Unpaid Work and those with Supervision Requirements? Issues may or may not be related to the covid pandemic. (Bullet points will suffice. Max 300 words.)

- ♦ one of the challenges had been balancing safe access Council buildings for staff and service users with the need to undertake face to face meetings. To support this South

Lanarkshire Council created Covid-19 safe systems of work procedures. Whilst buildings had restrictions in place, alternative accommodation was identified and used to carry out statutory supervision appointments; offence focused work and emergency welfare or risk related appointments. Front line workers and managers used their professional judgements to determine which service users to see face to face and those that could be supported remotely. Staff demonstrated a great deal of flexibility and ingenuity to address this barrier, and it has been acknowledged the restrictions placed a degree of concern on their ability to undertake their statutory functions

- ◆ a further challenge though this period had been in relation to access to prison establishments to be able to undertake Court reports and pre-release meeting. Due to the changing nature of national Covid-19 restrictions this placed challenges on the SPS to be able to facilitate timely interview space. The majority of Court reports were undertaken by telephone or Microsoft Teams and we recognise this did create professional concern for staff, particularly working from a trauma informed approach. We adapted this approach to ensuring that for those that committed offences on indictment, MAPPA and serious harm offending were seen in person
- ◆ the introduction of virtual custodies created further challenges for South Lanarkshire in relation to 1st contact meetings for supervision and UPW, bail supervision assessments and follow up information on court report appointments. Virtual custodies by their nature did not allow for staff to be able to interview service users in person or provide post sentence information. Justice Social Work had a significant role in the multiagency VC court meetings. These were chaired by the Sheriff Principal with the aim to support problem solving approaches and work in partnership with GEOAMY, Sheriff Clerks, Police Scotland and Defence Agents. Whilst there still remain challenges with Virtual Custodies improved access to telephone interviews has taken place
- ◆ in relation to undertaking UPW over this period of time, it has been challenging to provide sufficient numbers of external placements as we previously have. This was due to restrictions that other services had in place. Whilst outdoor work was sourced, we were limited to the number of service users it was safe to manage. In addition we were unable to use our fleet of vehicles and this impacted on service users having to arrange their own way of getting to the place of work. These issues combined have impacted on our backlog of hours uncompleted

8) Outline the **main barriers, if any, to accessing community support and wider services** (for example, drug and alcohol services, mental health services). How have these barriers been addressed?

- ◆ some of the challenges we have faced have been common across Scotland due to the Covid-19 Pandemic:
 - reintroduction of services for mental health, drug and alcohol assessment and support and:
 - reach out support services for vulnerable and chaotic service users who struggle to access mainstream services such as their GP
 - to help address some of these issues, we successfully obtained funding from CORRA to set up an innovative Justice Peers Support Worker project for an 18-month period. The Justice Support Worker service was introduced on 1st August 2021 across South Lanarkshire to provide peer support to people on statutory orders, particularly Community Payback orders (CPO). The Workers offer ongoing support to people to help maintain attendance and participation in community-based treatment, harm reduction and therapeutic intervention services to sustain their recovery during and beyond the life span of their statutory order. The service takes a mentoring approach and is delivered by two full-time Workers with lived experience to individuals who are seeking to address issues relating to drug or

alcohol misuse

- to date the two Justice Support Workers have worked with 71 individuals from across South Lanarkshire. In total, 67 of the 71 individuals (94%) allocated to the Justice Support Workers were on or had completed a CPO
- feedback from service users has been very positive and demonstrates very clearly the benefits of the Justice Support Workers

“I would just like to add a note about how well [Justice Support Worker] helped me on my way to getting clean and out the chaotic lifestyle I was in. The one-to-one help was immense and so supportive towards me and treated me as an equal which made it a lot better. Then by getting me in to the treatment centre was even better as I got even more help and [Justice Support Worker] was still phoning in and checking on how I was getting on and the same had happened since I been out”.

“The support I’ve received has been excellent. I think we both can agree I need this level of help at this time and especially over the last year. Truthfully, I have required additional support for many years now and my gratitude is ill expressed in words that I now have this. This has given me a certain degree of optimism and as you know there are days or occasions where I find mediocre everyday tasks unmanageable such as phone calls, answering calls, going outside and answering the door not to mention dealing with bills, doctors or appointments. On many occasions over the last year you have helped me with all of these struggles during the various invariable times I’ve really needed your support.”

9) Is there **any other relevant information** you wish to highlight? For example, this may include:

- Areas for improvement and planned next steps
- New ways of working and benefits achieved from these.
- Examples of work carried out in collaboration with community justice partners and wider community partners, including the third sector, to deliver CPOs

(Bullet points will suffice. Max 300 words)

- ♦ South Lanarkshire Council have developed a Covid-19 Recovery Service Re-introduction Toolkit developed to provide information and guidance to managers and employees as part of the Council’s Covid-19 recovery process. It aims to support services improve their accessibility for service users, service delivery and employee health and wellbeing
- ♦ South Lanarkshire Social Work Resources continue to monitor performance and improvement activity for the following indicators:
 - 75% service users starting UPW induction within five working days
 - 75% UPW placements commenced within seven days of orders being imposed
 - 95% of Justice Social Work reports were submitted to court on time
 - a self-assessment and improvement activity annual review profile for 2022-23 has been developed with planned activity to promote improved outcomes
 - progress on this review programme will continue to be reported to the South Lanarkshire Social Work Resource Committee
 - as part of our Whole Systems Approach service 16–21-year-olds we are developing our commitment to the “The Promise” through supporting our Children and Families Services with complex and high-risk young people. We are supporting young people in conflict with the law who are not on Statutory Orders but currently subject to

Compulsory Supervision Orders from the Children's Hearing System and secure care. This team has a blended expertise of working in Justice Social Work and Children and Families teams previously

- we are in the process of being part of a pan Lanarkshire Structured Review Hearing pilot lead by the Children's Hearing Reporter service. Research has influenced a proposal to undertake a test of change for young people in conflict with the law. The overall aim is to further reduce the criminalisation of children. One of the aims of the pilot is to maximise remittals to the Children's Hearing system for young people. The Justice Whole System Approach team will provide robust care plan's with a focus on specific areas of need and interventions, to the Children's Hearing panels. CYCJ and UWS are evaluating this test of change
- initial discussions are taking place with North Lanarkshire Justice Services, Sheriff Principal, Addictions Services and Pan Lanarkshire Alcohol and Drug Partnerships with a view to developing a dedicated alcohol and drug court in Hamilton Sheriff Court

Completed by: Gillian Booth, Justice Service Manager

Date: 28/9/2022

Contact For Queries About the Report

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Report

12

Report to:	Social Work Resources Committee
Date of Meeting:	15 February 2023
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:-

- ◆ update the Committee on the outcome of the recent Joint Inspection of Adult Support and Protection (ASP)
- ◆ note the attached multi-agency improvement 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 process for implementation of the improvement plan be noted.

3. Background

- 3.1. A national programme of Joint Inspections for Adult Support and Protection was announced in 2019, led by the Care Inspectorate in collaboration with His Majesty's Inspectorate of Constabulary in Scotland (HMICS) and Healthcare Improvement Scotland (HIS). After considerable delay due to the impact of COVID-19, the programme resumed to seek assurances that adults at risk of harm are protected by existing local and national arrangements, and to identify areas for further improvement if necessary.
- 3.2. The South Lanarkshire inspection commenced on 1 August 2022 with the inspection team scrutinising two key areas of ASP activity, key processes and strategic leadership. The final inspection report was published on 6 December 2022.
- 3.3. Social Work Resources has the lead responsibility for adult protection, with Health, Police and other agencies including the third sector, working in partnership to prevent and respond to situations where someone is being harmed.

4. Outcome of Inspection

- 4.1. The outcome of inspection highlights areas of strength, development and opportunities to improve services further. The inspectors noted that the strengths detailed within the report collectively outweigh areas for improvement.

- 4.2. The inspection determined that the partnership's key processes and strategic leadership for adult support and protection were effective at keeping adults safe from harm and interventions supported positive experiences and outcomes for adults at risk of harm.
- 4.3. Key processes were found to be well organised and allowed for effective oversight and decision making early in the adult support and protection process, enabling adults to be supported through timely person-centred interventions.
- 4.4. The strategic leadership's vision and strategy was described by inspectors as collaborative and effective, and it was acknowledged that key processes were integrated into the adult protection policy and practice to support the vision.
- 4.5. The inspection also noted that strategic leaders promoted an extensive range of training opportunities for staff and carers and encouraged effective engagement with unpaid carers throughout strategic planning and service delivery.
- 4.6. Inspectors acknowledged that the partnership had maintained business continuity during the unprecedented challenges of the COVID-19 pandemic and acknowledged recovery and remobilisation was focused on learning and collaborative working.
- 4.7. The inspection also highlighted four areas for improvement, which included the improvement of attendance and consistency at case conferences, improved quality and consistency of chronologies, the ongoing development of existing quality assurance processes, and improved quality of supervisory oversight around decision making.

5. Next steps

- 5.1. The partnership will prepare an improvement plan in response to the areas for improvement highlighted within the report. The improvement plan will be submitted to the inspection team by 31 January 2023 and implemented through the local Adult Protection Committee, with overall oversight through the South Lanarkshire Public Protection Chief Officers' Group. The Care Inspectorate's link inspector, and Healthcare Improvement Scotland and His Majesty's Inspectorate of Constabulary in Scotland will monitor progress on behalf of Ministers.

6. Employee Implications

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change in terms of the information contained in this report.
- 8.2. There are no implications for sustainability in terms of the information contained in this report.
- 8.3. There are no implications for the environment in terms of the information contained in this report.

9. Other Implications

- 9.1. Maintaining high quality registered care and support services that are tailored to individual service user needs, ensures that people are supported and protected to live in good health and wellbeing.

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 existing policy, function or strategy and therefore no impact assessment is required.
- 10.2. 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

30 December 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

- ◆ None

List of Background Papers

- ◆ [Report on the Joint Inspection of Adult Support and Protection in South Lanarkshire](#)

Contact for Further Information

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

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Report

13

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

Subject:	Care Inspectorate Updates for Registered Social Work 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
- ◆ note any alterations to inspection frameworks

2. Recommendation(s)

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

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

3. Background

3.1. The Care Inspectorate have a duty to inspect Registered Care Services. South Lanarkshire have 41 Registered Services, which include: six care homes for older people; 13 Day Centre's for older people; six Adult Lifestyles Centre's; one Adult Community Support Service; six Care Homes for children and young people; three Child and Family Services (Fostering, Adoption and Supported Carers); four Care at Home Services and two Home First Services newly registered on 2 September 2022, in East Kilbride/Rutherglen and Clydesdale/Hamilton.

3.2. It has been agreed that a six-monthly update report for all Registered Services will be presented at relevant boards and forums, providing members with an overview of Care Inspectorate activity and movement of grades over the past six month period.

3.3. A revised Quality Inspection Framework for both adult and older people's services was published by the Care Inspectorate in April 2022 and centres around 6 key questions:

- ◆ how well do we support people's wellbeing?
- ◆ how good is our leadership?
- ◆ how good is our staff team?
- ◆ how good is our setting?
- ◆ how well is care and support planned?
- ◆ What is our overall capacity for improvement?

- 3.4. The Care Inspectorate's Quality Framework for children and young people in need of care and protection was also updated in 2022 to reflect the language and principles of the Promise, the principles of the United Nations Convention on the Rights of the Child and to expand quality indicator 10 – Capacity for Improvement. The Quality Framework is used for joint inspection of services for children and young people at risk of harm.
- 3.5. The Independent Review of Inspection, Scrutiny and Regulation (IRISR) started in October 2022 and will look at how social care services are regulated and inspected in Scotland. It will ensure scrutiny keeps up with an evolving landscape and changing skills required of the workforce. IRISR will consider how regulation and inspection of social care and related services can deliver improved outcomes for people within a regulatory framework that meets the needs of the planned National Care Service (NCS). An independent recommendations report will be published in June 2023.

4. Recent Inspection Activity

- 4.1. Care Inspectorate grades are reported nationally on the Care Inspectorate website for public information. [Datastore \(careinspectorate.com\)](https://careinspectorate.com). Suspension of routine inspections during the COVID-19 pandemic is reflected in the timescales of the previous inspection dates of some services.
- 4.2. Gradings across all social work service areas remains generally positive, with 5% rated as excellent, 88% good or very good and 7% adequate. There are no service areas currently graded as weak. A detailed list of all Social Work registered care services can be found in Appendix 1.
- 4.3. One inspection has been completed since the report to Social Work Committee on 7 September 2022. This brings the total number of inspections completed in 2022 to 10.

Service	Latest Inspection	How well do we support people's wellbeing?	How well is our care planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
Care Homes – Older People						
David Walker Gardens	11/11/2022	5	5	5	5	4

- 4.5. David Walker Gardens provides residential care to older people within the Rutherglen area and was inspected on 11 November 2022. The inspection team found there to be significant strengths in the care provided. An area of improvement, to develop an improved quality assurance system, was highlighted to enable managers to fully review the outcome of all completed audits, maintenance, training and consultation, and demonstrate that all issues raised had been dealt with appropriately.

5. Summary

- 5.1. The appendix gives a breakdown of the grades across each area of service.

6. Employee Implications

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change in terms of the information contained in this report.
- 8.2. There are no implications for sustainability in terms of the information contained in this report.
- 8.3. There are no implications for the environment in terms of the information contained in this report.

9. Other Implications

- 9.1. The activity underpinning the gradings contributes to the mitigation of the following risk within the Social Work Resources Risk Register:

- ◆ failure to evidence sufficient progress against Care Inspectorate requirements

- 9.2. 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.

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 existing policy, function or strategy and therefore no impact assessment is required.
- 10.2. 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

30 December 2022

Link(s) to Council Values/Ambitions/Objectives

- ◆ 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 – 7 September 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:-

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APPENDIX 1

	Service	Latest Inspection	How well do we support people's wellbeing?	How well is our care planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
Child and Family Services							
1	South Lanarkshire Council - Adoption Service	12/02/2018	5	5		5	5
2	Supported Carers Service	22/01/2019	5	5		5	5
3	South Lanarkshire Council - Fostering Service	12/02/2018	5	5		5	4
Children's Houses							
4	Langlea Avenue	19/04/2022	5	5	5	5	5
5	Bardykes Road	29/07/2022	5	5	5	5	5
6	Rosslyn Avenue	13/05/2022	5	5	5	5	5
7	Hunters Crescent	29/04/2022	4	4	4	4	4
8	Station Road	19/05/2022	3	3	3	3	3
9	Hillhouse	30/06/2022	5	5	5	5	5
Care Homes – Older People							
10	Meldrum Gardens	01/11/2019	4	4	5	3	5
11	Canderavon House	26/04/2022	4	4	4	5	4
12	McKillop Gardens	01/07/2022	5	5	5	5	5
13	McClymont House	31/05/2022	5	5	6	5	5
14	David Walker Gardens	11/11/2022	5	5	5	5	4
15	Dewar House	05/12/2019	3	3	5	5	4
Day Services – Adult and Older People							
16	Lifestyle Lanark, Harry Smith Complex	12/08/2015	6	6	6	6	6
17	South Lanarkshire Lifestyles - Stonehouse	26/05/2017	5	5	5	4	5
18	South Lanarkshire Lifestyles - Fairhill	22/01/2019	5	5	5	5	5
19	Whitehill Day Centre	24/07/2018	5	5	5	5	5
20	Newberry Rooney	22/11/2016	5	5	5	5	4
21	South Lanarkshire Lifestyles - Carluke	19/05/2017	5	5	6	5	5
22	Meldrum House	05/06/2017	5	5	5	5	5
23	Saltire Neighbourhood Centre	22/05/2018	5	5	5	5	5

APPENDIX 1

24	Harry Heaney Centre	10/05/2019	5	5	5	5	5
25	McClymont Resource Centre	05/08/2019	5	5	5	5	5
26	Lesmahagow Neighbourhood Centre	07/02/2017	5	5	6	5	5
27	Canderavon Neighbourhood Centre	16/02/2016	4	4	5	5	5
28	Jimmy Swinburne Resource Centre	15/05/2018	5	5	5	4	5
29	St. Andrew's Day Centre	24/07/2019	5	4	5	5	5
30	South Lanarkshire Lifestyles East Kilbride	13/12/2016	5	5	5	5	5
31	South Lanarkshire Lifestyles Eastfield	15/11/2017	5	5	5	5	4
32	Nisbet Centre	18/06/2019	5	5	5	5	5
33	Parkhall House	03/08/2018	5	5	5	5	4
34	Jenny MacLachlan Centre	19/01/2017	6	6	5	5	5
Care at Home Services							
35	East Kilbride Home Care Service	24/01/2020	4	4		5	5
36	Hamilton Home Care Service	17/06/2021	3	3		3	3
37	Rutherglen Home Care Service	24/11/2020	4	3		4	4
38	Clydesdale Homecare	26/10/2018	5	5		4	5
39	Home First (East Kilbride and Rutherglen)	Registered - 2/9/22					
40	Home First (Clydesdale and Hamilton)	Registered - 2/9/22					
Housing Support Services							
41	Care and Support Service (South)	20/05/2019	4	4		5	4

Grades guide:

1	Unsatisfactory
2	Weak
3	Adequate
4	Good
5	Very Good
6	Excellent