



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 30 April 2019

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, 08 May 2019

**Time:** 10:00

**Venue:** Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA

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

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

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

### **Members**

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

### **Substitutes**

Alex Allison, Gerry Convery, Margaret Cooper, Geri Gray, George Greenshields, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Eileen Logan, Mark McGeever, Carol Nugent, Mo Razzaq, Josh Wilson

## BUSINESS

### 1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 12  
Minutes of the meeting of the Social Work Resources Committee held on 20 February 2019 submitted for approval as a correct record. (Copy attached)

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#### Monitoring Item(s)

- 3 **Social Work Resources - Revenue Budget Monitoring 2018/2019** 13 - 20  
Joint report dated 11 March 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 **Social Work Resources - Capital Budget Monitoring 2018/2019** 21 - 24  
Joint report dated 17 April 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources - Workforce Monitoring - January and February 2019** 25 - 30  
Joint report dated 26 March 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)

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#### Item(s) for Decision

- 6 **Kinship Care** 31 - 46  
Report dated 10 April 2019 by the Director, Health and Social Care. (Copy attached)
- 7 **Rates and Charges for Care Services for 2019/2020** 47 - 52  
Report dated 3 April 2019 by the Director, Health and Social Care. (Copy attached)
- 8 **Social Work Resources - Establishment Changes** 53 - 60  
Joint report dated 5 March 2019 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 9 **Older People Care Homes – Establishment Changes** 61 - 66  
Joint report dated 16 April 2019 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 10 **Investing to Modernise South Lanarkshire Council Care Facilities - Progress Update** 67 - 74  
Report dated 16 April 2019 by the Director, Health and Social Care. (Copy attached)

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#### Item(s) for Noting

- 11 **Adult and Older People Day Services Review Proposal** 75 - 80  
Report dated 17 April 2019 by the Director, Health and Social Care. (Copy attached)
- 12 **Recruitment to Integrated Posts Structure for Health and Social Care Partnership** 81 - 84  
Report dated 18 April 2019 by the Director, Health and Social Care. (Copy attached)

- 13 Child Sexual Exploitation** 85 - 90  
Report dated 18 March 2019 by the Director, Health and Social Care. (Copy attached)
- 14 Carers (Scotland) Act 2016 - Update** 91 - 96  
Report dated 18 April 2019 by the Director, Health and Social Care. (Copy attached)

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**Urgent Business**

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

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

Clerk Name: Tracy Slater

Clerk Telephone: 01698 454185

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



## SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 20 February 2019

### Chair:

Councillor John Bradley

### Councillors Present:

Councillor Robert Brown, Councillor Archie Buchanan, Councillor Jackie Burns, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Gerry Convery (substitute for Councillor Bert Thomson), Councillor Margaret Cowie, Councillor Mary Donnelly, Councillor Fiona Dryburgh, Councillor Allan Falconer, Councillor Eric Holford (substitute for Councillor Richard Nelson), Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Margaret B Walker, Councillor Jared Wark, Councillor David Watson

### Councillors' Apologies:

Councillor Mark Horsham, Councillor Richard Nelson, Councillor John Ross (ex officio), Councillor Bert Thomson

### Attending:

#### Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); H Lawson, Legal Services Manager; M, Milne, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer

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

V de Souza, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); C Cunningham, Head of Commissioning and Performance; M Kane, Planning and Performance Manager; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

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### 1 Declaration of Interests

No interests were declared.

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### 2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 28 November 2018 were submitted for approval as a correct record.

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

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### 3 Social Work Resources – Revenue Budget Monitoring 2018/2019

A joint report dated 23 January 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 4 January 2019 against budgeted expenditure for 2018/2019 for Social Work Resources, together with a forecast for the year to 31 March 2019.

As at 4 January 2019, there was an overspend of £0.815 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £1.109 million at 31 March 2019. The overspend was due to pressures within Children and Family Services as a result of residential school placements, fostering placements and the level of Kinship Care payments. In addition, the Adult and Older People Services' budget was experiencing pressures in respect of overtime and staff costs.

The position would be closely monitored and work was being undertaken to identify ways to minimise and manage those costs.

**The Committee decided:**

- (1) that the overspend on Social Work Resources' revenue budget of £0.815 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2019 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

*[Reference: Minutes of 28 November 2018 (Paragraph 3)]*

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#### **4 Social Work Resources – Capital Budget Monitoring 2018/2019**

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A joint report dated 23 January 2019 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 2018/2019 and summarising the expenditure position at 4 January 2019.

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

*[Reference: Minutes of 28 November 2018 (Paragraph 4)]*

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#### **5 Social Work Resources – Workforce Monitoring – October to December 2018**

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A joint report dated 21 January 2019 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 October to December 2018:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ analysis of leavers
- ♦ Staffing Watch as at 8 September 2018

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

*[Reference: Minutes of 28 November 2018 (Paragraph 5)]*

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## **6 Social Work Resource Plan 2018/2019 – Quarter 2 Progress Report**

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A report dated 9 November 2018 by the Director, Health and Social Care was submitted on the Social Work Resource Plan for 2018/2019. Details were provided on progress made at the end of quarter 2, covering the period 1 July to 30 September 2018, in implementing the priority projects identified in the Resource Plan.

The Planning and Performance Manager advised members that the measure noted in Appendix 3 to the report, at page 54 of the papers contained an error. The measure for the 'Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders' against the action 'Monitor Adults with Incapacity (AWI) activity' should be green as the target was 90% and not 95% as stated, with a completion rate of 93%.

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

*[Reference: Minutes of the Executive Committee of 21 November 2018 (Paragraph 19)]*

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## **7 'See Hear' – Sensory Impairment/Performance Information - Staffing**

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A joint report dated 31 December 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on funding received from the Scottish Government's 'See Hear' framework.

The Scottish Government and COSLA had developed 'See Hear', a strategic framework to meet the needs of people with a sensory impairment in Scotland. The aim of the framework was to ensure that adults and children with a sensory impairment would have a seamless provision of assessment, care and support, and the same access to employment, education, leisure, health and social care as everyone else.

Information was provided on the findings of a research project undertaken by the University of the West of Scotland and North and South Lanarkshire Health and Social Care Partnerships on 'an exploration of people's lived experience of having a sensory impairment in Lanarkshire'. The findings from the research, together with the recommendations from the 'See Hear' framework, would assist in the development of an action plan to drive forward improvement.

To provide leadership on the implementation of the action plan, it was proposed that 1 Full-time Equivalent post of Planning and Development Officer (Sensory Impairment) on Grade 3, Level 4, SCP 70-74 (£33,249 to £35,311) be added to the Social Work Resources' establishment for a period of 1 year.

The cost of the above staffing proposal would be met from within Social Work Resources' budget for Physical Disability and Sensory Impairment, which was part of the funding received from the Scottish Government's 'See Hear' framework.

**The Committee decided:** that a post of Planning and Development Officer (Sensory Impairment), on Grade 3, Level 4, SCP 70-74 (£33,249 to £35,311), be added to the Social Work Resources' establishment.

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## **8 Substance Misuse Operations Manager – Community Addiction and Recovery Service (CAREs)**

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A joint report dated 14 January 2019 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the arrangements for managing the Community Addiction and Recovery Service (CAREs) across the Council and NHS Lanarkshire.

The Public Bodies (Joint Working) (Scotland) Act 2014 required that certain services currently provided by local authorities and health boards should come together for the purpose of strategic planning and management. This included services relating to substance misuse.

At its meeting on 7 February 2018, the Committee approved the integration of South Lanarkshire's Substance Misuse Services (SMS) and NHS Lanarkshire's Alcohol and Drug Service (LAaDs) into a single Community Addiction and Recovery Service. The purpose of this was to streamline referrals, reduce waiting times, reduce barriers to treatment and improve retention rates. It also had the potential to reduce duplication which would increase capacity for outreach work. The Service, which was hosted within the Rutherglen/Cambuslang locality as a pan Lanarkshire resource, was managed by a Service Manager for CAREs who had the strategic and operational responsibility for the overall Service. Although this postholder was employed through NHS Lanarkshire, they assumed all the day to day management and governance across both NHS Lanarkshire and Council employees.

Due to increased demand and the complexity of the work, an additional management post was required to alleviate the resultant pressure on the management structure and allow the Council to meet its statutory requirements. Professional standards of clinical governance from a health perspective and professional social work governance required to be adhered to. The current Service Manager provided clinical governance as a relevant health professional, however, in terms of the professional governance of social work employees, a gap had been identified. It was, therefore, proposed that 1 Full-time Equivalent (FTE) post of Substance Misuse Operations Manager, on Grade 4, Level 2-5, SCP 80-88 (£38,614 to £43,523) be added to the Social Work Resources' establishment on a permanent basis.

The cost of the above staffing proposal would be met from within existing budgets currently allocated for CAREs from NHS Lanarkshire and the Council.

**The Committee decided:** that 1 FTE post of Substance Misuse Operations Manager on Grade 4, Level 2-5, SCP 80-88 (£38,614 to £43,523), be added to the Social Work Resources' establishment.

*[Reference: Minutes of 7 February 2018 (Paragraph 8) and Minutes of the Executive Committee of 8 March 2017 (Paragraph 23)]*

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## **9 Charging Policy for Non-Residential Services**

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A report dated 7 January 2019 by the Director, Health and Social Care was submitted on the Charging Policy for Non-Residential Services.

The Council-wide Charging Policy for 2019/2020 had been approved by the Executive Committee at its meeting on 21 November 2018. Social Work Resources' Charging Policy for Non-Residential Services, attached as an appendix to the report, was an extension to that policy.

Social Work Resources' Charging Policy was revised in 2010/2011 to take account of the principles of COSLA's national strategy and guidance on Charging for Non-Residential Social Care Services. The COSLA guidance provided a framework that aimed to maintain local accountability and discretion while encouraging councils to demonstrate that, in developing their charging policies, they had followed best practice.

The Charging Policy was up-rated annually in line with COSLA guidance and the Council-wide Charging Policy.



The Charging Policy had been updated to take account of legislative changes such as the Social Care (Self-directed Support) (Scotland) Act 2013 and the Carers (Waiving of Charges for Support) (Scotland) Regulations 2014 and would be updated to take account of further legislative changes, effective from 1 April 2019, in respect of the extension of free personal care to those under the age of 65.

**The Committee decided:**

- (1) that the updated Social Work Resources' Charging Policy for Non Residential Services, attached as an appendix to the report, be noted;
- (2) that the Director, Health and Social Care be authorised to update the Policy annually, in line with COSLA guidance; and
- (3) that it be noted that further legislative changes, effective from 1 April 2019, in respect of the extension of free personal care to those under the age of 65 would be noted in the Charging Policy for 2019/2020.

*[Reference: Minutes of the Executive Committee of 21 November 2018 (Paragraph 12)]*

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## **10 Corporate Parenting - Update**

A report dated 24 December 2018 by the Director, Health and Social Care was submitted on South Lanarkshire's corporate parenting activity.

Corporate Parenting had been prioritised as one of the themed sub-groups that supported the partnership work of 'Getting it Right for South Lanarkshire's Children and Young People'. The work of the Corporate Parenting Sub-Group was overseen by the Getting it Right for South Lanarkshire's Children Strategy Group.

South Lanarkshire's first Corporate Parenting Strategy and Action Plan 2016 to 2018 was concluded, with the publication of the second annual report in July 2018, attached as Appendix 1 to the report. Information was provided on the achievements of the Action Plan outlined in the Annual Report.

The new Corporate Parenting Strategy and Action Plan 2018 to 2020, attached as Appendix 2 to the report, had been developed following consultation with children, young people, parents and carers and was launched at the Corporate Parenting conference on 2 November 2018. Information was provided on the 4 core commitments and 8 agreed actions of the Action Plan to be taken forward over the next 2 years. This provided a clear framework to achieve the planned improvements.

South Lanarkshire had also signed the Care Leavers' Covenant, which supported the implementation of Part 10 of the Children and Young People (Scotland) Act 2014 by supporting the aftercare of care leavers transitioning into adulthood.

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

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## **11 Development of Strategic Commissioning Plan 2019 to 2022**

A report dated 21 January 2019 by the Director, Health and Social Care was submitted on the development of the next 3-year Strategic Commissioning Plan (SCP) 2019 to 2022.

In terms of the Public Bodies (Joint Working) (Scotland) Act 2014, Integration Joint Boards (IJBs) were required to prepare and agree 3-year SCPs to enable integration arrangements to 'go live' with local partnerships.

SCPs set out how IJBs would plan and deliver services for their area over the medium term, using the integrated budgets under their control. SCPs, together with annual directions issued by IJBs, also provided clarity to councils and NHS boards on what they were required to operationally deliver.

IJBs were required to ensure that stakeholders were fully engaged in the preparation, publication and review of SCPs in order to establish a meaningful co-productive approach and to enable IJBs to deliver the 9 national outcomes for health and wellbeing, and achieve the core aims of integration.

As the current SCP was in its final year, a report was submitted to the IJB in June 2018 outlining proposed work for the development of the next SCP and providing a project plan for its completion.

Information was provided on progress to date and the work that remained outstanding to finalise the draft SCP 2019 to 2022, attached as an appendix to the report.

Members were invited to submit comments on the draft SCP 2019 to 2022, as part of the engagement process.

**The Committee decided:** that the draft of the South Lanarkshire Integration Joint Board Strategic Commissioning Plan 2019 to 2022, attached as an appendix to the report, be noted.

*[Reference: Minutes of 28 November 2018 (Paragraph 10)]*

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## **12 Multi-Agency Public Protection Arrangements (MAPPA) - Annual Report 2017/2018**

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A report dated 20 December 2018 by the Director, Health and Social Care was submitted on the Lanarkshire Multi-Agency Public Protection Arrangements (MAPPA) Annual Report 2017/2018.

The preparation and publication of the Annual Report was an important part of the strategic arrangements for MAPPA and provided a transparent mechanism for raising public awareness and understanding of public protection issues. The analysis of information allowed MAPPA performance to be assessed and validated and for appropriate action to be taken.

Information was provided on:-

- ◆ statistical information relating to increased demands and trends in this area of work
- ◆ progress made on the MAPPA Business Plan 2016/2017 and the content of the updated Business Plan 2018/2019
- ◆ significant operational events

Lanarkshire MAPPA remained committed to ensuring that best practice and innovation remained at the forefront of managing offenders and all agencies had a firm commitment to working effectively in partnership to manage offenders and jointly address the issues of risk.

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

*[Reference: Minutes of the Executive Committee of 28 June 2017 (Paragraph 23)]*

*Councillor Calikes left the meeting during this item of business*

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### **13 Update of Social Work Resources' Risk Register and Risk Control Plan**

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A report dated 16 November 2018 by the Director, Health and Social Care was submitted on the systems and controls in place within Social Work Resources to control risks.

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 risks were scored in accordance with the Council's scoring mechanism which scored risks based on likelihood and impact of risk. This had resulted in risks being scored between 1 to 9 (low to high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

The Risk Register had been developed and was monitored on an ongoing basis to add any new risks and to review the scores of existing risks. The main changes to the Social Work Resources' register were:-

- ◆ a new risk added in relation to Brexit
- ◆ a change to the risk description for the Integration Joint Board from 'The Council is not sufficiently prepared to deliver the Integration Joint Board strategic directions set out in the Strategic Commissioning Plan 2016 to 2019' to 'The Council fails to evidence compliance with the directions issued by the Integration Joint Board.'

There were 8 residual risks identified within the Resource as falling within the high category score of 7 to 9. Those risks were also contained within the Council's Top Risk Register and were monitored closely.

The top 8 risks for the Resource were detailed in the appendix to the report.

A separate Risk Register and Risk Management Strategy for Health and Social Care Integration had been developed and reported to the Performance and Audit Sub-Committee of the Integration Joint Board.

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

*[Reference: Minutes of 7 February 2018 (Paragraph 11)]*

*Councillor Calikes re-entered the meeting during this item of business*

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### **14 Urgent Business**

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There were no items of urgent business.



# Report

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Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Revenue Budget Monitoring 2018/2019</b>
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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 2018 to 1 March 2019 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2019

## 2. Recommendation(s)

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

- (1) that the forecast to 31 March 2019 of an overspend of £1.109m be noted;
- (2) that an overspend of £0.913m as at 1 March 2019, as detailed in Appendix A of the report, be noted; and
- (2) that the proposed budget virements, as detailed in the appendices to the report, be approved.

## 3. Background

- 3.1. This is the fourth revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019.
- 3.2. The Resource has completed its formal probable outturn exercise for the year. This exercise identifies the expected spend to 31 March 2019. 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 in Appendices B to E.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. **Probable Outturn:** Following the Council's formal Probable Outturn exercise, the Resource position is an overspend of £1.109m. There are no proposed transfers to reserves.

- 5.2. This overspend is slightly higher than the £1.000 million that has been reported to Committee throughout the year and relates to Children and Families (external residential places, foster places as well as the level of kinship care payments) and Adults and Older People (being staff costs), partially offset by underspends in Performance and Support and Justice due to employee turnover and vacancies.
- 5.3. **As at 1 March 2019**, there is an overspend position against the phased budget, being an overspend of £0.913m against the phased budget.
- 5.4 Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report.
- 6. Other Implications**
- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.
- 7. Equality Impact Assessment and Consultation Arrangements**
- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

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

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

11 March 2019

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

- ◆ Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ Financial Ledger and budget monitoring results to 1 March 2019

**Contact for Further Information**

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

Hazel Goodwin, Finance Manager

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E-mail: [Hazel.Goodwin@southlanarkshire.gov.uk](mailto:Hazel.Goodwin@southlanarkshire.gov.uk)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 1 March 2019 (No.13)

## Social Work Resources Summary

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 1/3/19</b>	<b>Actual 1/3/19</b>	<b>Variance 1/3/19</b>	<b>% Variance 1/3/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
Employee Costs	84,301	84,825	(524)	(524)	73,741	73,647	94	under	0.1%
Property Costs	2,661	2,324	337	337	2,506	2,204	302	under	12.1%
Supplies & Services	6,130	6,181	(51)	(51)	4,767	4,859	(92)	over	(1.9%)
Transport & Plant	4,592	4,419	173	173	4,205	4,022	183	under	4.4%
Administration Costs	1,519	1,661	(142)	(142)	1,063	1,115	(52)	over	(4.9%)
Payments to Other Bodies	18,670	19,318	(648)	(648)	16,815	17,501	(686)	over	(4.1%)
Payments to Contractors	94,229	94,246	(17)	(17)	81,963	82,256	(293)	over	(0.4%)
Transfer Payments	755	947	(192)	(192)	714	928	(214)	over	(30.0%)
Financing Charges	267	292	(25)	(25)	191	218	(27)	over	(14.1%)
<b>Total Controllable Exp.</b>	<b>213,124</b>	<b>214,213</b>	<b>(1,089)</b>	<b>(1,089)</b>	<b>185,965</b>	<b>186,750</b>	<b>(785)</b>	<b>over</b>	<b>(0.4%)</b>
<b>Total Controllable Inc.</b>	<b>(60,918)</b>	<b>(60,898)</b>	<b>(20)</b>	<b>(20)</b>	<b>(60,226)</b>	<b>(60,098)</b>	<b>(128)</b>	<b>under recovered</b>	<b>0.2%</b>
<b>Net Controllable Exp.</b>	<b>152,206</b>	<b>153,315</b>	<b>(1,109)</b>	<b>(1,109)</b>	<b>125,739</b>	<b>126,652</b>	<b>(913)</b>	<b>over</b>	<b>(0.7%)</b>
<b>Transfer to Reserves (as at 01/03/19)</b>					<b>0</b>	<b>0</b>	<b>0</b>		
<b>Position After Transfers to Reserves (as at 01/03/19)</b>					<b>125,739</b>	<b>126,652</b>	<b>(913)</b>	<b>over</b>	<b>(0.7%)</b>

**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 1 March 2019 (No.13)

## Children and Families Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 1/3/19</b>	<b>Actual 1/3/19</b>	<b>Variance 1/3/19</b>		<b>% Variance 1/3/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	14,974	15,338	(364)	(364)	13,134	13,214	(80)	over	(0.6%)	1
Property Costs	323	309	14	14	313	304	9	under	2.9%	
Supplies & Services	525	485	40	40	493	487	6	under	1.2%	
Transport & Plant	624	600	24	24	578	545	33	under	5.7%	
Administration Costs	275	326	(51)	(51)	256	279	(23)	over	(9.0%)	
Payments to Other Bodies	8,374	9,114	(740)	(740)	8,092	8,803	(711)	over	(8.8%)	2
Payments to Contractors	4,203	4,914	(711)	(711)	3,880	4,603	(723)	over	(18.6%)	3
Transfer Payments	741	929	(188)	(188)	701	909	(208)	over	(29.7%)	4
Financing Charges	17	22	(5)	(5)	17	19	(2)	Over	(11.8%)	
<b>Total Controllable Exp.</b>	<b>30,056</b>	<b>32,037</b>	<b>(1,981)</b>	<b>(1,981)</b>	<b>27,464</b>	<b>29,163</b>	<b>(1,699)</b>	<b>over</b>	<b>(6.2%)</b>	
<b>Total Controllable Inc.</b>	<b>(371)</b>	<b>(571)</b>	<b>200</b>	<b>200</b>	<b>(344)</b>	<b>(476)</b>	<b>132</b>	<b>over recovered</b>	<b>38.4%</b>	<b>5</b>
<b>Net Controllable Exp.</b>	<b>29,685</b>	<b>31,466</b>	<b>(1,781)</b>	<b>(1,781)</b>	<b>27,120</b>	<b>28,687</b>	<b>(1,567)</b>	<b>over</b>	<b>(5.8%)</b>	
<b>Transfer to Reserves (as at 01/03/19)</b>					<b>0</b>	<b>0</b>	<b>0</b>			
<b>Position After Transfers to Reserves (as at 01/03/19)</b>					<b>27,120</b>	<b>28,687</b>	<b>(1,567)</b>	<b>over</b>	<b>(5.8%)</b>	

**Variance Explanations****1. Employee Costs**

This overspend is a result of employee turnover being less than anticipated.

**2. Payments to Other Bodies**

This overspend is due to the increase in demand for external foster placements, adoption allowances, Throughcare and kinship care payments.

**3. Payments to Other Contractors**

This overspend is due to the increased demand for children's residential school and external placements.

**4. Transfer Payments**

This overspend is due to payments being made to carers to support the welfare of young people and is mainly in relation to an increase in demand for kinship care.

**5. Income**

This over recovery relates to the higher than budgeted income from the Home Office for services provided to unaccompanied asylum seeking children.



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 1 March 2019 (No.13)

## 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 1/3/19	Actual 1/3/19	Variance 1/3/19		% Variance 1/3/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	56,857	57,643	(786)	(786)	49,689	50,214	(525)	over	(1.1%)	1
Property Costs	1,643	1,442	201	201	1,548	1,388	160	under	10.3%	2
Supplies & Services	5,006	5,096	(90)	(90)	3,740	3,809	(69)	over	(1.8%)	3
Transport & Plant	3,595	3,467	128	128	3,288	3,174	114	under	3.5%	4
Administration Costs	373	481	(108)	(108)	343	408	(65)	over	(19.0%)	5
Payments to Other Bodies	9,924	9,806	118	118	8,365	8,308	57	under	0.7%	6
Payments to Contractors	90,014	89,332	682	682	78,072	77,637	435	under	0.6%	7
Transfer Payments	7	7	0	0	6	9	(3)	over	(50.0%)	
Financing Charges	36	43	(7)	(7)	36	36	0	-	0.0%	
<b>Total Controllable Exp.</b>	167,455	167,317	138	138	145,087	144,983	104	under	0.1%	
<b>Total Controllable Inc.</b>	(53,920)	(53,587)	(333)	(333)	(53,425)	(53,144)	(281)	under recovered	(0.5%)	8
<b>Net Controllable Exp.</b>	113,535	113,730	(195)	(195)	91,662	91,839	(177)	over	(0.2%)	
<b>Transfer to Reserves (as at 01/03/19)</b>					0	0	0			
<b>Position After Transfer to Reserves (as at 01/03/19)</b>					91,662	91,839	(177)	over	(0.2%)	

Variance Explanations**1. Employee Costs**

This overspend is a result of Home Care recruitment for future vacancies to maintain staffing levels and overtime to meet service delivery, partly offset by staff turnover in other services.

**2. Property Costs**

This underspend relates mainly to savings generated from the installation of energy efficient boilers within day care and residential units and reduced demand for heating during the year due to climatic conditions.

**3. Supplies and Services**

This overspend is attributable to the requirement to purchase new and to replace existing assistive technology equipment, which is used to support service users to remain at home.

**4. Transport and Plant**

The underspend reflects the saving being achieved as a result of the withdrawal of the Meals on Wheels service by the provider. The saving forms part of the savings for 2019/20.

**5. Administration Costs**

This overspend reflects the cost of mobile technology for lone working.

**6. Payments to Other Bodies**

This underspend is being achieved as a result of voluntary organisations withdrawing from service provision and forms part of the savings for 2019/20. It also reflects the current cost to implement the Carers Act.

**7. Payments to Contractors**

The underspend is a result of a reduction in the funding required for named care home placements and is offset by an under recovery in income.

**8. Income**

The under recovery is a result of a reduction in the funding required for named care home placements offset in part by the non-recurring income received from service users in respect of prior year care costs being higher than budgeted.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 1 March 2019 (No.13)

## Justice and Substance Misuse

Budget Category	Annual Budget £000	Forecast for Year BEFORE Transfers £000	Annual Forecast Variance BEFORE Transfers £000	Annual Forecast Variance AFTER Transfers £000	Budget Proportion 1/3/19 £000	Actual 1/3/19 £000	Variance 1/3/19 £000		% Variance 1/3/19	Note
Employee Costs	5,787	5,651	136	136	5,100	4,852	248	under	4.9%	1, a
Property Costs	65	68	(3)	(3)	63	57	6	under	9.5%	
Supplies & Services	133	166	(33)	(33)	127	150	(23)	over	(18.1%)	a
Transport & Plant	120	98	22	22	111	88	23	under	20.7%	
Administration Costs	430	434	(4)	(4)	72	87	(15)	over	(20.8%)	
Payments to Other Bodies	267	358	(91)	(91)	258	349	(91)	over	(35.3%)	2
Payments to Contractors	12	0	12	12	11	16	(5)	over	(45.5%)	
Transfer Payments	6	10	(4)	(4)	6	9	(3)	over	(50.0%)	
Financing Charges	10	21	(11)	(11)	10	18	(8)	over	(80.0%)	
<b>Total Controllable Exp.</b>	<b>6,830</b>	<b>6,806</b>	<b>24</b>	<b>24</b>	<b>5,758</b>	<b>5,626</b>	<b>132</b>	<b>under</b>	<b>2.3%</b>	
<b>Total Controllable Inc.</b>	<b>(5,735)</b>	<b>(5,853)</b>	<b>118</b>	<b>118</b>	<b>(5,585)</b>	<b>(5,592)</b>	<b>7</b>	<b>Over recovered</b>	<b>0.1%</b>	<b>a</b>
<b>Net Controllable Exp.</b>	<b>1,095</b>	<b>953</b>	<b>142</b>	<b>142</b>	<b>173</b>	<b>34</b>	<b>139</b>	<b>under</b>	<b>80.3%</b>	
<b>Transfer to Reserves (as at 01/03/19)</b>					<b>0</b>	<b>0</b>	<b>0</b>			
<b>Position After Transfers to Reserves (as at 01/03/19)</b>					<b>173</b>	<b>34</b>	<b>139</b>	<b>under</b>	<b>80.3%</b>	

Variance Explanations**1. Employee costs**

This underspend is a result of staff turnover being higher than anticipated.

**2. Payments to Other Bodies**

This overspend reflects the current service requirement to support service users in the community. This is being managed within the overall grant allocation.

Budget Virements

- a. S27 Criminal Justice Social Work Grant realignment £0. Employee Costs £0.220m, Supplies and Services £0.038m, Income (£0.258m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 1 March 2019 (No.13)

## Performance and Support

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 1/3/19</b>	<b>Actual 1/3/19</b>	<b>Variance 1/3/19</b>		<b>% Variance 1/3/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	6,683	6,193	490	490	5,818	5,367	451	under	7.8%	<b>1</b>
Property Costs	630	505	125	125	582	455	127	under	21.8%	<b>2</b>
Supplies & Services	466	434	32	32	407	413	(6)	over	(1.5%)	
Transport & Plant	253	254	(1)	(1)	228	215	13	under	5.7%	
Administration Costs	441	420	21	21	392	341	51	under	13.0%	<b>3</b>
Payments to Other Bodies	105	40	65	65	100	41	59	under	59.0%	<b>4</b>
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	1	1	0	0	1	1	0	under	0.0%	
Financing Charges	204	206	(2)	(2)	128	145	(17)	over	(13.3%)	
<b>Total Controllable Exp.</b>	<b>8,783</b>	<b>8,053</b>	<b>730</b>	<b>730</b>	<b>7,656</b>	<b>6,978</b>	<b>678</b>	<b>under</b>	<b>8.9%</b>	
<b>Total Controllable Inc.</b>	<b>(892)</b>	<b>(887)</b>	<b>(5)</b>	<b>(5)</b>	<b>(872)</b>	<b>(886)</b>	<b>14</b>	<b>over recovered</b>	<b>1.6%</b>	
<b>Net Controllable Exp.</b>	<b>7,891</b>	<b>7,166</b>	<b>725</b>	<b>725</b>	<b>6,784</b>	<b>6,092</b>	<b>692</b>	<b>under</b>	<b>10.2%</b>	
<b>Transfer to Reserves (as at 01/03/19)</b>					<b>0</b>	<b>0</b>	<b>0</b>			
<b>Position After Transfers to Reserves (as at 01/03/19)</b>					<b>6,784</b>	<b>6,09</b>	<b>692</b>	<b>Under</b>	<b>10.2%</b>	

Variance Explanations**1. Employee costs**

This underspend is attributable to several elements - a number of vacancies which are in the process of being filled, vacancies for temporary posts where funding ends 31 March 2019, part contribution of Chief Officer salary from NHS and the current cost to implement the Carers Act .

**2. Property costs**

The underspend is in relation to rates and other property costs which will offset other budget pressures within the Resource.

**3. Administration Costs**

This underspend reflects the current costs for printing, telephones and postage. These costs have decreased since the previous financial year.

**4. Payments to Other Bodies**

This underspend reflects the current cost to implement the Carers Act.



# Report

4

Report to: **Social Work Resources Committee**  
 Date of Meeting: **8 May 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)  
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring  
 2018/2019**

## 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 2018 to 1 March 2019

## 2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £0.640 million, and expenditure to date of £0.056 million, be noted.

## 3. Background

- 3.1. This is the fourth capital monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019.
- 3.2. The budget reflects the approved programme for the year (Executive Committee, 28 February 2018), exceptions approved during 2017/2018 and monies carried forward for projects from 2017/2018. It also includes budget adjustments approved by the Executive Committee during 2018/19.
- 3.3. The report details the financial position for Social Work Resources in Appendix A and details the most recent budget adjustment.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2018/2019 is £0.640million.

### 5.2. 2018/19 Outturn

Work is ongoing to complete the year-end Accounts, however, current estimates from Housing and Technical Resources suggest an outturn for Social Work Resources of £0.499 million. This is an underspend of £0.141 million and mainly relates to the expected timing of project spend on the Social Work Care Facilities' project. Funding will carry forward into next financial year.

5.3. 2018/19 Monitoring

As at 1 March 2019, the anticipated spend to date was £0.336 million and £0.056 million had been spent. This represents a position of £0.280million behind profile and as noted at section 5.2 above reflects the timing of project spend on the Care Facilities' project.

**6. Other Implications**

6.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.

6.2 There are no implications for sustainability in terms of the information contained in this report.

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

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

17 April 2019

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

- Accountable, Effective, Efficient and Transparent

**Previous References**

- Executive Committee, 28 February 2018

**List of Background Papers**

- Financial ledger to 1 March 2019

**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 2018-2019**  
**Social Work Resources Programme**  
**For Period 1 April 2018 – 1 March 2019**

<b><u>Social Work Resources</u></b>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work	320	320	0	640	336	56
<b>TOTAL</b>	<b>320</b>	<b>320</b>	<b>0</b>	<b>640</b>	<b>336</b>	<b>56</b>





# Report

Report to: **Social Work Resources Committee**  
 Date of Meeting: **8 May 2019**  
 Report by: **Executive Director (Finance and Corporate Resources) and Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – January and February 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for January and February 2019 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 January and February 2019 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 at 8 December 2018

## 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 January and February 2019.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of February 2019 for Social Work Resources.

The Resource absence figure for February 2019 was 6.5%, which represents an increase of 0.3% when compared to the previous month and is 1.3% higher than the Council-wide figure. Compared to February 2018, the Resource absence figure has increased by 0.5%.

Based on the absence figures at February 2019 and annual trends, the projected annual average absence for the Resource for 2018/19 is 5.7%, compared to a Council-wide average figure of 4.4%.

For the financial year 2018/19, the projected average days lost per employee equates to 12.4 days, compared with the overall figure for the Council of 10.4 days per employee.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 293 referrals were made this period, an increase of 21 when compared with the same period last year.

**4.3. Accident/Incident Statistics (Appendix 2)**

There were 16 accidents/incidents recorded within the Resource this period, a decrease of 5 when compared to the same period last year.

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

There were 10 disciplinary hearings held within the Resource this period, a decrease of 4 when compared with the same period last year. There were no grievance hearings, which remains unchanged when compared with the same period last year. There were no Dignity at Work complaints raised within the Resource this period, which remains unchanged when compared with the same period last year.

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

There were 24 leavers in the Resource this period, an increase of 1 when compared with the same period last year. Exit interviews were held with 6 employees.

**5. Staffing Watch (Appendix 3)**

- 5.1. There has been an increase of 12 in the number of employees in post from 8 September 2018 to 8 December 2018.

**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. Other Implications**

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

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

26 March 2019

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

- ◆ 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**

- ◆ Social Work Resources – 20 February 2019

**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:-

Janet McLuckie, Personnel Officer

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**ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019**  
**Social Work Resources**

APT&C				Manual Workers				Resource Total				Council Wide							
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019				
April	4.8	5.0	5.3	April	6.6	5.6	6.2	April	5.4	5.2	5.6	April	4.3	3.9	4.1				
May	5.3	4.9	5.1	May	6.9	4.1	6.2	May	5.8	4.6	5.4	May	4.4	4.2	4.2				
June	5.2	5.3	5.2	June	6.2	4.6	6.3	June	5.5	5.1	5.6	June	4.1	3.9	4.3				
July	5.0	4.8	5.2	July	5.7	4.9	6.4	July	5.3	4.8	5.6	July	3.3	3.0	3.4				
August	4.8	4.9	5.0	August	5.4	4.7	5.9	August	5.0	4.8	5.3	August	3.6	3.2	3.6				
September	4.3	5.0	5.0	September	5.3	5.2	6.1	September	4.7	5.1	5.4	September	4.1	4.0	4.4				
October	4.7	4.2	5.7	October	5.6	5.8	5.6	October	5.0	4.8	5.6	October	4.4	4.1	4.4				
November	5.1	4.4	5.4	November	5.4	5.9	5.3	November	5.2	4.9	5.4	November	4.9	4.8	5.1				
December	5.6	5.6	5.1	December	6.1	6.1	6.9	December	5.8	5.7	5.7	December	4.9	5.1	4.8				
January	5.5	5.5	5.2	January	5.5	7.3	8.4	January	5.5	6.1	6.2	January	4.5	5.0	4.9				
February	5.8	6.1	5.5	February	4.8	5.8	8.5	February	5.4	6.0	6.5	February	5.0	5.0	5.2				
March	5.6	5.7		March	4.8	6.5		March	5.3	5.9		March	4.7	4.7					
Annual Average	5.1	5.1	5.3	Annual Average	5.7	5.5	6.5	Annual Average	5.3	5.3	5.7	Annual Average	4.4	4.2	4.4				
Average Apr-Feb	5.1	5.1	5.2	Average Apr-Feb	5.8	5.5	6.5	Average Apr-Feb	5.3	5.2	5.7	Average Apr-Feb	4.3	4.2	4.4				
No of Employees at 28 February 2019				1831	No of Employees at 28 February 2019				1066	No of Employees at 28 February 2019				2897	No of Employees at 28 February 2019				15187

For the financial year 2018/19, the projected average days lost per employee equates to 12.4 days.

**SOCIAL WORK RESOURCES**

	Jan-Feb 2018	Jan-Feb 2019
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	81	88
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	22	10
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	107	118
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	55	71
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	7	6
<b>TOTAL</b>	272	293

CAUSE OF ACCIDENTS/INCIDENTS	Jan-Feb 2018	Jan-Feb 2019
Fatal	0	1
Specified Injuries*	1	0
Over 7 day absences	0	2
Over 3 day absences**	0	1
Minor	3	6
Violent Incident: Physical****	11	2
Violent Incident: Verbal*****	6	4
<b>Total Accidents/Incidents</b>	21	16

\*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

\*\*Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

\*\*\*Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

\*\*\*\*Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

\*\*\*\*\*Physical violent incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

\*\*\*\*Physical Violent Incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Jan-Feb 2017	Jan-Feb 2018
Total Number of Hearings	14	10

**Time Taken to Convene Hearing Jan - Feb 2019**

0-3 Weeks  
2

4-6 Weeks  
5

Over 6 Weeks  
3

RECORD OF GRIEVANCE HEARINGS	Jan-Feb 2018	Jan-Feb 2019
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Jan-Feb 2018	Jan-Feb 2019
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	Jan-Feb 2018	Jan-Feb 2019
Career Advancement	0	1
Travelling Difficulties	0	1
Other	1	4
<b>Number of Exit Interviews conducted</b>	1	6

<b>Total Number of Leavers Eligible for Exit Interview</b>	23	24
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<b>Percentage of interviews conducted</b>	4%	25%
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**JOINT STAFFING WATCH RETURN  
SOCIAL WORK RESOURCES**

**1. As at 8 December 2018**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
218	186	912	1452						
2768									
*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	1325.04	468.45	548.11	20	23	2	0	0	2387.6

**1. As at 8 September 2018**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
216	185	897	1458	2756					
*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	1323.97	463.08	536.41	20	25	1	0	0	2370.46

# Report

**6**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Kinship Care</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide an overview of recent developments in legislation and direction from the Scottish Government pertaining to Kinship Care
- ◆ outline South Lanarkshire Council's Kinship Care Policy and Procedures 2018 in responses to recent developments and determinations from the Scottish Public Services Ombudsman
- ◆ advise of the cost implications associated with the proposed changes

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

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

- (1) that Kinship Carers currently receiving support under Section 22, Children (Scotland) Act 1995 be reclassified to receive it under Section 25 (statutory arrangements) of the Act;
- (2) that the Kinship Carers, reclassified under Section 25 of the Act, following a financial assessment, be provided with financial support, backdated to the date of this Committee, in accordance with age related fostering allowances minus benefit entitlement; and
- (3) that the Kinship Care Policy and Guidance (attached at Appendix A), which provides clear guidance to Social Work staff on the placing of children with Kinship Carers, assessment, approval, support and review, be endorsed and referred to the Executive Committee for approval.

## **3. Background**

3.1. The Looked After Children (Scotland) Regulations 2009 define a Kinship Carer as a person who is related to the child through blood, marriage or civil partnership or a person with whom the child has a pre-existing relationship.

3.2. Kinship Carers eligible for payments, allowances and Kinship Care support include those who care for children who are looked after and placed in a Kinship Care arrangement by the local authority. These include children who are legally secured by:

- ◆ a Compulsory Supervision Order made by a Children's Hearing under Section 83 of the Children's Hearing (Scotland) Act 2011
- ◆ a child accommodated by the local authority under Section 25 of the Children (Scotland) Act 1995
- ◆ an order made, authorisation or warrant granted by virtue of Chapter 2, 3 or 4 of Part II of the Children (Scotland) Act 1995

- ◆ a placement made by a local authority which has taken parental responsibility under Section 80 of the Adoption and Children (Scotland) Act 2007
- 3.3. In South Lanarkshire, prior to October 2015, those carers/relatives formally assessed as Kinship Carers at 3.2 above, were provided with a £50 payment per week for every child placed. A subsequent Kinship Care assessment was undertaken. If approved, Kinship Carers would continue to receive the £50 weekly support for each child placed.
- 3.4. In addition, the Resource also paid Kinship Care payments to those relatives/carers that did not fit the above criteria under Section 22, Social Work (Scotland) Act 1995 at a flat rate of up to £50 per week.
- 3.5. On 5 October 2015, the Scottish Government wrote to all local authorities advising that they should pay Kinship Carers at a level which at a minimum is paid at the same rate as Foster Carer's allowances minus child tax credits and child benefit from 1 October 2015. This ensures parity with Foster Carers who are unable to claim these benefits.
- 3.6. The Scottish Government stipulated the agreement applies to:
- ◆ all formal Kinship Carers, where the child has a looked after status. This includes those carers of a child looked after under Section 25 and where the local authority was involved in the placing of the child. Carers are eligible from the point of placement and not approval
  - ◆ some informal Kinship Carers, where the child is not a looked after child but is subject to a Section 11 Order under the Children (Scotland) Act 1995 (to be known as the Kinship Care Order from April 2016) and is or was:
    - at risk of becoming looked after
    - previously looked after
    - placed in the Kinship placement by the local authority
- 3.7. Furthermore, Part 13 of the Children and Young People (Scotland) Act 2014 outlined in July 2016 the duties of local authorities to make arrangements to ensure that assistance is made available to Kinship Carers of eligible children who are applying for or are holders of a Kinship Care Order.

#### **4. Current Position**

- 4.1. All children subject to statutory measures (Section 83 of the Children's Hearing (Scotland) Act 2011) of supervision with a requirement to reside with a Kinship Carer have been identified and these Kinship Carers are receiving Kinship Care payments as outlined by the Scottish Government.
- 4.2. In addition, children subject to a Section 11 Order secured through a court with previous Social Work involvement have also been identified and Kinship Care payments made.
- 4.3. Outwith the above, there are 24 carers on the formal scheme, 8 on the informal scheme and 48 Pre-Kinship who are being paid a flat rate of £50. Therefore, in total, there are 80 Kinship Carers potentially eligible for age related allowances.



- 4.4. Since October 2015, a number of Kinship Carers who have had no previous contact with Social Work, but have a Section 11 Order, have approached the Resource for financial support as outlined by the Scottish Government. Due to eligibility being determined on 'where the local authority was involved in placing the child', the Resource judged, due to there being no previous Social Work contact, there was therefore no eligibility.
- 4.5. This interpretation has been challenged by a few families, who have sought recourse from the Scottish Public Services Ombudsman (SPSO). The SPSO noted in the absence of a Social Work assessment it could not be determined whether or not the child was 'at risk of being accommodated'. In all cases, the absence of Kinship Carers offering a home to the child would have resulted in the child becoming looked after.
- 4.6. Over the past year, there have been a number of determinations by the SPSO against the Council, namely a child subject to a Section 11 Order is considered at 'risk of being looked after' even where there has been no Social Work involvement in the placing of that child.
- 4.7. In other decisions, the SPSO identified that South Lanarkshire Council was making payments to Kinship Carers under Section 22 when in fact a Section 25 Order should have been used resulting in the child formally becoming looked after. A review of Section 22 cases has concluded that a number of children were placed by Social Work Resources with Kinship Carers in similar circumstances and, therefore, should be treated as looked after and accommodated under Section 25.
- 4.8. As noted above in 3.4, there are a number of children (83) who are currently residing with Kinship Carers to whom the Resources is paying regular Section 22 payments each week (up to a maximum of £50 per week). These children do not have legal orders in place or statutory measures of supervision. However, all would be at risk of being accommodated if Kinship Carers were unable to provide them with a home.
- 4.9. Interpreting the SPSO determinations, it is clear that current Section 22 payments to Kinship Carers, are in essence for children who have been placed with Kinship Carers with the knowledge of Social Work.
- 4.10. In liaison with Finance, it has been determined there are 83 Section 22 payments made to Kinship Carers each week. Local Office Managers have reviewed all cases and confirmed these are Kinship arrangements.
- 4.11. In order to be compliant with relevant legislation and statutory guidance, these Kinship Carers are, in essence, eligible for Kinship Care payments in parity with Foster Carers minus state benefits.
- 4.12. In response to the changing landscape of eligibility for Kinship Care payments, a new Kinship Care Policy and Guidance has been drawn up by Social Work Resources (Appendix A). The Policy outlines how eligible Kinship Carers will also include some 'non-looked after' children, who live in a Kinship Care arrangement, as per the SPSO determinations.

## **5. Proposal**

- 5.1. In light of the SPSO rulings, there are implications for the Council in respect to those payments the Resource continues to make in respect to Kinship Carers under Section 22, Children (Scotland) Act 1995. It is, therefore, important to address any perceived inequality in supports to Kinship Carers irrespective of the legislative basis of the initial placement.
- 5.2. It is proposed that Kinship placements made under Section 22, Children (Scotland) Act 1995, be reclassified and formalised under Section 25, Children (Scotland) Act 1995.
- 5.3. In total there are 163 Kinship Carers that require to be reclassified. It is, therefore, proposed that these Kinship Carers are paid age related fostering allowances, minus state benefit entitlement, for children placed in their care, following a financial assessment with Money Matters, with backdated payments made to Kinship Carers from the date of this Committee.
- 5.4. The updated Kinship Care Policy and Guidance, clarifies any child placed by social workers in the care of relatives or friends (outwith child protection procedures), will be considered 'looked after' under section 25 Children (Scotland) Act 1995 and subject to the Looked After Children Scotland Regulations (2009). It is proposed, this Policy is made public on the Council website to offer clarity and transparency of the Resource position.

## **6. Employee Implications**

- 6.1. Whilst there are no direct employee implications associated with this report, it is recognised that all existing Kinship Care arrangements will require to be reviewed as part of an annual review process to confirm the status of the placement.

## **7. Financial Implications**

- 7.1. The annual cost for ensuring that the 80 Kinship Carers are paid in parity with Foster Carers is £0.311m. The annual cost for ensuring that the 83 Section 22 cases are paid in parity with foster carers is £0.361m. The combined annual cost for both would be £0.672m. This figure is based on the carer being paid at fostering allowances minus any state benefit entitlement.
- 7.2. These costs are in addition to those currently experienced. Within the 2019/2020 budget, £1.5m of additional funds was allocated for pressures within Children and Families, including Kinship Care. We will look firstly to this additional funding to meet these additional costs, and monitor spend within the overall Children and Families budget for 2019/2020. The budgetary position for Social Work Resources in 2019/2020 will be considered within the overall budget position for the Council.

## **8. Other Implications**

- 8.1. The implications for the Council in not introducing the changes as noted in this report will leave the Council vulnerable to further judgements against it from the SPSO; resulting in potential reputational damage for the Council for failing to provide appropriate support and parity to Kinship Carers as outlined by the Scottish Government.
- 8.2. Recent changes to Kinship legislation and guidance has meant that previous policies and guidance in this area are currently out of date. The use of the new policy and procedures will lead to transparency and assist around the area of assessment and approval of eligible Kinship Carers for Kinship assistance.

- 8.3. It should be noted that the number of Kinship Care placements in South Lanarkshire is growing each year. For example, the number of children in Kinship placement via Section 83 of the Children's Hearing (Scotland) Act 2011 at 31 July 2017 was 114, this increased to 189 by 31 July 2018 a 60% increase. This increase is likely to result in significant budgetary pressures over the coming years as the number of Kinship Carers eligible for kinship payments rises.

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

- 9.1. Due to this report proposing a new policy, an Equalities Impact Assessment was undertaken. The assessment noted the policy seeks to retain children in Kinship placements to provide them with security and stability as they grow. There was no impact on the nine protected characteristics and no actions stemming from the assessment.
- 9.2. Consultation on the new policy and guidance was undertaken with the Citizens' Advice Bureau and Kinship Care Support Group in South Lanarkshire. Adjustments to the policy were made whilst in draft format in response to feedback.

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

10 April 2019

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

- Protect vulnerable children, young people and adults
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Get it right for children and young people

## **Previous References**

Social Work Resources Committee – 3 February 2016

## **List of Background Papers**

None

## **Contact for Further Information**

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

Arun Singh, Child and Justice Services Manager

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South Lanarkshire Council's  
Kinship Care Policy and Guidance March 2019

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## **1. Introduction**

- 1.1 When a child or young person cannot live with, or remain with, or return to the care of their birth parents, the preferred option is for them to live within their wider family and community circle. In its broadest sense this is known as Kinship Care.
- 1.2 There are many children who live with friends and family without the involvement of statutory services. These carers are often referred to as informal Kinship Carers and the children are not looked after. In some cases they may have Social Work involvement under Section 22 of the Children (Scotland) Act 1995.
- 1.3 This guidance sets out the processes for assessment and approval to be followed where a child is placed with relatives or close friends on an emergency basis; on a supervision requirement; or similar legislation which makes the child looked after away from home (see 'Definitions and Eligibility'). This guidance should also be used where a relative is being considered to care for a child who is already accommodated.
- 1.4 The guidance includes the following areas:-
  - ◆ criteria and eligibility for assessment approval and payment of Kinship Carers
  - ◆ supports for Kinship Carers including those carers seeking residence/Kinship Care orders
  - ◆ payment and allowances

## **2 Background – The National Context**

- 2.1 This guidance is informed by a number of policy and legislative drivers.
- 2.2 The national strategy 'Getting it Right for Every Child in Kinship and Foster Care' was launched by the Scottish Government in December 2007.
- 2.3 The strategy outlined a number of key principles:-
  - ◆ it is the right of every child to have their family and friends explored as potential carers if they need to leave the care of their parents
  - ◆ any arrangement for care by family or friends must be in the best interests of the child
  - ◆ the safety and needs of the child in any assessment of family or friends as carers must be paramount
  - ◆ a child's need for a good family and friends, carers should take precedence over the wishes of a parent to exclude the family from providing such care
  - ◆ support to a family or friends placement should be available when needed
- 2.4 Since its publication in 2007 a number of legislative and policy initiatives have been introduced. The concordat between the Scottish Government and the Convention of Scottish Local Authorities (COSLA), agreed that allowances would be paid to all approved Kinship Carers of Looked After Children.
- 2.5 Following recent representation by national kinship groups and the Equalities and Human Rights Commission, the Scottish Government has restated its commitment and intention that children in Kinship Care placements who meet the criteria should receive 100% of the equivalent fostering allowances minus any child related benefits in respect of the child.

### **3 Relevant Legislation and Guidance**

#### **3.1 Relevant legislation and guidance include the following:-**

- ◆ The Children (Scotland) Act 1995
- ◆ The Children and Young People Scotland Act 2014
- ◆ The Children's Hearings (Scotland) Act 2011
- ◆ Foster Children (Private Fostering) Scotland Regulations 1985
- ◆ The Looked After Children (Scotland) Regulations 2009
- ◆ Guidance on the Looked After Children (Scotland) Regulations 2009 and the Adoption and Children (Scotland) Act 2007

### **4 Definitions and Eligibility**

#### **4.1 Definition**

##### **4.1.1 The Looked After Children Scotland Regulations (2009) define a Kinship Carer as a person who is related to the child (through blood, marriage or civil partnership or a person with whom the child has a pre-existing relationship. (This could include close friends or people who know the child well through regular contact and can be seen as part of the child's network).**

#### **4.2 Eligibility**

##### **4.2.1 For the purposes of this guidance an eligible Kinship Carer includes those who care for children who are looked after and are placed in a Kinship Care arrangement by the local authority. These include children who are legally secured by:-**

- ◆ a Compulsory Supervision Order made by a Children's Hearing under Section 83 of the 2011 Act
- ◆ a child accommodated by the local authority under Section 25 of the 1995 Act
- ◆ an order made, authorisation or warrant granted by virtue of chapter 2, 3, or 4, of part II of the 1995 Act
- ◆ a placement made by a local authority which has taken parental responsibility under Section 80 of the Adoption and Children (Scotland) 2007

##### **4.3 Eligible Kinship Carers also include some 'non-looked after' children, who live in a Kinship Care arrangement. These children will be subject to Section 11 of the Children (Scotland) Act 1995 (also referred to as a Residence Order or Kinship Care Order). Please refer to Section 17 below for further information.**

### **5 Private Fostering**

#### **5.1 Kinship Care should not be confused with Private Fostering. Private Fostering involves the care of children by people other than close relatives for a period of more than 28 days. Such arrangements are usually, but not always, made by the child's parents. All staff should be aware of the Private Fostering Procedures and bring any such arrangements to the attention of their line manager for appropriate action. Please refer to the section in the Looked After Children (Scotland) Regulations 2009 for further detailed guidance.**

### **6 Exclusions**

#### **6.1 While South Lanarkshire's Kinship Care Scheme will endeavour to support all Kinship Care arrangements, there are a number of exclusions that will apply to the eligibility of the Kinship Care allowance. These are as follows:-**

- ◆ where the parent is a member of the household, where the carer and the child reside, this will not be deemed as a Kinship Care arrangement regardless of looked after status

- ◆ likewise, fathers who have not obtained parental rights and responsibilities will not be regarded as Kinship Carers
- ◆ carers unwilling to co-operate with the Kinship Care assessment process (those taking part in the Kinship Care assessment but refuse the Money Matter Kinship calculation will not be excluded, but will have child benefit and child tax credits deducted from their final payment)

## **7 Emergency Placement**

7.1 When an unplanned placement is required for a child who is looked after by the local authority via Section 25 (Children (Scotland) Act 1995 or following an application for a Child Protection Order, the local authority may place the child with a relative or any person who is known to the child and has a pre-existing relationship with that child for a period not exceeding three days. (Regulation 36 Looked After Children Regulations 2009).

7.2 In doing so the local authority must:-

- ◆ be satisfied that an emergency placement is the most suitable way of meeting the child's needs
- ◆ be satisfied that the person with whom the child is to be placed has signed a written agreement with the local authority (template c&f200)
- ◆ provide the person with whom the child is placed with information about the child's background, health and emotional development

7.3 The carer must:-

- ◆ care for the child as if that child were a member of that person's family and in a safe and appropriate manner
- ◆ allow any person authorised by the local authority to visit the child at any reasonable time
- ◆ where the placement is terminated to allow the child to be removed at any time by the local authority
- ◆ ensure that any information relating to the child or to their family is kept confidential
- ◆ allow contact with the child in accordance with arrangements agreed by the local authority

## **8 Duties of the Child's Social Worker when placing a child on an emergency basis**

8.1 The child's allocated Social Worker has responsibility to:-

- ◆ seek the child's view about the proposed placement
- ◆ consult with parents about the proposed placement unless to do so would put the child or carers at risk
- ◆ interview the proposed carers
- ◆ inspect accommodation
- ◆ collect information about others living in the house
- ◆ confirm the proposed Kinship Carer is a friend or relative of the child
- ◆ carry out emergency checks with police on all members of the household over 16 years
- ◆ complete medical consent form in child's medical book with parent(s) of child
- ◆ complete consent form with regards to agency/interagency checks and explain purpose, carryout SWIS Plus checks on all household members within local authority area or make relevant enquiries if living in another local authority

- ◆ discuss appropriateness of immediate placement with relevant team leader/fieldwork manager and record decisions made
- ◆ complete a written placement agreement with proposed Kinship Carer (Regulation 36 (2) (b))
- ◆ confirm legal status and authority of placement. Does a hearing need to be called regarding change of placement for example, if child is on Section 83 CH(S) A 2011
- ◆ assess the need for support with reference to Section 22 and discuss with team manager/ fieldwork manager for authorisation

8.2 It is important to emphasise that staff should make it clear to the Kinship Carer at the outset that these are emergency arrangements and the plans to meet the child's longer term needs and suitable place of residence will be informed by the completion of a comprehensive assessment and planning led by the locality Social Worker.

8.3 The aim is either to rehabilitate the child with their parent(s) or to secure them in a permanent placement best suited to their individual needs without unnecessary delay, whether that be with Kinship Carers or in another placement. In these circumstances, there should be no expectation that the child will be "looked after" on a long term basis.

## **9 Interim Payment of Kinship Care Allowance**

9.1 An interim payment of £50 per week, per child, will be paid, from the point a child is looked after by the Kinship Carers. The Social Worker must complete the Pre-Kinship – Payment Processing / Income Verification Pro Forma FORM A. If at the three day meeting, it is agreed that the child will remain with the carers whilst a kinship care assessment is undertaken, arrangement should be made for the carers to have an appointment with Money Matters to increase kinship payment in line with fostering allowances. It should be noted that the interim payments will automatically cease after 12 weeks.

## **10 Review of Emergency Placements**

10.1 Within three working days of the Emergency Placement there should be an initial placement meeting chaired by the Team Leader who should arrange consideration of the of the day to day placement arrangements (Regulation 38).

10.2 The Team Leader should satisfy themselves that, as far as practicably possible, the following have been consulted (Regulation 38):-

- ◆ the child, taking into account their age and maturity
- ◆ the person with whom the child has been placed
- ◆ any person with parental responsibilities and rights in respect of the child

10.3 When considering the case the Team Leader should address the following:-

- ◆ whether the child continues to require to be placed away from home and if compulsory measures of care are required
- ◆ whether placement of the child with that Kinship Carer is in the best interests of the child (if not, identify what action needs to be taken) and the ability of the Kinship Carer to meet the needs identified in the child's plan, with appropriate support
- ◆ ensure that the Kinship Carer has signed and has a copy of the Kinship Carer Agreement



- ◆ ensure the Kinship Carer has all the relevant LAC material (see LAC Procedures) especially the Day to Day Placement Agreement or arrange for its completion and distribution
- ◆ arrange formal PVG checks on all adult members of the household
- ◆ establish what the contact arrangements should be and how they will be supported
- ◆ arrange for a Health Assessment to be completed. NB Parental consent is required for this (see LAC Procedures)
- ◆ discuss the support the Kinship Carer may need in caring for the child(ren) and refer to Money Matters or CAB for income Maximisation
- ◆ identify any legal action required and explain this to the child, family and Kinship Carers
- ◆ identify who will send the notifications required by Regulation 13, Looked After Children (Scotland) Regulations, 2009. Notifications should be sent to all relevant local authorities, health boards and parents and relevant persons etc

- 10.4 The local authority cannot allow an emergency placement to continue for a period exceeding 12 weeks unless the carer has been formally approved as a Kinship Carer. If the placement has been formally approved The Social Worker must complete the Kinship – Payment Processing / Income Verification Pro Forma FORM B to ensure continued payments are in line with fostering allowances minus state benefits.
- 10.5 Should the three day review consider the placement to be in the child's best interests and that the placement is likely to last more than the 12 weeks, the meeting should identify the lead worker for completion of the comprehensive assessment of the Kinship Carers. This will normally be the Child and Family Social Worker.
- 10.6 A formal Looked After Children's review should take place within six weeks of the initial placement meeting to identify if the placement continues to meet the child's needs; ensure that the Kinship Carer's assessment is progressing and identify any additional supports that the Kinship Carer may need (Regulation 45); a second review should be held within three months of the date of the first review and six monthly thereafter in line with local authority's "Looked After and Accommodated" procedures.

## **11 Permanence in Kinship Care Placements**

- 11.1 A planning meeting chaired by the locality Fieldwork Manager should be held within six months of the child becoming "looked after" (that is Section 25/Section 83) to identify the long term needs of the child/the carers and agree a permanence plan and legal route to achieving this.
- 11.2 If a plan for permanence is agreed, the following options should be considered:-
- ◆ Residence Order (under S.11 of the 1995 Act). The meeting should consider any financial constraints on the family applying for this order. The payment of legal costs and kinship allowances may be considered. If this is the case, the Fieldwork Manager would require to have this authorised by the Service Manager for the locality
  - ◆ Permanence Order (under S.80 of the 2007 Act). A Form E and legal report would be required to register the child for permanence at the Fostering Panel

## **12 Section 11 – Residence Orders**

### **12.1 Payment of Legal Fees**

- 12.1.1 If the carer is making an application for a Residence Order, they would be encouraged to pursue an application for legal aid in the first instance, however, in some cases financial assistance with legal costs will be made available to enable carers to pursue an application for a Residence Order. This should be discussed by the Social Worker and carer in the first instance. If a Kinship Carer is making an application for a Residence Order and seeking financial assistance from the resource, then approval for the payment of legal fees should be discussed on a case by case basis and agreement would be sought by the Fieldwork Manager from the locality Children and Justice Service Manager.

## **13 The Assessment and Approval Process**

- 13.1 When children are placed with Kinship Carers this can often be on an emergency with only initial emergency checks undertaken to provide some assurance of the appropriateness of the carers in the short-term.
- 13.2 Following the initial placement, it is imperative that a full and robust assessment of the placement is undertaken.
- 13.3 The assessment must focus on both the Kinship Carers' capacity to meet the needs of the individual child/children as identified in the child's plan, and the support carer may need to assist them in meeting these needs fully.
- 13.4 An assessment template and fuller guidance has been developed (KC5) which will cover the statutory requirements of these assessments. This will also help contribute to ensuring a high level of practice standard to the assessments in terms of depth and rigour.
- 13.5 There are a range of stipulations about the matters to be addressed in that assessment of the child's needs and how these can be met and the resulting plan, including:-
- ◆ their immediate needs and how these can be met
  - ◆ their long term needs and how these can be met
  - ◆ proposals for safeguarding and promoting the child's welfare
- 13.6 As outlined previously all assessments should be completed within 12 weeks of the initial placement.

## **14 Kinship Care Approval**

- 14.1 All new statutory Kinship Care arrangements made in respect of "looked after" children or young people, regardless of whether or not financial assistance is being sought, must be assessed.
- 14.2 The Scottish Government guidance highlights the need for local authorities to identify a process for approving Kinship Carers. Within South Lanarkshire, all kinship assessments require to be countersigned by a Team Leader and a Fieldwork Manager. The primary function of the kinship assessment is to make recommendations to the Agency Decision Makers (Locality Service Manager) on:-
- ◆ whether to recommend the approval of applicants as Kinship Carers or not to recommend them for the care of specific child/children
  - ◆ whether the assessment should be continued for further information

- ◆ recommendations in relation to termination of approval or de-registration of carers
- ◆ recommendation and approval in relation to the award of allowances and assistance for Kinship Carers
- ◆ recommendation and guidance in relation to the payment of legal fees to carers seeking Residence Orders

14.3 Recommendations from the kinship assessment will be sent to the Agency decision-maker for approval. This process allows for a robust and independent approval process. It will provide for scrutiny of assessments as well as openness and transparency to the decision making process, ensuring it does not sit with any single individual.

14.4 Where a person has been approved as a Kinship Carer, under Regulation 10 of the Looked After Children (Scotland) Regulations 2009, the Kinship Carer must sign a written agreement which will cover the Kinship Carer and local authority's obligations as appropriate. (KC Agreement)

14.5 Approved Kinship Carers will be asked by the social worker to sign the written agreement and a copy of this will be given to the carers and maintained by the resource.

14.6 As per Regulation 13 of the Looked After Children (Scotland) Regulations 2009, the locality Fieldwork Manager will arrange for the following, where relevant, to be notified that a new Kinship Care arrangement has been approved in their area that is:-

- ◆ all relevant local authorities
- ◆ health boards
- ◆ parents or relevant person, etc

## **15 Kinship Arrangements Not Approved**

15.1 If the child is subject to a Compulsory Supervision Order/Interim Compulsory Supervision Order, a LAC Review and a Children's Hearing would be called to consider a change of placement.

15.2 If the child is subject to Section 25 an LAC Review would be called to consider a change of placement.

15.3 A child would only be moved in an emergency basis against the wishes of the Kinship Carer if there were child protection concerns which merited such an action.

15.4 If the Agency decision-maker confirms that the Kinship Carer is not approved the carer has the right of appeal as identified in the fostering processes.

## **16 Allowances and Support**

16.1 Allowances will be paid to all approved Kinship Carers at age related fostering allowances rates minus child related benefits. This will include child tax credits and child benefit and any other allowances paid towards the maintenance and accommodation of the child.

16.2 Payment of allowances will be considered as a well-being payment.

- 16.3 Approved Kinship Carers will receive a letter advising of this, when approved (template kin018).
- 16.4 All carers should be referred to Money Matters at the earliest stage in the assessment process by their Social Worker to ensure that their income from benefits are maximised. Social Work staff should also request that Money Matters undertake a Kinship Care Maximisation Exercise to calculate the proposed kinship allowances should the carers be approved by the Kinship Panel.
- 16.5 Requests for backdating Kinship payments should not exceed 12 weeks from Kinship Care Panel approval.
- 17 Kinship Care Assistance**
- 17.1 From August 2016, there are now duties placed upon the local authorities under part 13 of the Children and Young People (Scotland Act) 2014 to further support carers who have or are applying for a Kinship Care Order and children and young people who are subject to Kinship Care Orders. Social Work staff should refer to the National Guidance on Part 13: Support for Kinship Care. The guidance outlines the support for Kinship Carers and assistance that may be provided and this includes:
- ◆ the provision of advice and information for eligible children
  - ◆ the provision of advice and information for Kinship Carers
  - ◆ the provision of financial allowance
  - ◆ assistance with the financial cost of an order
- 17.2 In order to establish if adults or children meet the eligibility criteria a local authority has a responsibility to determine whether or not a child is at risk of becoming looked after; was previously looked after; or was placed with the involvement of the local authority.
- 17.3 In determining whether a child is at risk of becoming looked after a local authority must consider whether the child's wellbeing is being, or is at risk of being, adversely affected by any matter, such that the child is at risk of becoming looked after. In order to establish the above social work staff should use the C60 Integrated Assessment Framework to establish eligibility.
- 17.4 On receipt of a request for Kinship Care assistance from a carer or child who fits the criteria above, a social worker should be allocated to undertake an assessment in order to ascertain if financial assistance or advice and information should be made available. This assessment should take no longer than six weeks and the carers should be notified by letter about the outcome of the assessment (Template kin027).
- 17.5 Rules governing the financial awards for carers seeking Kinship Care assistance who have a Kinship Care order or who at a later stage are granted an order by the Courts:
- ◆ carers who already have a kinship order will receive payments from the date they first approached the Resource and requested Kinship Care assistance
  - ◆ carers who subsequently achieve a Kinship Care order will be awarded financial assistance from the date the order is awarded by the Court
- 17.6 The Social Worker must complete the Kinship – Payment Processing / Income Verification Pro Forma FORM C for carers who have secured a section 11 or kinship order to ensure payments are in line with fostering allowances minus state benefits.

## **18 Monitoring and Review of a Child or Young Person's Placement**

- 18.1 Regulation 48 of the Looked After Children (Scotland) Regulations states that where a looked after child or young person is placed with a Kinship Carer, they must be visited within one week of the placement and after that no more than three months from the date of the last visit and every three months after that, unless more often is required or agreed as part of the child's or young person's care plan. Good practice would suggest that visits to the child and Kinship Carer are undertaken on a monthly basis.
- 18.2 Minimum contact solely in relation to financial allowances is not appropriate as in all cases allocated Social Workers have a safeguarding responsibility in respect of those children or young people.
- 18.3 In all instances where a looked after child or young person is placed in a Kinship Care placement, review arrangements are in accordance with the looked after procedures and guidance. It is however recognised, that the level of review in some Kinship Care placements could be reduced if the circumstances allow this. The minimum requirements are as follows:-
- ◆ the initial review of the child or young person's plan must be convened within three working days of the placement having been made
  - ◆ within six weeks of the placement commencing, the Social Worker and Team Leader should review the progress of the kinship assessment and placement in supervision. This should be recorded in an I38
  - ◆ within 12 weeks of the placement commencing, the kinship assessment should be presented to the locality Kinship Panel for approval
  - ◆ within six months of the placement commencing, the Locality Fieldwork Manager should chair a planning meeting to identify the long term needs of the child/the carers and agree a permanence plan and legal route to achieving this
  - ◆ thereafter, reviews of the kinship arrangements must be convened on an annual basis within supervision between the Social Worker and the Team Leader and recorded on an I38
- 18.4 The Looked After Children (Scotland) Regulations 2009 state that a review of Kinship Carers should take place on an annual basis. This review must include an updated financial assessment and Disclosure Scotland and health checks. It should also consider issues in relation to the Kinship Carer and their ability to continue to meet the needs of the child and any specific issues for the Kinship Carer.

## **19 Recording of Reviews**

- 19.1 All minutes of reviews must be recorded on the review screen on SWiS.
- 19.2 All approved Kinship Carers must have a separate carer's file opened which must include copies of:-
- ◆ a robust assessment of all adults within the household (including their ability to provide safe and supportive care)
  - ◆ copies of any review minutes
  - ◆ signed and approved KC assessment report (and consideration of full financial circumstances)
  - ◆ evidence of disclosure checks in respect of all adults in the household, which should be updated on an annual basis
  - ◆ if requested, copies of any medical checks undertaken
  - ◆ copies of any paperwork issued by the panel

- 19.3 All approved Kinship Carers must be recorded on SWiS as an 'approved Kinship Carer' in the referral screen and linked to the child or young person. They must be allocated to a Social Worker on SWiS.
- 19.4 The Looked After Children (Scotland) Regulations 2009 states that a Kinship Carer's file must be retained for 25 years from the date of the placement terminating on the death of the child or young person if earlier.

## **20 Termination of Kinship Care Placements**

- 20.1 Where a decision is made to terminate a Kinship Care placement, either by a Children's Hearing or a locality Fieldwork Manager, written notification must be sent to the Service Manager at Headquarters.
- 20.2 All carers where a placement has been terminated or a placement ended must be referred to the Kinship Panel to ensure that the carer is de-registered and the reasons for this recorded.
- 20.3 The locality Fieldwork Manager will arrange for details of the termination of the Kinship Care arrangement to be sent to all who received notifications in the first instance that the child or young person was placed in their area in a Kinship Care arrangement:-
- ◆ all relevant local authorities
  - ◆ health boards
  - ◆ parents and relevant persons etc

## **21 Other information**

- 21.1 The introduction of Universal Credits may impact on Kinship Carers, especially with its full implementation in South Lanarkshire in 2019/2020. Existing claimants, who are Kinship Carers, moving from Legacy Benefits to new claims, may have the Child Tax Credit element of their claim withdrawn. This will not impact on the level of kinship payments.

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Rates and Charges for Care Services for 2019/2020</b>
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**1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ request Committee approval for the 2019/2020 Rates and Charges for Care Services

**2. Recommendation(s)**

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

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

**3. Background**

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

**4. Residential and Nursing Care Rates**

4.1. Scotland Excel, Scottish Care, and the Coalition of Care and Support Providers in Scotland (CCPS) have undertaken a review of the 2019/2020 fee levels associated with providing nursing and residential care for older people in Scotland.

- 4.2. Scotland Excel confirmed in April 2019 that agreement had been reached with Scottish Care and CCPS. The rate for nursing care will increase by 3.65% to £714.90 per week and the rate for residential care will increase by 3.4% to £614.07 per week. These rates will also be adopted for the in-house residential care homes to ensure equity for all residents within in-house and private sector care homes. This will also form the basis for the charge to other local authorities that have placed users within the in-house care homes.
- 4.3. Each resident's financial contribution towards their residential care costs is based on assessment of their ability to pay in line with the National Assistance (Assessment of Resources) (Scotland) Regulations 1992, as amended.
- 4.4. The Free Personal and Nursing Care Payment rates are revised annually by the Scottish Government. Free Personal Care extended to adults under 65 from April 2019. Rates will increase to £177 per week for personal care and £80 per week for nursing care from 1 April 2019.
- 4.5. It is proposed to increase the current rates for adult residential care up to a maximum of 3.4%.
- 4.6. It is proposed to continue to adopt the COSLA agreement to accept, for placements outwith South Lanarkshire, the rates set and agreed by the relevant host authority where applicable.
- 4.7. The Council is not bound by statute to set a rate for the provision of residential accommodation for children, however, a charge is set to allow the Council to recover the cost of placements by other local authorities. It is, therefore, proposed to increase charges to other local authorities to £2,567 per place per week, effective from 1 April 2019. This increase will have no impact on service users within South Lanarkshire.

## **5. Nursing and Residential Respite Charges**

- 5.1. The National Assistance (Assessment of Resources) Regulations 1992 state that for the first eight weeks of respite, authorities should charge "the amount it appears reasonable to the local authorities for the resident to pay".
- 5.2. In deciding what is "reasonable", authorities should consider the individual's outgoing expenses and commitments at home. The nursing and residential respite charge is, therefore, based on the standard minimum guaranteed income less personal allowance and increases in line with the Department for Work and Pensions increases in state benefits.
- 5.3. In line with previous years, it is proposed to increase the nursing and residential respite charge for older people by £3.50 to £139.50 per week, effective from April 2019, in line with the Department for Work and Pensions' increase.



5.4. The increase to the nursing and residential respite charge will be met by the net increase in Department for Work and Pensions' benefits available to individuals. This practice is consistent with the approach adopted in previous years.

5.5. It is proposed that the nursing and residential respite charge for adults remains unchanged for 2019/2020 at £84.45 per week.

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

6.1. The rates paid by the Council for care at home, supported living and day care will increase by £0.30 per hour effective from 1 April 2019 to reflect the increase in the living wage for 2019/2020. In addition, an increase of £1.31 is proposed for sleepover rates to increase this to a standard rate of £11.05 per hour.

6.2. It is proposed to continue to adopt the COSLA agreement to accept, for services provided outwith South Lanarkshire, the rates set and agreed by the relevant host authority where applicable.

6.3. The Care at Home Framework rate is currently adopted for South Lanarkshire Council's in-house Home Care Service. This ensures equity for all service users receiving a Care at Home Service, therefore, it is proposed that the rate is also increased by £0.30 per hour.

## **7. Non Residential Care Service Charges**

7.1. The charging policy for non-residential Care Services continues to be based on an assessment of the service user's ability to pay towards the cost of care.

7.2. In line with previous years, it is also proposed that the charging policy in respect of non-residential Care Services be amended to reflect the thresholds recommended by COSLA for 2019/2020, effective from April 2019. If the income of service users falls below this threshold, no contribution would be required.

7.3. In arriving at the contribution payable by users towards the cost of their Care Services, a calculation is completed to determine their assessable income to which a percentage taper is then applied. This then determines the maximum level of contribution that service users will make. The level of the percentage taper is set by the Council and will remain at 60% for 2019/2020.

7.4. The following flat rate charges are determined by the Council's corporate Charging Policy and provided for information only:

<b>Service</b>	<b>2019/2020 Rate</b>	<b>Status</b>
Lunch Clubs	£3.00 per meal	No change
Frozen meals	£3.04 per meal	Contractual price agreed by Scotland Excel
Community Alarm	£1.59 per week	No change

- 7.5. A rate for non residential Care Services requires to be set to allow other local authorities using South Lanarkshire Council's services to be charged. It is proposed to increase charges to other local authorities by £1, effective from 1 April 2019. This will have no impact on service users within South Lanarkshire. The relevant rates are detailed below:

<b>Service</b>	<b>2019/2020 Rate</b>
Integrated community facilities	£120 per day
Day care centres	£135 per day

## **8. Employee Implications**

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

## **9. Financial Implications**

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

## **10. Other Implications**

- 10.1. There is a risk that service users may refuse to receive the Care Services which they have been assessed as requiring as a result of an increase in the charge for those services. Effective risk management arrangements are an integral part of the delivery of Social Care Services and all clients will undergo a risk assessment. The Director has discretion to exercise her authority in terms of the Social Work Scotland Act 1968 to abate or waive charges on a case by case basis where a service user, due to their financial circumstances, has difficulty in meeting the approved cost of the service.
- 10.2. There are no issues in respect of sustainable development arising from this report.
- 10.3. There are no other issues arising from this report.

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

- 11.1. There are no requirements to carry out an impact assessment in terms of the proposals contained within this report.
- 11.2. There was no requirement to undertake any consultation in terms of the information contained within this report.

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

3 April 2019

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

- Deliver better health and social care outcomes for all
- Accountable, effective, efficient and transparent
- Fair, open and sustainable

**Previous References**

None

**List of Background Papers**

None

**Contact for Further Information**

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

Ian Beattie, Head of Adult and Older People Services

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# Report

8

Report to: **Social Work Resources Committee**  
 Date of Meeting: **8 May 2019**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Social Work Resources - Establishment Changes**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Seek approval from Committee to create additional posts on the establishment within the Resource as a result of additional funding.
- ◆ Seek approval from Committee to mainstream temporary posts and to make changes to the establishment within the Resource.

## 2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the changes in establishment identified in the table at Section 4.1 of the report be approved.

## 3. Background

3.1 The report details establishment changes required and posts moving from temporary to permanent within Resource. The establishment changes are identified below with background and narrative, associated budget and information related to the current status of posts in terms of them being permanent or temporary.

### 3.2 New Initiatives:

3.2.1 **Project Governance Co-ordinator, Assistive Technology:** Assistive Technology, sometimes referred to as Telecare and Telehealth have been identified as one of the priorities for the Resource and across the Health and Social Care Partnership through the Strategic Commissioning Plan consultations. The extension of technology enabled care has been very successful in South Lanarkshire in supporting an increasing number of the population to self-care and self-manage through simple smart technology and apps from their mobile phones. This has real potential to continue to grow and very much follows modern life, whereby phones, apps and generic technology devices are intrinsic to the way in which people live.

- 3.2.2 Models of self-care and self-management, transforming the way in which Social Work Resources deliver services through capitalising on digital and more remote forms of service delivery will be pivotal in shifting the balance of care. At the same time, it will offer other options to the traditional planned appointments systems and associated travel. As the service develops and modernises it requires additional skill sets to realise the ambitions and roll out of technology enabled care services for the resident of South Lanarkshire.
- 3.2.3 The investment and development of this post will be pivotal in roll out across the partnership in Assistive Technology approaches which will not only improve outcomes and lived experiences for our residents but will also create efficiencies for the future in areas such as aids and adaptations, Alert Alarm systems, technology enabled care for residents and carers and a more responsive service going forward. The post will develop, roll out and gate keep the development around Assistive Technology across the partnership employed by the Council to work with colleagues across health. This will be a permanent post added to resource establishment.
- 3.2.4 **Kinship Care:** The Looked After Children Scotland Regulations (2009) define a Kinship Carer as a person who is related to the child through blood, marriage or civil partnership or a person with whom the child has a pre-existing relationship.
- 3.2.5 Kinship Carers eligible for payments, allowances and Kinship Care support include those who care for children who are looked after and placed in a Kinship Care arrangement by the local authority. As well as the financial implications for payments associated, there is also a requirement to ensure appropriate support and guidance is offered for both the children and the carers.
- 3.2.6 As a resource we are, therefore, looking to create a Kinship Carers Support Worker post to identify appropriate support training and networks for carers and children that is proportionate for the children and carers needs. One of the priorities for this group is to ensure that their health wellbeing and attainment opportunities are maximised and this post will look to support local teams to explore innovative ways of achieving this with this group. This will be a temporary post for a two year period to establish the levels of overall future demand.
- 3.2.7 **Continuing Care Team:** Supports to young people accommodated away from home in residential care or foster care are defined in the Children (Scotland) Act 1995 and the Looked After Children Scotland Regulations (2009). These children often experience poorer outcomes than those children who are looked after at home or in kinship placements due to the transitions they have experienced, coupled with a lack of family supports and enduring protective relationships.
- 3.2.8 Young people are often scared at the prospect of further change to their circumstances as they get older. These young people often struggle to engage with pathways planning to determine how supports can be tailored to their individual needs, unfortunately this lack of engagement leads to services struggling to provide the required support. Due to the emotional turmoil being experienced by these young people, their educational attainment is compromised, jeopardising their future career opportunities. There is now a duty to support these young people until their 26th birthday.

- 3.2.9 The Corporate Parenting Strategy and Action Plan 2018 – 2020 has identified the supports provided to this cohort of young people being critical in enhancing their future life chances. The Resource has recently reviewed its delivery of through care and aftercare services to young people and will establish a dedicated Continuing Care Team that will build up specialist knowledge of supports and services for these young people. The team will be hosted within a locality and cover the authority area with line management support provided by the Locality Fieldwork Manager. Whilst there will be a resource transfer from local Children and Family Social Work Teams, an additional post of Team Leader and 2 Support Workers is required. These will be permanent posts added to the Resource establishment.
- 3.2.10 **Clerical Assistant (Telephone Advice Line)** the Resource have secured a further 12 months funding from NHS Lanarkshire to continue with the Telephone Advice Line (TAL) which is delivered by Money Matters and which receives referrals via the Midwifery and Health Visitors Pathway. Funding of £13,392 has been offered towards the cost of providing this service for a further year. This is a part time post 0.5 Full Time Equivalent (FTE). There is currently an employee in post and this will continue for one further year.
- 3.3 **Temporary Posts to be made Permanent**
- 3.3.1 **Team Leaders (Home Care):** East Kilbride office have the funding for three Team Leader posts on a recurring basis. The current position is that two of the Team Leader posts are permanent and one is temporary. It is requested that the temporary post, with substantive funding is added to the East Kilbride establishment to allow this post to become permanent.
- 3.3.2 **Planning Officer:** this post was the subject of a previous report to Social Work Committee in June 2018, when temporary funding was sought to support additional demands arising from performance and management information requirements within Adult and Older people services and Children and Justice Services. Approval is now requested to mainstream this post as the support provided by this post will continue to be required.
- 3.4 **Changes to Establishment**
- 3.4.1 **Autism Resource Coordination Hub (ARCH):** ARCH are looking to re-configure their establishment figures by deleting the 0.5 FTE post of Social Worker. 0.3 FTE Social Work Assistant and adding to the structure 1 FTE equivalent Support Worker. This will allow ARCH to meet the increasing demands for the service and continue to develop the strategic Action plan. This will be a permanent change to establishment with costs met within existing budget.
- 3.4.2 **Occupational Therapy Hamilton:** As a result of changing and increasing service demands there is a need to create more qualified Occupational Therapy posts as well as Occupational Therapy Assistants. This will be a permanent change to establishment with costs met within existing budget. This will be funded through the deletion of a 0.5 Occupational Assistant post and creation of a qualified Occupational Therapist.

- 3.4.3 **Care at Home:** There is a need to strengthen the strategic leadership of the Care at Home Service. Whilst there are dedicated Operational Managers for the Care at Home Service in each locality, there is no role below Head of Service that provides a strategic overview and leads overarching service improvement for Care at Home. Additionally there is a significant role in collaborating with the Council's Procurement Service to work with and oversee the Care at Home framework providers. It is therefore proposed that a post of Service Manager (Registered Care at Home Services) is introduced into the management structure using existing resources.
- 3.4.4 **Transformational Change Project Management Team:** it is important that sufficient planning and project management support is now available to facilitate the level of change identified across the Resource with Modernising Care Facilities, Day Care and Care at Home. Approval has already been given to the modernisation and replacement of care facilities as highlighted in a previous committee report June 2018 Modernising Care Facilities. It is important as part of the overall developments that the needs associated with all the interdependencies across social care and in localities are planned for and met.
- 3.4.5 The detail of how the new facilities can be used to shape care delivery in the local communities would include a range of work beyond traditional residential and intermediate care, for example, linking to local communities, providing integrated care opportunities, public access opportunities, demonstrating technology which can be used in the routine delivery of care, support to carers and linkage to voluntary organisations.
- 3.4.6 Given the scope and scale of change required to maximise the impact across all care needs in the respective localities it is proposed to establish a Project Team to support the implementation of all the transformational projects. As such, the addition of a Project Governance Co-ordinator, two Planning Officers and clerical support will meet this need. The proposal is that these appointments are made for a fixed period of three years.
- 3.4.7 The arrangements for the planning and project management support will be reviewed on an ongoing basis to ensure there is sufficient capacity to progress the transformational change priorities.

#### **4. Employee Implications**

- 4.1. The employee implications are detailed below. The post of Project Governance Coordinator is required to be evaluated and as a new post will be subject to a full job evaluation within the first year. Please refer to the information within the table and key at the end of the table which details which posts are temporary and for what period.



<b>Post (Social Work)</b>	<b>Current Number of Posts (FTE)</b>	<b>Proposed Number of Posts (FTE)</b>	<b>Grade</b>	<b>SCP Range</b>	<b>Hourly Rate</b>	<b>Annual Salary</b>	<b>Gross Cost inc on costs 30.3%</b>
Project Governance Co-ordinator (Assistive Technology)	0	1	G4 L2-5	82-88	£23.22 - £25.42	£42,374 - £46,389	£55,213 - £60,444
Planning Officer	0.6	1	G3 L2 -8	63 - 80	£17.55 - £22.56	£33,027 - £41,169	£43,034 - £53,643
* Support Worker (Kinship Care)	0	1	G2 L1-3	34- 48	£11.44 - £14.06	£20,877 - £25,658	£27,202 - £33,432
Team Leader (Continuing Care)	0	1	G3 L8	79-80	£22.22 - £22.56	£40,549 - £41,170	£52,835 - £53,644
Support Worker (Continuing Care)	0	2	G2 L1-3	34- 8	£11.44 - £14.06	£20,877 - £25,658	£27,202 - £33,432
** Clerical Assistant (Telephone Advice Line)	0.5	0.5	G1 L1-3	20-27	£9.32 - £10.33	£17,008 - £18,851	£22,161 - £24,562
Social Work Assistant	0.3	0	G2 L4	34 - 57	£11.44- £16.04	£20,876 - £29,271	£27,201 - £38,140
Team Leaders (Home Care)	0	1	G3 L4	72-74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055
Social Worker (ARCH)	0.5	0	G3 L4	72-74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055
Support Worker (ARCH)	0	1	G2 L3	46-48	£13.64 - £14.06	£24,892 - £25,658	£32,434- £33,432
Occupational Therapists	7.5	8	G3 L4	72-74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055
Occupational Therapy Assistants	5.5	5	G2 L4	55-57	£15.56 - £16.04	£28,395 - £29,271	£36,998 - £38,140
Service Manager	0	1	G5 L8	107-108	£33.72- £34.23	£61,536 - £62,466	£81,904 - £83,143
***Project Governance Co-ordinator	0	1	G4 L2-5	82-88	£23.22 - £25.43	£42,372 - £46,399	£55,213 - £60,444
***Planning Officer	0	2	G3 L2-8	63-80	£17.55 - £22.56	£32,027 - £41,169	£83,462 - £107,288
***Clerical Assistant	0	1	G1 L4	30-31	£10.80 - £10.96	£19,709 - £20,001	£25,681 - £26,061

\*Temporary 2 years

\*\*Temporary 1 year

\*\*\*Temporary 3 years

## 5. Financial Implications

- 5.1. Project Governance Co-ordinator (Assistive Technology). The cost of this post is £61,744 and funding will be provided from the Health and Social Care Partnership. This will be permanent post within establishment.

- 5.2 Planning Officer was a temporary post and plans to make this a permanent post within establishment and funding has been secured from existing budget increasing from 3 FTE to 3.6 FTE. This will be achieved with the deletion of the Secretary post and transferring of the budget to establish the 0.6 FTE increase for the Planning Officer post.
- 5.3 The Support Worker (Kinship Care) will be a two year fixed term post to establish the support networks and developments. The costs of £34,154 will be funded from the Scottish Attainment Challenge funding for Care Experienced Children and Young People.
- 5.4 The Team Leader (Continuing Care) and Support Workers will be permanent posts. The cost of these posts is £123,099 and will be funded through Scottish Attainment Challenge funding for Care Experienced Children and Young Peoples Fund. This funding is not guaranteed on a recurring basis and these posts will be required to be absorbed in the service.
- 5.5 Telephone Advice Line (TAL) Clerical post 0.5 FTE will be temporary for one year with funding provided from NHS Lanarkshire for the post.
- 5.6 The Home Care Team Leader post is funded from the Integrated Care Fund and will be converted to a permanent post and be added to establishment.
- 5.7 The Support Worker (ARCH) will be a permanent post. Funding is from existing budget through realigning 0.5 FTE Social Worker post and 0.3 FTE Social Work Assistant post to create a full time Support Worker post.
- 5.8 Occupational Therapy Posts. The costs of the Hamilton posts will be met within existing resources in converting unqualified posts to qualified posts within existing budgets to allow establishment to be varied.
- 5.9 Service Manager. The costs of the post will be met from existing resources released by operational efficiencies.
- 5.10 The Transformational Change Project Management Team will be fixed term posts for three years. The total cost of the establishment change will be between £164,357 and £193,794 per annum for three years. It is anticipated that the programme of works will be completed within timeframe. It is proposed that IJB reserves previously earmarked for transformational change will fund these posts. This will be progressed by the IJB Chief Financial Officer.

## **6. Other Implications**

- 6.1. There are no risks associated with these posts. A failure to develop services will not achieve sustainable outcomes for the residents of South Lanarkshire.
- 6.2. No sustainable development issues.

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

- 7.1. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required. The Trade Unions have been consulted through the formal consultation forum.

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

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

5 March 2019

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

- ◆ 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
- ◆ Improve later life
- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration

**Previous References**

None

**List of Background Papers**

None

**Contact for Further Information**

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

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# Report

9

Report to: **Social Work Resources Committee**  
 Date of Meeting: **8 May 2019**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Older People Care Homes – Establishment Changes**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval from Committee to change the staffing establishment within the Older People Care Homes (OPCH) to reflect new demands and requirements in the service.

## 2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the proposed changes to the establishment within Older People Residential Care Homes, as outlined in Appendix 1, be approved.

## 3. Background

3.1. In recent years there has been significant changes in national policy direction and associated developments in the types of services available to support older people to remain in their own home for longer. The age at which people come to live in OPCH has increased as more people are successfully supported to remain in their own homes for longer within their communities. Those moving into residential care are now frailer and over 80% of our current residential care home residents have a diagnosis of dementia. Many of these service users have multiple long term health conditions. Thus, there is a requirement to change the focus from being predominately a “support” service to a “care” service.

3.2 The Integration Joint Board recently approved a refreshed Strategic Commissioning Plan for Health and Social Care Services covering the planning period 2019-2022 which provides a comprehensive overview of the potential impact of new demands and challenges facing Health and Social Care Services. Some key factors:

- ◆ responding to demographic challenges whereby over the period 2018-2027, the 65+ population is projected to rise by 23.4%. This becomes more pronounced for the 85+ population which is projected to rise by 32.8% over the same period
- ◆ recognition that whilst the population is living longer, people are not always living healthier. In South Lanarkshire, more of the older age population will live with conditions such as mental health, chronic pain, respiratory disease and hypertension

- ◆ a continued rise in demand for emergency hospital care with Accident and Emergency attendances and emergency admissions, which both continue to show increased demand year on year of 2.5% for Older People
- ◆ levels of frailty will increase, with dementia being a key indicator of frailty. 80% of people within residential care homes have a diagnosis of dementia
- ◆ demands emanating from national policy which continues to focus on shifting the balance away from more institutionalised solutions to supporting people to remain in their home and community. This reflects the wishes and preferences of the majority of the population
- ◆ increasing choice and options for people to have more say over how they can direct their care

3.3 New delivery models and increased choice are also impacting on OPCH and all Residential Care Services, indicating a need to reconsider and update the staffing model. For example, the new transitional care model will require workers to develop and enhance their skills to deliver a future model based on reablement, recovery and using Self Directed Support approaches to increase choice and flexibility to support people to return home. Those people assessed as needing support in a long term care environment will generally be very frail and likely to have a dementia diagnosis.

3.4 In addition to this, there are new National Care Standards and associated regulatory changes which has resulted in the Care Inspectorate's requirements shifting from defined staffing ratios for each establishment based on a standardised resident profile, to one where responsibility for this firmly shifts to the provider based on levels of dependency. The rationale for this being that fixed staffing ratios are based upon a standard profile and do not reflect the changing needs of individual residents' dependencies and capabilities or for that matter changing levels of frailty. The Care Inspectorate have clearly stated that a provider *"must, having regard to the size and nature of the Care Services, the statement of aims and objectives and the number and needs of service users, ensure that at all times suitably qualified and competent persons are working in the Care Service in such numbers as are appropriate for the health, welfare and safety of service users"*. This change will form a key component of future inspection approaches and is one that Social Care Services has to respond to in terms of staffing models which meet these new standards.

#### **4. Current Position and Proposed Changes**

4.1. The Resource has undertaken a workforce planning activity to scope out how the workforce is best positioned to respond to this changing demand and updated regulatory environment.

4.2. A number of emergent themes in relation to workforce development have been recognised including:

- ◆ a need to reconsider the current skill mix and ratios of the Social Care Assistant (SCA) and Social Care Worker (SCW) role. There is a need for a greater number of Social Care Worker (SCW) posts to meet the changing needs of the residents. The Social Care Worker post is a pivotal multi-faceted role which undertakes tasks including the safe administering of medicines, offering person-centred care to residents with a range of complex care needs including undertaking risk assessments, care planning, care reviews and working as a member of a multi-disciplinary team

- ◆ a need to extend the cover provided by Senior Social Care Workers (SSCW) during day shifts so that there is sufficient support to and oversight of the individual units with the care homes.
  - ◆ the service has already established opportunities for employees to develop their skills and experience in order to respond to the needs of the residents. A good example of this has been developing Social Care Assistants to carry out higher level tasks to progress to SCW role, to support the service to meet more complex service user needs and regulatory requirements. The proposal to shift the balance of SCW posts will offer employees the opportunities to develop and progress within the OPCH structure.
- 4.3. The model for night shift cover also needs to change to consolidate and build upon the interim arrangements that are in place in response to the changing circumstances. The paper proposes an increase in the number of Social Care Workers (nights) to ensure that there is sufficient cover and the correct skill set available to meet resident's needs. The service has developed an effective model of Senior Social Care Worker cover through an Overnight Agile Peripatetic Team that bridges across the units to provide a flexible system of support and guidance to the SCW's
- 4.4 The report also proposes the establishment of posts to support bed based intermediate care services and embrace the opportunities to develop tele-care supports. As the Older People Care Homes modernisation programme progresses through its first phase, additional skill sets are required to realise the ambitions of the programme. The Workforce Planning activity highlighted the need to create an Occupational Therapist to support Intermediate Care and two Telecare Development Workers to support the development and roll out of the Technology Enabled Care Services which are associated with the new care facilities and technology enabled homes to be constructed in Blantyre. It is proposed that some financial resource is released from vacant residential posts to support the establishment of these posts.
- 4.4. On this basis, a number of changes are proposed within the existing OPCH establishment which can be delivered within existing financial resources, which is further detailed at paragraph 6.
- 4.5. In summary, the above changes will position the service to meet the following:
- ◆ provide a more person centred service through increasing the number of Social Care Worker roles
  - ◆ changing dependency levels and regulatory requirements
  - ◆ a skill-mix that supports the development of new services and which offers more opportunity for employees to develop
  - ◆ consolidate and develop the overnight model to offer a more flexible model, including an Overnight Agile Peripatetic Team to cover geographical areas
  - ◆ ensure that each wing of a care home has a Senior Social Care Worker who will have responsibility for the health and wellbeing of service users
  - ◆ support increased choice and options in terms of recovery and reablement
  - ◆ promote and support the uptake of technology enabled care

- 4.6. Subject to Committee approval, a full implementation plan will be developed to allow smooth transition to the new staffing model.

## **5. Employee Implications**

- 5.1. The proposed changes to the establishment and employee implications are outlined in Appendix 1.

## **6. Financial Implications**

- 6.1. The proposed changes to the establishment can be implemented within existing resources.
- 6.2. There will also be a reduction in overall staffing costs of £0.120m, as the creation of the additional Social Care Worker posts will eliminate the need to incur additional payments to SCA for undertaking additional tasks.

## **7. Other Implications**

- 7.1. Failure to provide appropriately skilled and adequate levels of staff within the OPCH estate commensurate with identified dependencies and aspirations of the older people care home population, presents significant risks to peoples' personal outcomes. The risks, however, to the Council and the South Lanarkshire Health and Social Care Partnership are also significant as there is a requirement to meet regulatory requirements, failure may result in sanctions which would cause reputational damage, as well as place service users at personal risk. The proposed changes to establishment mitigate this risk.
- 7.2. There are no other issues associated with this report.

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

- 8.1. The report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. In line with the recent Care Inspectorate guidance, the proposals have been made which take account of the nature of service users, the needs and number of service users and the requirement to ensure that at all times suitably qualified and competent persons are working in OPCH.
- 8.3. The Trade Union have been involved in discussions to date in terms of these proposals and will continue to be engaged with and updated in regard to the ongoing work relating to recruitment and retention and proposals contained within this report.

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

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

16 April 2019



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

- ◆ Improve Later Life
- ◆ Protect Vulnerable Children, Young People and Adults
- ◆ Deliver Better Health and Social Care Outcomes for All

**Previous References**

- ◆ none

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

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# Appendix 1

Post	Current number of posts	Proposed number of posts	Movement	Grade	SCP Range	Hourly Rate	Annual Salary	Gross (inc. costs)	Cost on	Additional Cost
Senior Social Care Worker - Nights	13.56	4.52	-9.04	Grade 2 (2019) Level 2/4 Plus4	39- 65	£12.31 - £18.06	£23,748 - £34,841	£30,943 - £45,397		(£279,724) - (£410,388)
Senior Social Care Worker	24	28	4	Grade 2 (2019) Level 2/4 Plus1	39- 59	£12.31 - £16.53	£23,748 - £31,889	£30,943 - £41,551		£123,772 - £166,204
Social Care Worker	55.42	76.29	20.87	Grade 2 (2019) Level 1/2 Plus1	34- 42	£11.44 - £12.84	£22,070 - £24,771	£28,757 - £32,276		£600,158 - £673,600
Social Care Assistant	104.83	76.29	-28.54	Grade 1 (2019) Level 1/2 Plus1	20 - 25	£9.32 - £10.04	£17,980 - £19,369	£23,427 - £25,237		(£668,606) - (£720,263)
Social Care Worker - Nights	18.95	49.81	30.86	Grade 2 (2019) Level 1/2 Plus4	34 - 48	£11.28 - £14.06	£21,761 - £27,124	£28,354 - £35,342		£875,004 - £1,090,654
Social Care Assistant - Nights	49.36	15.14	-34.22	Grade 1 (2019) Level 1/2 Plus4	20 - 29	£9.32 - £10.63	£17,980 - £20,507	£23,427 - £26,720		(£801,672) - (£914,358)
Occupational Therapist	0	1	1	Grade 3 (2019) Level 4	72 - 74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055		£47,580 - £49,055
Telecare Development Worker	0	2	2	Grade 3 (2019) Level 2 - 4	72 - 74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055		£95,160 - £98,110
<b>Totals</b>	<b>266.12</b>	<b>253.05</b>	<b>-13.07</b>		<b>66</b>					<b>(£8,328)£32,614</b>

# Report

**10**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Investing to Modernise South Lanarkshire Council Care Facilities - Progress Update</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ to update the Committee on progress with the implementation of the Investing to Modernise South Lanarkshire Care Facilities programme

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

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

- (1) that the content of the report be noted;
- (2) that the next steps outlined in Sections 6 and 8 be approved;
- (3) that Flush Park, Lanark be approved as the preferred site (subject to suitability) for the replacement of McClymont House; and
- (4) that the 7 spokes for the Clydesdale model referred to in paragraph 5.7 are approved.

## **3. Background**

- 3.1. The recently approved Strategic Commissioning Plan (SCP) 2019-22, sets out a commitment to support more people to remain at home and in their community. A number of commissioning intentions were outlined within the plan to support this ambition, one of which was reducing the overall reliance on residential and inpatient forms of care.
- 3.2. Within the Plan, a specific commissioning intention was agreed to implement the new care facilities model to provide people with more choice and options to be maintained at home and in the community. The Integration Joint Board (IJB) consequently issued an associated 'Direction' to both South Lanarkshire Council (SLC) and NHS Lanarkshire (NHSL) to reduce reliance on nursing and residential care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the 'home for life' principle.
- 3.3. Previous reports to Social Work Committee (SWC) (June and November, 2018 respectively), provided updates on progress with the implementation of this 'Direction' through the agreed 'Investing to Modernise' programme for SLC's residential care home estate.

- 3.4. This previous report, noted that £18m capital funding had been identified to re-provide alternative facilities as part of managing new and changing demands on existing services. Accordingly, the focus would be on delivering services and supports in line with the majority of people's preferences/personal outcomes to be cared for at home where it remains safe to do so.
- 3.5. For the Hamilton locality, a new care facility will be built in Blantyre. The future model of care delivered from the new establishment will focus on a range of alternative supports, including transitional/intermediate care; access to technology enabled housing, and be a community facing facility. Residential care within Hamilton locality will continue to be delivered at Dewar House.
- 3.6. In terms of Clydesdale, it was noted that the delivery model would be developed to recognise the specific needs of this locality. The focus would consider the current infrastructure of McClymont House and the need to replace it in order to continue to meet regulatory requirements. There were also opportunities to consider how this could link to a wider 'Hub and spoke' model for the locality. A commitment was given to work up the detail of how this would look, particularly with regards to the location of a Hub and the nature of the spokes.
- 3.7. Similarly, this approach has been adopted for the Larkhall/Stonehouse area, in that background work and analysis has been undertaken within the locality to ascertain which options will be the best fit in delivering a future Health and Social Care model.
- 3.8. This report will provide an update of progress for the Blantyre development and Clydesdale model, together with the next steps being considered.

#### **4. Progress to Date with the Blantyre Site**

- 4.1. There are five areas to update as follows:
  - 4.2. Progress with specification for new build and planning permission.
    - 4.2.1. The specification for the new care facility in Blantyre has been completed and planning consent will be submitted May, 2019, with an anticipated site start October 2019 with an estimated 18 month build programme.
  - 4.3. Future registration requirements with Care Inspectorate
    - 4.3.1. There have been initial discussions with the Care Inspectorate regarding the registration requirements for the new facility. The philosophy and model which underpins this has been broadly welcomed by the Care Inspectorate and therefore to date, discussions which have taken place are positive.
  - 4.4. De-commissioning of Kirkton House and McWhirters House
    - 4.4.1. The process of de-commissioning for both Kirkton House and McWhirters House is progressing as planned. However, since de-commissioning arrangements commenced there has been significant movement in numbers due to a range of factors:
      - ◆ a number of individuals have had their care and support needs re-assessed and identified as now requiring nursing care
      - ◆ a number have chosen to move to alternative SLC care homes
      - ◆ the continued reduction in referrals to these care homes due to increase levels of support to continue to meet peoples care and support needs in their own homes
      - ◆ cessation of long term care admissions, knowing the long term future of the homes in question

- 4.5. The net result of the foregoing is that, 19 residents who were in either Kirkton or McWhirters have been successfully supported to transition to another care home in South Lanarkshire. All changes to existing care and any associated movement of service users have been undertaken in a person centred and sensitive way and this is reflected in the comments and feedback from residents and their families. Noted below is some of the positive feedback received from service users' families who transferred from Kirkton House to Meldrum and McKillop Gardens:
- ◆ "just to let you know my mum's transition from Kirkton House to Meldrum Gardens went absolutely fine; Kirkton House could not have supported us any more in the transition and we are more than happy with how smooth things really went so, thanks for all your support! The professionalism shown by all is deeply appreciated and cannot be overstated! It's not hard to identify staff who are in the profession because they have a caring nature, as opposed to being there because it is a job and pays the bills"
  - ◆ "being able to visit my father in his own apartment has allowed us to be together as a family sharing day to day experiences as we would have when dad was at home, such as, watching television, enjoying a bite to eat together. Despite everyone's best efforts, the communal environment at Kirkton did not allow for this"
- 4.6. Communication Strategy
- 4.6.1. A detailed Communication Strategy has been developed with support from the Communications Team of SLC. The Plan will include communications to care home residents, their families, local Elected Members, care home staff and the wider workforce. Importantly, this will also include engagement with the local community and local media. A variety of mediums will be utilised to communicate key messages with a 'calendar' of engagement planned across May and June 2019. Whilst some of this has already been partially implemented, it is planned that remaining actions and intentions are taken forward in line with appropriate timescales.
- 4.7. Workforce planning, engagement and training
- 4.7.1. In terms of workforce planning and development, it is recognised that the skill – mix and workforce profile to resource and manage the new facility will be different to existing job profiles. Consequently, a number of job profiles have been drafted which reflect the skills and staffing model required for the new facilities. These posts are currently undergoing a job evaluation process and the outcome of this will be known shortly. In addition, a supervisory structure, sample rotas outlining shift plans and capacity required, a training plan and start and finish times have been developed. Both the job profiles, rotas and training plan have already been shared with Trade Union colleagues, care home staff, Personnel Services and managers.
- 5. Progress with Clydesdale Model**
- 5.1. Significant background work and analysis has been undertaken within the Clydesdale locality to ascertain which options will be the best fit in delivering a future Health and Social Care model for Clydesdale.
- 5.2. Whilst this work encapsulates the plan to re-provision McClymont House with a modern and fit for purpose establishment, this work reached significantly beyond this to consider how Health and Social Care Services can be further integrated, recognising the unique challenges of a large rural area.

- 5.3. This piece of work has been led by the Clydesdale Options Planning Group (COPG), comprising of wide representation. The following elements have been considered.
- ◆ views of residents, their relatives and care staff from McClymont (meeting held 10 January, 2019)
  - ◆ the public views from recent consultation activity, for example the SCP consultation, Elected Member sessions and dialogue with the community regarding the future use of Lockhart Hospital
  - ◆ the changing demands and needs of the Clydesdale population
  - ◆ the assets already in existence and how these can be better utilised
  - ◆ a preferred site for the location of a new care facility
  - ◆ how the capital plan funding to re-provision McClymont can be best used to enhance and future proof a model of Health and Social Care which best supports the people of Clydesdale
- 5.4. From a public viewpoint, and also consistent with the views heard in the creation of the SCP, the need to have significant flexibility and choice in service provision has been an underlying theme. A further key commissioning theme is early intervention and prevention, self-care and self-management and supporting people to remain at home, where possible.
- 5.5. The feedback from carers during the consultation and engagement process was clear and consistent that support for those with caring responsibilities, recognising the value of their contribution; and involving them from the outset both in designing local care provision and in planning individual care packages should be a priority. Offering personalised support both for carers and those they support enables them to further participate in family and community life.
- 5.6. Whilst Clydesdale has challenges arising from its rurality, it also has many valuable assets. These include a very strong community spirit, a diverse 3<sup>rd</sup> Sector, committed staff. It hosts quality physical assets which offers great potential to further enhance what already exists. A mapping of area assets re-affirmed this to the COPG.
- 5.7. In recognition of the geography of the Clydesdale locality, a 'Hub and Spoke' approach has been identified as the preferred model of service delivery. This combines access to a relatively central provision in Lanark, aligned with a more local service in a number of 'townships'.
- 5.7.1. The 'Hub and Spoke' model will comprise of the following:
- ◆ a new care facility to be based in Lanark, which will become the Clydesdale Health and Social Care Hub and provide support across the full geographical area of Clydesdale in relation to residential care, transitional care and respite provision; intensive rehabilitation and re-ablement support; telecare and telehealth expertise; multi – purpose accommodation; a 3<sup>rd</sup> Sector Hub/interface in Clydesdale and a community facing space
  - ◆ the seven Spokes will be Lanark, Carluke, Forth, Carnwath/Carstairs, Biggar, Douglas and Lesmahagow/Kirkmuirhill and will build upon existing assets within these communities. Where more specialist support is required, these Spokes will draw on the Hub and other area wide services such as Community Hospitals to meet the person's needs. However, the philosophy of the Spokes will be to provide support as much as possible close to the person's home
  - ◆ access to local facilities recognising the challenges and limitations that people living in rural areas face in accessing transport and local services

- 5.8. In consultation with all those listed at 5.3, including Elected Members, Lanark was evaluated as being the preferred choice of location for a new Care Facility. This was due to it being the most accessible town in Clydesdale with associated transport links. The COPG undertook work to identify suitable sites for the new care facility. A total of 10 sites were identified, seven in the town of Lanark and a further three outwith as potential backup.
- 5.9. The COPG Group visited all seven sites in the Lanark area to visualise, understand and assess the geography/topography of the site. Following this, the group undertook an options appraisal which considered the suitability of each site and scoring them in relation to the following criteria:
- ◆ location – proximity to the centre of Lanark
  - ◆ suitability and flexibility – considered the footprint of the site and if it offered to necessary flexibility to have more than just the Hub on the site
  - ◆ transport – how well linked to site would be to public transport, walking or coming by car
  - ◆ community links – proximity to other potential services such as a 3<sup>rd</sup> sector, sheltered housing or indeed other facilities which would have footfall from the wider community
  - ◆ geography – the layout of the site, including visual appearance and whether or not it was flat, sloped or uneven
  - ◆ costs – including requirement to purchase and demolition of existing buildings and if for example, the site would require significant work to make it accessible
- 5.10. On completion of this work, the top two sites which were closest fit to the criteria were:
- ◆ preferred site – Flush Park, Lanark (Site adjacent to Lanark Lifestyles)
  - ◆ backup/second choice – existing McClymont site, although it is recognised that this would come with other considerations such as decanting to another site, to allow a new facility to be built
- 5.11. The preferred site has been initially surveyed and whilst there are a number of challenges to be addressed this could be an appropriate site for development. This site is currently designated as a football playing field and priority greenspace therefore detailed discussions with planning and Sports Scotland as well as ground condition tests will be required to confirm the feasibility of this location.
- 5.12. The COPG will continue to work on the finer details of the relationship and functioning of the Hub with the Spokes.

## **6. Larkhall and Stonehouse Modelling**

- 6.1. The commitment to develop services in the Larkhall/Stonehouse area was given at SWC in November, 2018. This work is at an early stage but there are some distinct proposals:
- ◆ there will be a new build included in the overall re-provisioning programme that will serve the Larkhall/Stonehouse area and wider area as appropriate/needed
  - ◆ the new build will be in/close to Larkhall due to the demographic details and needs analysis
  - ◆ the new build will likely be a combination of short and long term residential placements (i.e. residential care, respite care, intermediate/reablement)
  - ◆ the new build will be in keeping with the overall principles of the Care Facilities vision, will encompass a community facing element and by its nature will require to be flexible in usage to meet and adapt to the future needs of the community

- 6.2. A comprehensive needs analysis has been completed. Currently, the focus of activity has been on updating the needs analysis and asset mapping for this area, whilst undertaking further stakeholder engagement, for example with Elected Members.
- 6.3. Given that the process to develop the options for Clydesdale (outlined above) has worked well, a similar options group has been setup for the Hamilton locality to look specifically at the needs and option for the Larkhall/Stonehouse area.
- 6.4. On completion of this work, proposals will be brought back for consideration and discussion at SWC. Ongoing discussion and communication with Elected Members will be a key part of finalising this.
- 6.5. In reflecting the current age and stage of Canderavon House, the future delivery model within this facility will focus on intermediate care. During this transitional phase this will ensure that people will continue to be provided with more choice and options to be maintained at home and in the community.

## **7. East Kilbride and Rutherglen Cambuslang**

- 7.1. At a future stage, similar locality modelling (as outlined above) will be undertaken for both East Kilbride and Rutherglen/Cambuslang areas. This will ensure resources in these communities continue to respond positively to local needs in keeping with the overarching principles of the care facilities programme.
- 7.2. However, it is recognised that existing residential care facilities within both localities are modern, fit for purpose and have greater flexibility to adapt. At this stage there are no plans to reconfigure these care homes.

## **8. Next Steps**

- 8.1. In summary, there are a number of next steps with the development and implementation of the Investing to Modernise Programme as outlined below:
  - ◆ submit planning consent for the new build care facility in Blantyre. Subject to approval, commence the build programme
  - ◆ complete the de-commissioning strategy associated with Kirkton House and McWhirter House to allow full transition to the Blantyre site
  - ◆ finalise workforce planning activity with regards to role profiles, skill mix and training for existing staff to allow smooth transition to Blantyre
  - ◆ ensure continuous and regular communication with key stakeholders regarding progress with Blantyre and the wider Investing to Modernise programme
  - ◆ finalise outstanding work on the Clydesdale model with a view to presenting this to SWC at a future date for approval
  - ◆ develop options for the Larkhall/Stonehouse corridor of the Hamilton/Blantyre locality which take forward the proposals outlined in section 6 of this report.

## **9. Employee Implications**

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

## **10. Financial Implications**

- 10.1. Financial implications associated with this report will brought back to the Committee for consideration as the options are more fully developed.



## **11. Other Implications**

- 11.1. There are no other risk implications associated with this report.
- 11.2 There are no sustainable development issues associated with this report.
- 11.3 There are no other issues associated with this report.

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

- 12.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 12.2 There has been significant consultation and engagement with stakeholders throughout the development of this programme. This will continue to be intrinsic to the development of the Blantyre site and also in relation to the options for the Clydesdale locality and Larkhall/Stonehouse area of the Hamilton locality.

**Val de Souza**

**Director, Health and Social Care**

16 April 2019

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

- ◆ Improve Later Life
- ◆ Deliver Better Health and Social Care for All

## **Previous References**

- ◆ Investing to Modernise Report to Social Work Committee, 20 June, 2018
- ◆ Investing to Modernise – Phase 2, Clydesdale Report to Social Work Committee, 28 November, 2018

## **List of Background Papers**

- ◆ none

## **Contact for Further Information**

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

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# Report

**11**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Adult and Older People Day Services Review Proposal</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ seek committee approval to review existing day services for adult and older people

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

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

- (1) that the content of the report is noted;
- (2) that the review of day services for adult and older people is noted; and
- (3) that, upon completion of the day services review, an update report be submitted to Committee with an associated action plan for consideration.

## **3. Background**

- 3.1. South Lanarkshire Council (SLC) currently delivers a range of day services for both adults and older people within local communities. These services have traditionally been organised around a buildings based resource and are broadly similar in setup and delivery to other models which either continue to exist or previously existed across Scotland. The day service delivery model in South Lanarkshire has not significantly changed since the inception of SLC.
- 3.2. Day services are not universally accessed, with access being available to individuals with a certain level of social care need/vulnerability following a social work assessment. Day services provide an important function in supporting wellbeing, keeping people active and reducing social isolation. Whilst day services offer service users the opportunity to develop skills, abilities and interests, support is also offered to carers.
- 3.3. Within the Council registered day service estate, the majority of the facilities have either been newly built or refurbished in the last 15 years, therefore, the buildings based asset of the estate is in reasonably good condition. The Annual budget for registered day services in 2018/2019 totalled £8.42 million with a 50/50 split between adults and older people.

- 3.4. There are 19 SLC registered day service settings operating:
- 13 day services focussing primarily on older people aged 65+
  - 6 day services supporting adults with a learning disability
- 3.5. Council day service provision across both the adult and older people sectors are considered to be high performing as evidenced both by inspected grades awarded by the Care Inspectorate and feedback from service users and families. This user satisfaction has been externally acknowledged with day services for older people holding the Customer Services Excellence award.
- 3.6. Support services in the community are also provided through Community Support Teams based in local social work offices which support adults with a learning disability to access services and other community based supports. The Community Support Team service has a staffing component of £425,000.
- 3.7. Day service provision is also delivered through the independent sector. Analysis of commissioned and spot-purchased day services in 2018/2019 demonstrated costs of £0.6 million for older people, and £1.06 million for specialist day services for adults with multiple and complex needs.
- 4. Rationale for consideration of review**
- 4.1. Shifting the Balance of Care and growing community assets is recognised as being both a national priority, and for South Lanarkshire Health and Social Care Partnership (SLHSCP). Through continued consultation activities, culminating in the South Lanarkshire Strategic Commissioning Plan 2019-2022 (SCP) and the Building and Celebrating Communities (BCC) agenda, the key themes based on the nine national health and wellbeing outcomes have, as a focus, on local services being provided and grown in response to local need. A review of day services will inform service development proposals at a locality level, involving locality engagement.
- 4.2. Similarly, in considering a number of recent and new policy directives, e.g. Self-Directed Support (SDS), the South Lanarkshire Prioritisation Framework and the Carers (Scotland) Act 2016, SLC day services will require to align with these demonstrating personalised service user outcomes. Through review of day services, the integration of new directives can be scoped and implemented, importantly ensuring future equity across service user groups and localities.
- 4.3. The day service review will examine the evidence around dependency levels and care characteristics of service users which have increased significantly since the inception of the traditional styles of day service to both older people and adults. Previously, some day services were specifically registered to support individuals with a diagnosis of dementia within the day service estate. However, given the increase in prevalence of dementia among individuals attending across all 13 of the Council's older peoples' day services, now more than 80% of service users attending day services are living with a dementia condition. Therefore, the staffing models and establishments agreed some 20 years ago now require review to address such needs and deliver flexibility in service provision going forward.

- 4.4. There is variability in day service provision, uptake and demand, e.g. service users attending day services also being supported additionally by workers from other care organisations and there is a variance in day service demand across localities with percentage use ranging between 56 to 69%. An overview of placement take up is detailed in Appendix 1.
- 4.5. The day service review will offer the opportunity to reflect upon both core requirements and unique characteristics of each locality. e.g. Clydesdale with one of the lowest locality populations (61,474), has one of the highest number of available registered placements across adults and older people day services at 1,040 weekly, where only 585 (56%) of these are currently utilised. However, further analysis also evidences other complications in the Clydesdale area where there is now no day service provision further south than Lanark, following the closure of Bield day care. Locality profile analysis will be a core feature of the day service review.
- 4.6. A further area for exploration will be transport, with the review examining the potential to develop how the asset base and transport resources could be utilised within an integrated and blended locality model of support service which offers increased flexibility and choice for service users and carers. Since mid-2017, there has been a co-location of both adults and older people's day services within the Lifestyles Stonehouse resource, leading to an evolving level of integrated delivery of services. Initial evaluation suggests that the potential of Integrated Day Service (IDS) promoted social cohesion between the users of different services and the wider community.
- 4.7. A pilot project in Clydesdale offering Intermediate Day Care (IDC) for older people was introduced during 2017, the purpose being to offer short term services to individuals recently discharged from hospital or who were at risk of hospital admission. Individuals were supported to set and achieve their own personal goals towards improving their overall health and wellbeing, with supported early intervention through intermediate day services. A formal evaluation of this project in September 2018 indicated this approach is worthy of further consideration and this would be considered within the day services review.
- 4.8. Neighbourhood Networks is a pilot project currently being tested in Lanark and East Kilbride localities running until June 2020. Neighbourhood Networks provides an opportunity for adults with a learning disability who are on the fringe of requiring formal supports, to be involved in a Network of friends and community opportunities at a local level. Information and learning from this pilot will inform the review.
- 4.9. In terms of day service workforce and the potential to build on an integrated day service agenda, consideration will be given to the variation in roles and remits between older and adult day service workers and a current job evaluation is underway which will assist in informing the review.
- 4.10. The scope of the review including consultations, considerations and elements to be reviewed are set out in Appendix 2.

## **5. Employee Implications**

- 5.1. There may be staffing implications resulting from a review, however, as yet these are unknown.

## **6. Financial Implications**

- 6.1. There may be financial implications resulting from a review. As yet, these are unknown but it is expected that this will remain within the same financial envelope.

## **7. Other Implications**

- 7.1. There are no additional risks associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. There are no other issues associated with this report.

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

- 8.1. An equality impact assessment will be undertaken in relation to this review concurrent with the consultation activity noted at Appendix 2 since the outcome of any proposals following review may impact on some protected groups.
- 8.2. Consultation and engagement will be part of an ongoing process of engagement with all stakeholders.

**Val de Souza**

**Director, Health and Social Care**

17 April 2019

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

- Improve Health care and Wellbeing
- Deliver better health and social care outcomes for all
- Improve later life

### **Previous References**

None

### **List of Background Papers**

None

### **Contact for Further Information**

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**Adult and older people day services attendance – at March 2019**

Locality	Service	Weekly registered placements	Weekly occupied placements
Clydesdale	McClymont	120	77
	MacLachlan	60	40
	Lesmahagow	60	56
	<b>Total OP</b>	<b>240</b>	<b>173 (72%)</b>
	Harry Smith	500	338
	Carluke	300	74
	<b>Total adults</b>	<b>800</b>	<b>412 (51%)</b>
	<b>combined totals</b>	<b>1,040</b>	<b>585 (56%)</b>
Hamilton	Nisbet	60	46
	Canderavon	60	43
	St Andrews	120	103
	Newberry	120	54
	Whitehill	60	55
	Jimmy Swinburne	120	65
	<b>Total OP</b>	<b>540</b>	<b>366 (68%)</b>
	Fairhill	300	197.5
	Stonehouse	300	122
	<b>Total adults</b>	<b>600</b>	<b>319.5 (53%)</b>
	<b>combined totals</b>	<b>1,140</b>	<b>685.5 (60%)</b>
East Kilbride	Parkhall	120	67
	Meldrum	120	112
	Saltire	60	54
	<b>Total OP</b>	<b>300</b>	<b>233 (77%)</b>
	Murray Owen	300	179
	<b>Total adults</b>	<b>300</b>	<b>179 (60%)</b>
	<b>combined totals</b>	<b>600</b>	<b>412 (69%)</b>
Rutherglen	Harry Heaney	150	87
	<b>Total OP</b>	<b>150</b>	<b>87 (58%)</b>
	Eastfield	300	173 (57%)
	<b>Total adults</b>	<b>300</b>	<b>173 (57%)</b>
	<b>combined totals</b>	<b>450</b>	<b>260 (58%)</b>
<b>SLC wide</b>		<b>3,230</b>	<b>1,942.5 (60%)</b>

### Scope of the review

A plan to undertake the review will include detail and timescales on the following:-

#### Consultation:

- Service user and carer consultation
- Staff consultation
- Localities consultation
- GP communities and other community health services
- Localities profiling of service user groups and future projected populations
- Engagement with communities
- Engagement with the private, voluntary and third sectors
- Engagement with housing and property services

#### Proposed elements to be included in the review are:-

- All older people day care services
- All adult Lifestyle services
- Community Support Teams
- Commissioned services
- Purchased services for adults with complex needs
- The use of day services by tenants of sheltered and very sheltered accommodation

The review will also afford the opportunity to consider how health and social care integration could be embedded in a day service model and thus further contribute to the shifting the balance of care agenda.

This review will give consideration as to whether there may be benefit from obtaining an independent perspective to ensure objectivity and transparency. This would enable the opportunity for comparative research and benchmarking against other HSCP day service provision in a broader context.

It is anticipated that the review activity would report back its initial findings in December 2019 with theoretical service model options for consideration. Any implementation for future redesign would be undertaken in a subsequent phase following agreement on a preferred service model.



# Report

**12**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Recruitment to Integrated Posts Structure for Health and Social Care Partnership</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ update the Committee on the developments of the Health and Social Care Partnership in relation to integrated posts
- ◆ reaffirm the Partnership commitment to progressing integrated services including integrated posts and integrated teams across the Health and Social Care Partnership
- ◆ reaffirm the management roles within an Integrated Structure that are reserved in legislation by a professionally qualified Social Worker

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

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

- (1) to note that the recruitment of all Health and Social Care posts that will be part of integrated teams are advertised across the Partnership for both Council employed staff as well as health staff. This will be in line with professional governance arrangements to meet the statutory requirements of NHS Lanarkshire and South Lanarkshire Council;
- (2) to note that the Chief Officer/Director of Health and Social Care has delegated responsibility to determine posts reserved for professional governance arrangements that require a registered health or registered Social Worker; and
- (3) that the commitment of the Health and Social Care Partnership to progress with integration across services is noted.

## **3. Background**

3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 requires that certain services currently provided by local authorities and health boards should come together for the purpose of strategic planning and management. South Lanarkshire Council (SLC) and NHS Lanarkshire have included all Adult and Older People's Services, this includes services relating to mental health, learning disability and substance misuse.

- 3.2. The Integrated Joint Board (IJB) approved the establishment of a Senior Management Team in April 2016. The Board also approved the establishment of the Nursing and Medical Structures in June 2016. In December 2016, the Executive Committee approved the creation and commitment to integrated Locality Manager Posts as part of the locality developments for integrated services. Furthermore, in February 2018, the Social Work Resources Committee approved the creation of an integrated post for the CARES Addiction Service and subsequent integrated structure of this service.
- 3.3. All of the above have been progressed as part of the developments to move to integrated structures and practice in keeping with the Public Bodies (Joint Working) (Scotland) Act 2014. As a partnership, working relationships have progressed and continue to progress with good working relationships across services and opportunities to develop being explored.
- 3.4. It is recognised that integration is an opportunity to improve communication, engagement and outcomes for service users. The principle in moving to a fully integrated model should take into account minimising risk in the delivery of front line services whilst having a clear timeframe for those services that can be integrated.
- 3.5. Recruitment to the four Health and Social Care Locality Managers took place in 2017. The remit of these posts include direct line management responsibility of all staff within a locality for both health and council staff. These posts were filled based on employees across health and the Council in existing posts. Through existing HR processes across health and Council, this resulted in staff being matched into posts.
- 3.6. There is now a requirement to ensure that the development of integrated posts is supported across the Partnership and all such posts, with the exception of those protected under legislation, are open to all health and Council staff going forward. As such, they should be advertised and open to all to apply.
- 3.7. Within health, there are a number of registered disciplines regulated by professional bodies inclusive of Nursing, Allied Health Professionals and Medics. Professional lines of accountability are established through the Medical Director, Nurse Director and Allied Health Professional Director. These arrangements are currently in place and well established.
- 3.8. In order to satisfy the statutory arrangements for the local authority, the Chief Social Work Officer (CSWO), Children and Justice Services will continue to report to the Chief Executive and elected members for the local authority. This will provide assurance to the local authority that statutory requirements are delegated to a minimum management level of Service Manager and above by a Scottish Social Services Council (SSSC) registered Social Worker for those roles reserved in legislation by a professionally qualified Social Worker.
- 3.9. In order to progress integration, the Partnership is now at a stage where services that are in scope can now start to move to more integrated arrangements. As a result, it is now being recommended that posts that are identified in management positions that work across the Partnership are advertised for both health and Council staff with the exception of professionally registered services or functions.

#### **4. Governance Arrangements.**

- 4.1. A Support, Care and Clinical Governance Group has been established since 2017 to support the delivery of safe effective and person centred services in the delivery of Health and Social Care. The CSWO is a member of this group as well as relevant health managers across the Partnership.
- 4.2. As well as the Support, Care and Clinical Governance Group, in order to give assurance to the local authority, a Social Work Governance Group was established in 2017 made up of social work professional leads across the service to ensure governance of statutory social work requirements as well as quality assurance and practice issues for social work services. Managers within integrated services will also report to this group to ensure governance.
- 4.3. Both of the above governance groups give an assurance that both health and Council statutory requirements are being met, managed and escalated as appropriate through formal channels.

#### **5. Employee Implications**

- 5.1. There are no employee implications in relation to this report and HR processes for both health and Council will still apply. There is no change to the staff terms and conditions for employees or managers within each organisation. The change that will take place in progressing integration will be that both HR services will now, as directed by the Chief Officer/Director of Health and Social Care, advertise where relevant integrated management posts across organisations to reflect each partnerships terms and conditions.
- 5.2. Where there are changes to the role and function of posts as a result of developments within services then the associated Job Evaluation Schemes for each organisation will be applied as per normal procedures.

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

- 6.1. There are no financial implications associated with this report and any developments to integrated posts will all be within the allocated budgets across the Partnership.

#### **7. Other Implications**

- 7.1. There are no additional risk implications associated with this report.
- 7.2. There are no sustainability development issues associated with this report.
- 7.2. There are no other issues associated with this report

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

- 8.1. This report does not introduce a new policy function or strategy, nor does it recommend a change to existing policy, function or strategy, therefore, no impact assessment is required.
- 8.2. Consultation has taken place with senior managers of the Extended Health and Care Management Team. Views have been sought from teams in relation to the proposed management arrangements. The views of the CSWO have been sought and agreed in relation to the statutory requirements reserved in relation to local authority responsibilities. The Trade Unions have been advised of the proposals.

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

18 April 2019

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

- ◆ 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
- ◆ Improve later life
- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration

**Previous References**

- ◆ Executive Committee of 14 December 2016
- ◆ Social Work Resources Committee of 7 February 2018

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

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# Report

**13**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Child Sexual Exploitation</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ advise of the national and local position in relation to Child Sexual Exploitation (CSE) and the implications for South Lanarkshire

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

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

- (1) that the work of the South Lanarkshire Child Protection Committee (SLCPC) in continuing to progress activity of the Scottish Government's [Child Protection Improvement Programme](#), the [National Action Plan to Prevent & Tackle Child Sexual Exploitation in Scotland](#) and other associated matters of national and local importance be supported;
- (2) that the work of the South Lanarkshire Child Protection Committee to progress the National Child Sexual Exploitation Action Plan be noted;
- (3) that the revised South Lanarkshire Child Protection Committee local action plan in relation to Child Sexual Exploitation be noted and circulated to raise awareness within individual professional, disciplines and partnerships be noted;
- (4) that the promotion of the South Lanarkshire Child Protection Committee website [www.childprotectionsouthlanarkshire.org.uk](http://www.childprotectionsouthlanarkshire.org.uk) and relevant publicity material, including the provision of a new suite of [SLCPC - CSE Leaflets](#) in reception areas and public areas for distribution, be noted; and
- (5) to note that the Child Sexual Exploitation awareness poster, developed by lived experience young people available from March 2019, at 3.6.3 of the report will be displayed across South Lanarkshire.

## **3. Background**

3.1. Child Protection Improvement Programme

3.1.1. In 2017, the national Child Protection Improvement Programme (CPIP) systems review, independently chaired by Catherine Dyer, accepted a suite of recommendations and actions contained in two published reports. Their implementation will strengthen the child protection system in Scotland.

- 3.1.2. The [Child Protection Improvement Programme](#) report sets out 35 actions covering children's hearings; leadership and workforce development; inspections of children's services; neglect; data and evidence; CSE; child internet safety; and trafficking. The systems review report makes 12 recommendations, covering initial and significant case reviews, Child Protection Committees (CPCs), the Child Protection Register, and matters of leadership, governance and accountability.
- 3.2. National CSE group
- 3.2.1. The national CSE group works to implement the national CSE action plan, and also to develop proposals for policy and practice improvement in relation to the action plan within the wider context of child sexual abuse. South Lanarkshire is represented on this group. It has strategic oversight of the national action plan and shares knowledge across CPCs and locally between services. It works with CPCs to raise awareness of the issues and build on local knowledge and promote understanding and expertise. An annual progress update report from the national group is expected in March 2019. At a local level the SLCPC has met its local action plan targets to date.
- 3.3. SLCPC – CSE and online safety sub group
- 3.3.1. We reviewed and revised our local strategic response to CSE in 2018. The revised CSE and online sub group has strong multi-agency representation. Our membership includes:
- ◆ SLCPC Lead Officer
  - ◆ Learning and Development Worker
  - ◆ Community Safety Police Scotland
  - ◆ Sexual Health Service
  - ◆ Social Work Resources
  - ◆ Education Resources
  - ◆ Integrated Family Support Services (IFSS)
  - ◆ Leisure Services
  - ◆ third sector
- 3.3.2. A new terms of reference sets out expectation and the expected levels of commitment across the Partnership. The group will report regularly to the SLCPC.
- 3.3.3. Linked to the South Lanarkshire Children's Services' plan, and the SLCPC business plan, it takes forward the work of the national CSE action plan (due to be updated by the national group in April 2019) and considers it in a local context in terms of its own action plan priorities. The work is developed to support the workforce across an area of increasing concern locally and nationally. The most significant increase relates to young people targeted online. Community risks continue.
- 3.3.4. On 27 February 2019, the above sub group hosted a development day to quality assure progress and focus on further developing its own action plan for the year ahead. Priority areas include (a) update of local CSE guidance (b) improvements in data collection (once the national shared data set is agreed) (c) consider CSE in the context of the new national human trafficking and exploitation strategy (d) ensure a continued drive on raising public awareness and public information in relation to CSE and online safety and (e) continue to deliver training to the workforce.

- 3.4. SLCPC – learning and development
  - 3.4.1. We have a comprehensive SLCPC – child protection training programme for the multi-agency workforce in South Lanarkshire. Practitioners and Managers can learn about CSE by attending a briefing, workshop or full day course depending on their needs. Demand is consistently high and will continue to be offered. Around 300 staff have learned about CSE in the programme year 2018/2019. We offer bespoke training and support other areas with the Lead Officer taking part in a CSE conference as a guest speaker with Aberdeen CPC and also for Police Scotland in 2018 at force training in Fife.
  - 3.4.2. Progressed by the SLCPC Learning and Development Worker, the aim is to raise awareness of how children and young people become involved in CSE, the impact of their involvement and how practitioners can respond effectively to protect and support children and young people at risk of, or affected by CSE. This includes the identification and response to perpetrators.
  - 3.4.3. We hosted a highly successful regional CSE and child trafficking workshop on behalf of the national CSE group in late January 2019. A total of 50 multi-agency members of targeted staff across four local authorities from Police, Social Work, Health and Education attended and will cascade learning across their organisation.
  - 3.4.4. We actively encourage partners to link with the SLCPC Learning and Development Officer to ensure staff within organisations at all levels have the required knowledge and skills in this area. A scoping exercise is planned.
- 3.5. CSE awareness campaigns
  - 3.5.1. We routinely host local CSE campaigns across social media and to the multi-agency workforce. We published a suite of [SLCPC - CSE Information](#) leaflets for children and young people, parents and carers, professionals, hotels, licensed premises and private hire/taxi companies across South Lanarkshire in 2018. Almost 1000 leaflets were circulated to businesses across the authority who work in the high risk night time economy sector. We are preparing to once again support [National CSE Awareness Day](#) on 18 March 2019.
  - 3.5.2. Plans are also in place to host four public information events this year. Our focus will include the revised Barnardo's night watch online resources.
- 3.6. CSE – involving young people
  - 3.6.1. Working with IFSS in South Lanarkshire we held a consultation event with a group of young people directly affected by CSE. We were offered a raw picture of the impact on young people and gained essential information around early indicators of both community and online activity that led to the risk of CSE and the impact on young people.

- 3.6.2. We found improving strengths in some areas and young people were encouraged to help us learn how to support young people and reduce risk in areas they felt we needed to know more about. This included a need to improve our online resources. One young person said they would say to any young person at risk of CSE;
- ♦ “here you, listen to me right now, block all those people, it’s not worth the hassle. Alcohol and stuff might be free at the time but they always want something back. They will never leave you alone”
- 3.6.3. Young people also worked on a media campaign with us and have created a CSE awareness poster (below) for young people. This will be displayed in a number of places across South Lanarkshire.



New - CSE poster (expected launch date of March 2019)

#### **4. Employee Implications**

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

#### **5. Financial Implications**

- 5.1. Campaign and public information event costs are met for the SLCPC budget. Partners contribute as requested in relation to specific tasks.

#### **6. Other Implications**

- 6.1. It is essential to ensure maximum opportunity for all in protecting children and young people. The SLCPC asks the Social Work Committee to note the content of the report publicise as wide as possible within their networks.
- 6.2. The Committee are encouraged to consider their contribution to the work of the SLCPC by ensuring staff across the multi-agency workforce are appropriately signposted to opportunities to improve their understanding of CSE and improve outcomes for children and young people.

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

- 7.1. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 7.2. Extensive consultation has taken place with the Child Protection Committee members and young people as part of the development of the publicity material.

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



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

- ◆ 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
- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration

**Previous References**

- ◆ none

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

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# Report

**14**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>8 May 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Carers (Scotland) Act 2016 - Update</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide an update on the implementation of the duties of the Carers (Scotland) Act 2016
- ◆ update on work to implement commissioning intentions associated with the carers strategic theme outlined in the Strategic Commissioning Plan (SCP) 2019-2022

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

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

- (1) that the progress to date in respect of complying with the requirements of the Carers (Scotland) Act 2016 be noted; and
- (2) that the Committee notes the Direction recently approved by the Integration Joint Board (IJB) that South Lanarkshire Council procures services which provide equitable access to carer support services, information and advice, short breaks, consultation and engagement, training, practical support and assistance for adults and young carers.

## **3. Background**

- 3.1. The Carers (Scotland) Act 2016 (CSA) aims to support carers' health and wellbeing and help make caring more sustainable. It puts in place measures to help people continue to care, for as long as they choose, in better health and to have a life alongside caring.
- 3.2. The Act widens the definition of a carer. There is no longer the requirement for a carer to provide 'regular and substantial care', instead within the context of the Act:
  - a carer is defined as: 'an individual who provides or intends to provide care for another individual'
  - and a young carer is defined as: 'Under 18 years old or 18 years old and still at school'

- 3.3. The Act came into effect on 01 April 2018 and has introduced a number of new statutory requirements on local authorities and health boards as follows:
- Adult Carer Support Plans (ACSP) and Young Carer Statements
  - Provision of Support to Carers
  - Carer involvement
  - Local Carer Strategies
  - Information and Advice (including Short Breaks)
- 3.4. In addition to the requirements of the Act, it is important to reflect that within the Committee's recently approved SCP, carers remains one of 13 strategic priorities and this was strongly cited within the public consultation in developing the plan. Therefore, part of the work outlined in this paper outlines how the associated commissioning intentions for carers are being implemented. For information, the commissioning intentions for carers agreed within the SCP are:
- increase support to carer in maintaining their caring role through the implementation of the duties outlined in the CSA
  - strengthen the Third Sector support model for carers through reviewing how existing services are commissioned in relation to carers support services, information and advice, consultation and engagement, training and practical support
- 4. Current Position**
- 4.1. A report was presented to the IJB in December 2018 updating on progress with the carers agenda. Following this, work has been ongoing in a range of areas identified above which include: SWiSplus IT developments to support the ACSP/Young Carer Statements; Wider Prioritisation/Eligibility including Carers Local Eligibility Criteria; Information and Advice including Short Breaks Statement; Partnership's Carers Strategy 2019-2022; carer involvement in a range of consultation and engagement exercise; and the appointment of a Planning and Development Officer who took up post on 03 January 2019.
- 4.2. ACSPs of a low/moderate level are currently undertaken by our commissioned service delivered by Lanarkshire Carers Centre. In Quarter 3 the centre delivered 125 ACSP for and with South Lanarkshire Carers. The centre has invested in personal outcome based approaches and has developed a toolkit to support this work. The "Carers Cake" toolkit assist create a plan to achieve carers outcomes using a mix of resources from the carers centre, universal services and what carers can proactively do for themselves.
- 4.3. ACSPs of a critical/substantial level are supported by the Self Directed Support (SDS) co-produced assessment process. IT developments are underway to capture the carer part of the co-produced assessment, as an activity in its own right. This will assist our data capture and requirement to complete carer census information for Scottish Government.
- 4.4. Young carers statements have also been developed to ensure a young carer has a childhood similar to their non-carer peers and help identify any issues impacting on their wellbeing. The additional investment agreed in December has assisted to increase the capacity of the service, and links with South Lanarkshire Carers Network (SLCN) and the Young Carers Forum have been established.

- 4.5. The guidance framework for Local Eligibility (Carers) Criteria is in place and has been widely consulted on. This now forms part of a suite of guidance in development regarding prioritisation/eligibility for access a range of services.
- 4.6. Information and Advice supports identified within the CSA include a range of activity that is currently provided through a number of services and supports across South Lanarkshire, many of them showcased at the carer conference on 29 March 2019. The Partnership has recently refreshed all its webpage information, and has also drafted a carer information booklet, that will be made widely available.
- 4.7. South Lanarkshire was part of a national group working on a Short Breaks Service Statement (SBSS) guidance notes for all local authorities. The SBSS is one of the duties placed on the Health and Social Care Partnership. The SBSS has been formally launched at the carers conference on 29 March 2019 ([Short Breaks Service Statement](#)).
- 4.8. South Lanarkshire has a strong history of having its own Carers Strategy prior to the introduction of the duty within the CSA 2016 ([South Lanarkshire Carers Strategy 2012 - 2017](#)). The CSA details what should be referenced within the Carers Strategy.
- 4.9. A consultation survey was undertaken as part to the Carers Strategy development along with individual meetings with carers and carer organisations as part of this work. The responses from all the engagement activity will guide the remodelling of carers supports and services. A draft version of the Carers Strategy 2019-2022 was presented at the carers conference on 29 March 2019 to allow for further consultation and final refinement.
- 4.10. The emerging themes for the Carers Strategy stem from the range of engagement activity which has assisted identify 4 key strategic outcomes:
- Outcome 1 - carers are identified, involved and valued
  - Outcome 2 - carers have choice and control, allowing them to balance their own life with their caring role.
  - Outcome 3 - carers can access the right supports and services at the right time.
  - Outcome 4 - carers have a positive experience of being a carer
- These outcomes will shape the actions and measures flowing from our Carers' Strategy.
- 4.11. Lanarkshire Carers Centre and SLCN provide a range of supports to carers. However, it is recognised that there is some duplication of effort and work across both organisations. Since the last Committee, a meeting with both providers supported by planning and procurement staff was held to discuss this in more detail. Both organisations understand that the Partnership needs to ensure that services are appropriate to the needs of carers. Lanarkshire Carers Centre (LCC) had advised at this meeting that they had been awarded a tender with North Lanarkshire Health and Care Partnership.
- 4.12. Both providers have been made aware that South Lanarkshire Health and Care Partnership are scoping a tender exercise to the value of the existing financial package. The Health and Care Partnership provided funding to LCC in 2018 to the value of £333,482 and SLCN to the value of £189,784, a total of £523,266. This funding level currently exceeds [European Procurement Thresholds](#) currently set at £118,133.

- 4.13. The current funding to the in house social work support to young carers is £127,890 and there is in kind support to young carers through Education Resource Universal Connections (young carer groups across localities).
- 4.14. A carers' services and supports commissioning group has been established to develop a timeline, service specification and tender process for the future of carer supports and services in South Lanarkshire.
- 4.15. Another duty of the Act relates to carer involvement in hospital discharge. The HSCP has retained one of the original carer coordinators at the Hairmyres Hospital site however we need to establish a comprehensive response across all sites where South Lanarkshire carers may find themselves, this includes Monklands and Wishaw, work is currently underway to link with appropriate staff in order to deliver on this duty.

## **5. Summary and Next Steps**

- 5.1. Developing services and supports for carers is a significant priority and area of activity for the Committee. Therefore, a number of important next steps are outlined below which reflects this.
- 5.2. Continue to build on the implementation of the statutory functions outlined in the CSA.
- 5.3. Develop a service specification to facilitate a procurement exercise for the delivery of Carer Support Services, information and advice, short breaks, consultation and engagement, training, practical support and assistance for adult and young carers. (CSA requirements). This action will respond directly to the recently approved IJB Direction to procure equitable services for carers.
- 5.4. Develop online information resources for carers and partner agencies.
- 5.5. Formally publish, Local Eligibility Criteria, Short Breaks Service Statement, Carers Strategy 2019/2020.
- 5.6. Contribute to the development of an information platform in relation to SDS and carers.
- 5.7. Provide update reports to the Committee and Performance and Audit Sub Committee of the IJB on progress with the implementation of commissioning intentions associated with the strategic priority of carers.

## **6. Employee Implications**

- 6.1. There are no employee implications associated with this report. The appointment of a Planning and Development officer identified at 26 June Committee is now in place as are the additional carer support workers based within Lanarkshire Carers Centre.

## **7. Financial Implications**

- 7.1. There are no financial implications associated with this report, it is worth noting however the baseline potential contract value for any new carers supports and services tender in South Lanarkshire is estimated at 4.12./4.13. above.

## **8. Other Implications**

- 8.1. As part of a procurement sourcing methodology exercise, a risk assessment will be undertaken to ensure minimal impact on the delivery of current carers' services and supports.
- 8.2. Ensuring effective and sufficient support for carers in their caring role is a key priority for the Committee and is in line with outcome 6 of the national health and wellbeing objectives.

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

- 9.1. An equality impact assessment has been undertaken to ensure there are no negative impacts on our protected characteristic groups.
- 9.2. A range of consultation and engagement activity has been undertaken with the development of strategies and practice guidance in support of carers.

**Val de Souza**

**Director, Health and Social Care**

18 April 2019

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

- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Improve later life

## **Previous References**

- ◆ SW Committee Carers Act Update report 25 April 2018

## **List of Background Papers**

- ◆ Copies of Local Eligibility Criteria, Short Breaks Service Statement, Information booklet, Carers Strategy 2019 2022 available on request.

## **Contact for Further Information**

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

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