



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 11 September 2018

Dear Councillor

## **Social Work Resources Committee**

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

**Date:** Wednesday, 19 September 2018

**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, 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 June 2018 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 31 August 2018 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 28 August 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources – Workforce Monitoring – May to July 2018** 25 - 30  
Joint report dated 14 August 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 6 **Social Work Resource Plan - Quarter 4 Progress Report 2017/2018 and Social Work Resource Plan 2018/2019** 31 - 150  
Report dated 30 August 2018 by the Director, Health and Social Care. (Copy attached)

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#### Item(s) for Decision

- 7 **Social Work Resources' Funding Update and Establishment Changes** 151 - 156  
Joint report dated 5 September 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Use of Alternative Procurement Solution for Adult Supported Living Contract** 157 - 162  
Joint report dated 21 August 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)

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#### Item(s) for Noting

- 9 **Thematic Inspection - Self-directed Support** 163 - 168  
Report dated 9 August 2018 by the Director, Health and Social Care. (Copy attached)

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#### Urgent Business

- 10 **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 June 2018

**Chair:**

Councillor John Bradley

**Councillors Present:**

Robert Brown, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers (Depute), Margaret Cowie, Mary Donnelly, Fiona Dryburgh, Allan Falconer, George Greenshields (*for Councillor Burns*), Mark Horsham, Katy Loudon, Joe Lowe, Catherine McClymont, Hugh Macdonald, Colin McGavigan, Mark McGeever (*for Councillor Wark*), Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross (ex officio), Bert Thomson, Margaret B Walker, David Watson, Josh Wilson (*for Councillor Buchanan*)

**Councillors' Apologies:**

Archie Buchanan, Jackie Burns, Jared Wark

**Attending:****Finance and Corporate Resources**

H Goodwin, Finance Manager (Resources); K Gowrie, Finance Adviser; G McCann, Head of Administration and Legal Services; M Milne, HR Business Partner; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer; S Somerville, Administration Manager

**Health and Social Care/Social Work Resources**

V de Souza, Director; E Devlin, Community Living Manager; D Dobbie, Service Manager (Children and Justice); R Hutchinson, Co-ordinator ARCH; B Hutchinson, Head of Health and Social Care; M McConnachie, Service Manager (Adult and Older People); J Neill, Service Manager (Children and Justice); L Purdie, Head of Children and Justice Services

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**Request for Item of Urgent Business**


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In response to a request from Councillor Brown to consider an additional item of business, the Chair, in terms of Standing Order No 4(c), ruled that there were special reasons why it was urgent and advised that it would be dealt with at the appropriate point of the meeting.

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**1 Declaration of Interests**


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No interests were declared.

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**2 Minutes of Previous Meeting**


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The minutes of the meeting of the Social Work Resources Committee held on 25 April 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 - Workforce Monitoring - March and April 2018**

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A joint report dated 15 May 2018 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 March and April 2018:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 10 March 2018

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

*[Reference: Minutes of 25 April 2018 (Paragraph 5)]*

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### **4 Investing to Modernise South Lanarkshire Council Care Facilities**

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A report dated 7 June 2018 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire Council care facilities.

Demographic growth predictions for South Lanarkshire had indicated that the 75+ and 85+ populations would rise year on year by 2.7% and 5.2%, respectively. The number of people diagnosed with dementia had also increased by 35% over a 3-year period. Information was provided, in Appendix 1 to the report, on population projections within the 4 localities of South Lanarkshire.

Of the Council's care home estate, Dewar House (Hamilton), Meldrum Gardens and McKillop Gardens (East Kilbride) and David Walker Gardens (Rutherglen) were of a sufficiently high standard to continue to meet regulatory requirements. However, Kirkton House (Blantyre), Canderavon House (Stonehouse), McWhirters House (Larkhall) and McClymont House (Lanark) were ageing in building infrastructure and design layout.

The following factors were required to be considered when planning a future model of care:-

- ◆ the commitment to contribute to the 9 National Health and Wellbeing Outcomes, detailed in Appendix 2 to the report, specifically Outcome 2 which referred to supporting people to live independently at home
- ◆ the importance of delivering against the 6 national measures prioritised by the Ministerial Steering Group and reported on to the Scottish Government
- ◆ the Scottish Government strategy, 'Age, Home and Community 2012 to 2021', which was aimed at shifting the balance of care towards supporting people to remain at home independently for as long as possible
- ◆ the Local Housing Strategy 2017 to 2022, 'Affordable Homes, Sustainable Places'
- ◆ the South Lanarkshire Integration Joint Board's Strategic Commissioning Plan and Directions which included a specific Direction 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'

Based on the results of a test of change undertaken in 2016, which supported 56% of service users involved to return home rather than be moved to a residential or nursing facility and recent research, it was recognised that there was a need to transition the current model of residential care to one which was focused on intermediate care aimed at supporting individuals to return home or to a setting which best met their needs. A whole system approach was being adopted which reflected early intervention, self-management and enablement, and supported people to secure their personal outcomes. It was considered that this would best be achieved through the provision of timely re-ablement and rehabilitation intervention provided from a locally based multi-disciplinary hub.

Information was provided on:-

- ◆ the benefits of the proposed future model of care that would be provided
- ◆ the communication and engagement process that had been undertaken with elected members, employees and service users
- ◆ Phase 1 of the investment which would take place in the Hamilton locality

The former St Joseph's Primary School in Blantyre had been identified as the preferred site to provide the following service provisions:-

- ◆ 20 transitional ensuite rooms providing care for adults and older people with multi-purpose rooms for re-ablement and rehabilitation interventions. There would be staff accommodation to enable the delivery of in reach and outreach support
- ◆ 20 technology enabled homes which would support adults with complex needs and older people to live independently. Where support was required, this would be provided by community based Health and Social Care teams
- ◆ a Centre of Excellence which would host Telehealth/Telecare demonstration space, facilities to train and develop care employees, accommodation for students, a community cafe and a community IT Hub
- ◆ community regeneration and intergenerational space to promote social enterprises such as community gardens, sensory garden and children's play area which was autism and disability friendly
- ◆ employment opportunities created through community cafe and social enterprise
- ◆ new supply of mainstream social rented housing built to Housing for Varying Needs Standards, which included barrier free internal spaces and other accessibility features

Following Phase 1, it was proposed that the following phases, in sequential order, would be Clydesdale, East Kilbride, then Rutherglen/Cambuslang, with the model being tailored to each locality's requirements beyond the core elements. The proposals for each phase would be submitted to Committee for approval.

If approved, given the significance of the capital investment, a report would be submitted to the Integrated Joint Board advising of the requirements for delegated funding to continue to be available to operate the new care facilities.

The Chair referred to a tabled amendment to the recommendations in the report, proposed by Councillor McGavigan and seconded by Councillor Campbell, and recommended its acceptance as the motion. Councillor Bradley, therefore, seconded by Councillor Chalmers, moved that the amended tabled recommendations be approved as follows:-

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

- (1) that it notes the progress to date of the care facilities model outlined in sections 4-7 with the exception of the detailed proposals and implementation details, as outlined in para 6.1, for Phases 2 to 4 which will be subject to further reports to committee;

- (2) that the starting point for the implementation of Phase One of the model being within the Hamilton/Blantyre locality as outlined in sections 6.2 and 6.3 be approved; and
- (3) that a report be provided to the Integration Joint Board which outlines the transformational plan for care facilities as outlined in section 6.2 and 6.3.”

In response to a question from Councillor Falconer on whether point 1 of the tabled recommendations was competent, it was confirmed that the exception referred to related to phases 2 to 4 of the project but not Phase 1. Councillor McGavigan confirmed that he was supportive of the direction of travel and did not want to stall Phase 1 of the project.

Councillor Brown, seconded by Councillor Dryburgh, tabled a further amendment. Following advice from the Head of Administration and Legal Services that point 3 of his amendment was not competent insofar as it related to revenue expenditure as that was within the powers of the South Lanarkshire Integration Joint Board, Councillor Brown, with the agreement of Councillor Dryburgh, altered his amendment so that consideration of the report be continued and deferred to a meeting of the full Council for consideration.

Prior to moving to the vote, the Head of Administration and Legal Services clarified with Councillor McGavigan that Phase 1 of the model included the replacement of Kirkton House and McWhirters House with one new care facility.

On a vote being taken by a show of hands, 8 members voted for the amendment and 16 for the motion which was declared carried.

**The Committee decided:**

- (1) that the progress to date of the care facilities model outlined in sections 4 to 7 of the report be noted, with the exception of the detailed proposals and implementation details as outlined in paragraph 6.1 for phases 2 to 4, which would be subject to further reports to Committee;
- (2) that the starting point for the implementation of Phase 1 of the model, being within the Hamilton/Blantyre locality, as outlined in paragraphs 6.2 and 6.3 of the report, be approved; and
- (3) that a report be submitted to the South Lanarkshire Integration Joint Board outlining the transformational plan for care facilities as outlined in paragraphs 6.2 and 6.3 of the report.

*In terms of Standing Order No 13, the Chair adjourned the meeting at 11.30am. Councillors Carmichael, Lowe, Thomson and Watson were not present when the meeting reconvened at 11.40am*

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## **5 Community Justice and Health and Social Care Planning and Performance Support**

A joint report dated 30 May 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on staffing proposals to support Community Justice and Health and Social Care Planning and Performance.

The implementation of the Community Justice (Scotland) Act 2016 led to significant changes to the structure and function of Justice Services in Scotland. As a result, Community Justice Authorities were dissolved and, in South Lanarkshire, a Community Justice Partnership (CJP) was formed. The CJP reported to the Community Planning Partnership (CPP) through the Safer South Lanarkshire Board.



The Council had been allocated annual funding of £50,000 for a period of 3 years, from 1 April 2015 to 31 March 2018, to employ a temporary Community Justice Co-ordinator to facilitate the transition to the new model of Community Justice. The Scottish Government had confirmed that the £50,000 funding had been approved for a further financial year with indications that it would then become part of the annual Section 27 Grant for the delivery of Community Justice Services.

The purpose of the funding was to improve Community Justice Outcomes (CJOs) and the Community Justice Co-ordinator was responsible for developing a CJO Improvement Plan, which was renewed annually and the aim of which was to ensure that the CJP:-

- ◆ prevented and reduced further offending by addressing its underlying causes
- ◆ safely and effectively managed and supported those who had committed offences to enable them to integrate into the community and realise their potential for the benefit of all citizens

Social Work Resources' Justice Services was an essential part of the CJP and was required to report on its statutory performance to Community Justice (Scotland) on an annual basis. Additionally, from 1 April 2018, the Council had been providing Justice Throughcare Services which had previously been hosted by North Lanarkshire Council. This required additional information to be reported annually to the Scottish Government and there continued to be a requirement to report on key performance indicators on a quarterly and annual basis to the CPP and Community Justice (Scotland).

Further, as a result of the developing Health and Social Care agenda, there had been a number of new demands, both internally and as part of the wider Health and Social Care Partnership. Information was provided on the additional demands faced by the service and how the following staffing proposals would meet those demands:-

- ◆ the extension for a fixed term of 1 year of a 0.5 Full-time Equivalent (FTE) post of Community Justice Co-ordinator on Grade 4, Level 5, SCP 85-88 (£20,794 to £21,761)
- ◆ the establishment for a fixed term of 1 year of 1 FTE post of Performance and Systems Development Assistant on Grade 2, Level 4, SCP 52-57 (£25,512 to £27,446)
- ◆ the establishment for a fixed term of 1 year of 1 FTE post of Planning Officer on Grade 3, Level 4, SCP 70-74 (£33,249 to £35,311)

The costs of the posts related to the CJP would be funded in part from the Scottish Government funding of £50,000 to embed the new model for Community Justice, with the remaining funding being met from the Section 27 Grant to support the development of Community Justice.

The cost of the Health and Social Care related post would be met from within the existing Planning and Performance Team establishment within Social Work Resources.

**The Committee decided:** that the staffing proposals, as detailed in the report, be approved.

*Reference: Minutes of the Executive Committee of 26 August 2015 (Paragraph 14)]*

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## **6 Autism Resource Co-ordination Hub (ARCH) - Update and Approval of The South Lanarkshire Local Autism Action Plan**

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A joint report dated 23 May 2018 by the Director, Health and Social Care and Executive Director (Education Resources) was submitted on the progress of the development of the Autism Resource Co-ordination Hub (ARCH) and the South Lanarkshire Local Autism Action Plan.

The ARCH remained active in facilitating the development of services within the community, many of which were delivered by the community itself alongside partners in the statutory, private and third sectors.

Information was provided on the development of the services provided by the ARCH, together with the engagement and consultation process that had been undertaken, including consultation with Autism Network Scotland, prior to the completion of the draft South Lanarkshire Local Autism Action Plan 2018 to 2023, attached as Appendix 1 to the report.

The ARCH had also produced a public information leaflet, which had been praised for being clear and concise, and had been distributed by Autism Network Scotland to the other 31 Scottish local authorities as an example of good public information. A 'teen' leaflet had also been produced, with plans to produce an under 12's version.

Employee costs remained at £51,694 to £56,865, with an agreed 50/50 split between Social Work Resources and Education Resources to meet those costs and a commitment to extend the funding for the 5 years of the Action Plan. This would be reviewed on an annual basis.

**The Committee decided:**

- (1) that the updated South Lanarkshire Local Autism Action Plan 2018 to 2023 and continued funding of the Autism Resource Co-ordination Hub (ARCH) over that 5 year period be approved; and
- (2) that the development of a Resource Plan to implement the revised Action Plan be noted.

*[Reference: Minutes of 15 November 2017 (Paragraph 8)]*

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## **7 Inclusion as Prevention**

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A report dated 23 May 2018 by the Director, Health and Social Care was submitted advising of a successful bid to the Early Action System Change (EASC) Fund of the Big Lottery for the 'Inclusion as Prevention' project.

The Big Lottery launched the £7.5 million EASC fund on 20 August 2017, the aim of which was to make awards to public sector and third sector partnerships of up to £1 million for projects that could last up to 5 years. This was to support projects that provided a fundamental shift towards early intervention by changing systems and supports which were currently in place.

All projects were expected to commit at least 5% match funding of relevant identified budgets to move to earlier stages in a system by the end of the 5-year term. This would be met from the Section 27 Grant for Justice Services to fund interventions directed at preventing and addressing offending.

Information was provided on the 'Inclusion as Prevention' project which had been awarded £742,146. The aim of this project was to re-shape the design and delivery of preventative services for children and young people who were at risk of offending, with the goal being to prevent offending by promoting inclusion and tackling the root cause.

A collaborative approach was an essential element of the criteria for funding and this proposal was developed in partnership with:-

- ◆ the Centre for Youth and Criminal Justice (CYCJ)
- ◆ Action for Children (AFC)
- ◆ Dartington Service Design Lab
- ◆ the local third sector

**The Committee decided:**

- (1) that the successful bid to the Early Action System Change (EASC) Fund of the Big Lottery for the 'Inclusion as Prevention' project be noted; and
- (2) that an annual report on the progress of the project be submitted to future meetings of the Committee.

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## **8 Unpaid Work Service Progress Review**

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A report dated 24 May 2018 by the Director, Health and Social Care was submitted on the Supported Self-Evaluation undertaken with the Care Inspectorate in the form of a progress review of the Unpaid Work Service (UPWS).

The UPWS, which was part of Social Work Resources' Criminal Justice Service, had the following 3 areas of focus:-

- ◆ to provide service users with Unpaid Work to meet the requirements of their Order within the relevant timescales and to supervise the work
- ◆ to take, arrange and organise referrals for Unpaid Work from the community, including individuals, community groups and agency projects
- ◆ to provide opportunities for 'meaningful activity' which could be 30% of an individual's Community Payback Order Unpaid Work requirement and include learning skills to help secure employment, such as CV writing

Following concerns that the Service was not fulfilling its statutory requirements, an internal audit and full review was undertaken of the Service. The Scottish Association for the Care and Resettlement of Offenders (SACRO) was also commissioned to undertake an independent external review.

The reviews concluded that the UPWS had been understaffed and was at risk of not being able to deliver its statutory functions. Immediate interim measures were taken to mitigate this risk. An improvement plan was developed and a steering group established. The Chief Social Work Officer also requested that the Care Inspectorate carry out a Supported Self-Evaluation of the current Service as a means of assessing progress. Feedback indicated that the UPWS had made significant improvements in ensuring that areas identified in the improvement plan had been developed.

The Care Inspectorate would provide external validation of its findings and conclusions and a multi-agency implementation group would be established to ensure that a new improvement plan was developed and any areas for improvement fully implemented.

**The Committee decided:** that the findings and conclusions of the Supported Self-Evaluation undertaken with the Care Inspectorate, together with the progress made in the redesign of the Unpaid Work Service, be noted.

*[Reference: Minutes of 15 November 2017 (Paragraph 7)]*

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## **9 Item of Urgent Business - Closure of Limetree House Unit, Roger Park Care Home, Rutherglen**

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In view of the potential impact on South Lanarkshire Council service users, the Chair agreed, in terms of Standing Order No 4(c), that consideration be given to the closure of Limetree House Unit within Roger Park Care Home, Rutherglen.

The Director, Health and Social Care provided the following update to Committee:-

- ◆ 4 patients from South Lanarkshire were affected and South Lanarkshire Health and Social Care Partnership (HSCP) had been in contact with Greater Glasgow and Clyde HSCP to plan any possible future moves involving those patients
- ◆ she had requested that Greater Glasgow and Clyde HSCP put in place a communications strategy to all stakeholders, including elected members
- ◆ a meeting for those elected members within the affected area would be arranged with members of Social Work Resources' senior management team as soon as possible once full information briefings had been received from Greater Glasgow and Clyde HSCP

**The Committee decided:** that the update provided by the Director, Health and Social Care on the closure of Limetree House Unit within Roger Park Care Home, Rutherglen be noted.

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### **Chair's Closing Remarks**

The Chair advised that this would be the last meeting that Brenda Hutchinson, Head of Health and Social Care would be attending as she was retiring. The Chair, on behalf of the members of the Committee, thanked Ms Hutchinson for her contribution over the years and wished her well for the future. Ms Hutchinson responded in suitable terms.

# Report

3

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>19 September 2018</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 17 August 2018 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 overspend of £0.467m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2019 of a potential overspend of £1.000m, be noted; and
- (2) that the proposed budget virements be approved.

## 3. Background

3.1. This is the first revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019. Further reports will follow throughout the year.

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

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. As at 17 August 2018, there is an overspend of £0.467m against the phased budget. The financial forecast for the revenue budget to 31 March 2019 is a potential overspend of £1.000m.

- 5.2. As reported to Executive Committee on 15 August 2018, the Resource has identified pressures within Children and Families Services due to the number of residential school/external placements and fostering placements in the first 6 months of the current year. This was noted as approximately £0.800m of a pressure as at period 4. Since then, 2 more placements have been made meaning that the potential overspend for the full year has increased to £1.000 million. The Resource is currently looking at these pressures in conjunction with the other services of the Resource to identify ways to minimise and manage these costs.
- 5.3. In addition, Adult and Older People Services is experiencing pressures in respect of Direct Payments. This will continue to be monitored over the coming months.
- 6. Other Implications**
- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.
- 7. Equality Impact Assessment and Consultation Arrangements**
- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

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

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

31 August 2018

**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 17 August 2018

**Contact for Further Information**

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

Hazel Goodwin, Finance Manager

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## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 17 August 2018 (No.6)

## Social Work Resources Summary

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 17/08/18</b>	<b>Actual 17/08/18</b>	<b>Variance 17/08/18</b>		<b>% Variance 17/08/18</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	84,102	84,102	0	29,319	29,467	(148)	over	(0.5%)	
Property Costs	2,661	2,661	0	997	935	62	under	6.2%	
Supplies & Services	6,051	6,051	0	1,680	1,693	(13)	over	(0.8%)	
Transport & Plant	4,591	4,591	0	1,696	1,663	33	under	1.9%	
Administration Costs	1,514	1,514	0	427	439	(12)	over	(2.8%)	
Payments to Other Bodies	17,169	17,669	(500)	6,342	6,781	(439)	over	(6.9%)	
Payments to Contractors	94,650	95,150	(500)	32,513	32,636	(123)	over	(0.4%)	
Transfer Payments	754	754	0	304	372	(68)	over	(22.4%)	
Financing Charges	267	267	0	40	29	11	under	27.5%	
<b>Total Controllable Exp.</b>	<b>211,759</b>	<b>212,759</b>	<b>(1,000)</b>	<b>73,318</b>	<b>74,015</b>	<b>(697)</b>	<b>over</b>	<b>(1.0%)</b>	
<b>Total Controllable Inc.</b>	<b>(60,369)</b>	<b>(60,369)</b>	<b>0</b>	<b>(11,178)</b>	<b>(11,408)</b>	<b>230</b>	<b>over recovered</b>	<b>2.1%</b>	
<b>Net Controllable Exp.</b>	<b>151,390</b>	<b>152,390</b>	<b>(1,000)</b>	<b>62,140</b>	<b>62,607</b>	<b>(467)</b>	<b>over</b>	<b>(0.8%)</b>	

**Variance Explanations**

Variance explanations are shown in Appendices B and C.

**Budget Virements**

Budget virements are shown in Appendices B-E.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 17 August 2018 (No.6)

## Children and Families Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 17/08/18</b>	<b>Actual 17/08/18</b>	<b>Variance 17/08/18</b>		<b>% Variance 17/08/18</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	15,002	15,002	0	5,279	5,376	(97)	over	(1.8%)	1,a
Property Costs	315	315	0	94	86	8	under	8.5%	
Supplies & Services	525	525	0	216	200	16	under	7.4%	
Transport & Plant	622	622	0	234	197	37	under	15.8%	
Administration Costs	275	275	0	129	142	(13)	over	(10.1%)	b
Payments to Other Bodies	8,374	8,874	(500)	3,634	3,880	(246)	over	(6.8%)	2,b
Payments to Contractors	4,203	4,703	(500)	1,596	1,763	(167)	over	(10.5%)	3,b
Transfer Payments	741	741	0	299	364	(65)	over	(21.7%)	4,b
Financing Charges	17	17	0	8	8	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>30,074</b>	<b>31,074</b>	<b>(1,000)</b>	<b>11,489</b>	<b>12,016</b>	<b>(527)</b>	<b>over</b>	<b>(4.6%)</b>	
<b>Total Controllable Inc.</b>	<b>(397)</b>	<b>(397)</b>	<b>0</b>	<b>(44)</b>	<b>(109)</b>	<b>65</b>	<b>over recovered</b>	<b>147.7%</b>	<b>5</b>
<b>Net Controllable Exp.</b>	<b>29,677</b>	<b>30,677</b>	<b>(1,000)</b>	<b>11,445</b>	<b>11,907</b>	<b>(462)</b>	<b>over</b>	<b>(4.0%)</b>	

Variance Explanations

- Employee Costs**  
This overspend is a result of turnover being less than anticipated.
- Payments to Other Bodies**  
This overspend is due to the increase in demand for external foster placements.
- Payments to Contractors**  
This overspend is due to the demand for children's residential school and secure placements.
- 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.
- Income**  
This over recovery relates to the higher than budgeted income from the Home Office for services provided to unaccompanied asylum seeking children.

Budget Virements

- Budget transfer in relation to reception services. Adults and Older People £0.236m, Performance and Support (£0.423m). Employee Costs £0.187m.
- Budget realignment in relation to fostering, kinship and legal expenses. Administration costs £0.140m, Payments to Other Bodies £0.064m, Payments to Contractors (£0.344m), Transfer Payments £0.140m.



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 17 August 2018 (No.6)

## Adults and Older People Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 17/08/18</b>	<b>Actual 17/08/18</b>	<b>Variance 17/08/18</b>		<b>% Variance 17/08/18</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	56,901	56,901	0	19,898	20,048	(150)	over	(0.8%)	1,a,b,c,h,i
Property Costs	1,637	1,637	0	699	644	55	under	7.9%	2
Supplies & Services	4,966	4,966	0	1,344	1,357	(13)	over	(1.0%)	
Transport & Plant	3,595	3,595	0	1,334	1,333	1	under	0.1%	j
Administration Costs	374	374	0	143	140	3	under	2.1%	
Payments to Other Bodies	8,013	8,013	0	2,613	2,777	(164)	over	(6.3%)	3,b,d,e,g
Payments to Contractors	90,435	90,435	0	30,913	30,873	40	under	0.1%	c,e,f,g,k
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	36	36	0	18	13	5	under	27.8%	
<b>Total Controllable Exp.</b>	<b>165,957</b>	<b>165,957</b>	<b>0</b>	<b>56,962</b>	<b>57,185</b>	<b>(223)</b>	<b>over</b>	<b>(0.4%)</b>	
<b>Total Controllable Inc.</b>	<b>(54,069)</b>	<b>(54,069)</b>	<b>0</b>	<b>(8,840)</b>	<b>(9,006)</b>	<b>166</b>	<b>over recovered</b>	<b>1.9%</b>	<b>4,b,f,j,k</b>
<b>Net Controllable Exp.</b>	<b>111,888</b>	<b>111,888</b>	<b>0</b>	<b>48,122</b>	<b>48,179</b>	<b>(57)</b>	<b>over</b>	<b>(0.1%)</b>	

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

This overspend is a result of Home Care recruitment for future vacancies to maintain staffing levels, partly offset by vacancies which are in the process of being filled.

**2. Property Costs**

This underspend relates mainly to savings generated with the installation of energy efficient boilers within day care and residential units and reduced demand for heating in the current climatic conditions.

**3. Payments to Other Bodies**

This overspend is a result of more service users than budgeted opting for direct payments to exercise choice and control of their care package.

**4. Income**

This over recovery is a result of non-recurring income received from service users in respect of prior year care costs being higher than budgeted.

**Budget Virements**

- Budget transfer in relation to reception services. Children and Families £0.187m, Performance and Support (£0.423m). Employee Costs £0.236m.
- Budget established for Integration Partnership funding. Net Effect 0: Employee Costs £4.572m, Payments to Other Bodies £0.726m, Income (£5.298m).
- Budget realignment from internal care and support to external supported living. Net Effect 0: Employee Costs (£0.214m), Payments to Contractors £0.214m.
- Budget transfer in relation to Lanarkshire Carers Centre. Performance and Support (£0.131m). Payments to Other Bodies £0.131m.
- Budget realignment in respect of direct payments. Payments to Other Bodies £0.137m, Payments to Contractors (£0.137m).
- Budget realignment in relation to allocation for Social Care Fund care home placements. Payments to Contractors (£0.100m), Income £0.100m.
- Budget realignment in relation to Living Wage increase. Payments to Other Bodies (£0.153m), Payments to Contractors £0.153m.
- Transfer of Corporate overtime saving. Employee Costs (£0.230m).
- Transfer from Finance and Corporate Resources in respect of Employability funding £0.243m. Employee Costs £0.243m.
- Budget established for increase in previous year's income. Transport and Plant £0.100m, Income (£0.100m).
- Budget established for specialist provision in East Kilbride. Payments to Contractors £0.373m, Income (£0.373m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 17 August 2018 (No.6)

## Justice and Substance Misuse

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 17/08/18	Actual 17/08/18	Variance 17/08/18		% Variance 17/08/18	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	5,511	5,511	0	1,918	1,824	94	under	4.9%	1
Property Costs	65	65	0	27	24	3	under	11.1%	
Supplies & Services	94	94	0	33	46	(13)	over	(39.4%)	
Transport & Plant	119	119	0	45	51	(6)	over	(13.3%)	
Administration Costs	424	424	0	24	30	(6)	over	(25.0%)	
Payments to Other Bodies	237	237	0	92	114	(22)	over	(23.9%)	
Payments to Contractors	12	12	0	4	0	4	under	100.0%	
Transfer Payments	6	6	0	2	4	(2)	over	(100.0%)	
Financing Charges	10	10	0	5	5	0	under	0.0%	
<b>Total Controllable Exp.</b>	6,478	6,478	0	2,150	2,098	52	under	2.4%	
<b>Total Controllable Inc.</b>	(5,384)	(5,384)	0	(2,164)	(2,164)	0	-	0.0%	
<b>Net Controllable Exp.</b>	1,094	1,094	0	(14)	(66)	52	under	371.4%	

**Variance Explanations****1. Employee costs**

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

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report**

**Social Work Resources Committee: Period Ended 17 August 2018 (No.6)**

**Performance and Support**

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 17/08/18</b>	<b>Actual 17/08/18</b>	<b>Variance 17/08/18</b>		<b>% Variance 17/08/18</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	6,688	6,688	0	2,224	2,219	5	under	0.2%	<b>a,c,d</b>
Property Costs	644	644	0	177	181	(4)	over	(0.2%)	
Supplies & Services	466	466	0	87	90	(3)	over	(3.4%)	
Transport & Plant	255	255	0	83	82	1	under	1.2%	
Administration Costs	441	441	0	131	127	4	under	3.1%	<b>d</b>
Payments to Other Bodies	545	545	0	3	10	(7)	over	(233.3%)	<b>b</b>
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	7	7	0	3	4	(1)	over	(33.3%)	
Financing Charges	204	204	0	9	3	6	under	66.7%	
<b>Total Controllable Exp.</b>	<b>9,250</b>	<b>9,250</b>	<b>0</b>	<b>2,717</b>	<b>2,716</b>	<b>1</b>	<b>under</b>	<b>0.0%</b>	
<b>Total Controllable Inc.</b>	<b>(519)</b>	<b>(519)</b>	<b>0</b>	<b>(130)</b>	<b>(129)</b>	<b>(1)</b>	<b>under recovered</b>	<b>(0.8%)</b>	<b>c,d</b>
<b>Net Controllable Exp.</b>	<b>8,731</b>	<b>8,731</b>	<b>0</b>	<b>2,587</b>	<b>2,587</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	

**Budget Virements**

- a. Budget transfer in relation to reception services. Children and Families £0.187m, Adults and Older People £0.236m. Employee Costs (£0.423m).
- b. Budget in relation to Lanarkshire Carers Centre. Adults and Older People £0.131m. Payments to Other Bodies (£0.131m).
- c. Budget established for South Lanarkshire Integration Joint Board's Chief Officer and Chief Financial Officer. Employee Costs £0.178m, Income (£0.178m).
- d. Budget established for Scottish Legal Aid Board. Employee Costs £0.106m, Administration Costs £0.004m, Income (£0.110m).



# Report

4

Report to: **Social Work Resources Committee**  
 Date of Meeting: **19 September 2018**  
 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 17 August 2018

## 2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £0.320million, and expenditure to date of £0.002million, be noted.

## 3. Background

3.1. This is the first capital monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019. Further reports will follow throughout the year.

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 2018/2019 up to and including its meeting on 15 August 2018.

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

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2018/2019 is £0.320million. Anticipated spend to date was £0.001million, and £0.002million has been spent (0.63% of full budget). This represents a position of £0.001million ahead of profile.

## **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**

28 August 2018

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

- Accountable, Effective, Efficient and Transparent

### **Previous References**

- Executive Committee, 28 February 2018
- Executive Committee, 15 August 2018

### **List of Background Papers**

- Financial ledger to 17 August 2018

### **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

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E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)

**South Lanarkshire Council**  
**Capital Expenditure 2018-2019**  
**Social Work Resources Programme**  
**For Period 1 April 2018 – 17 August 2018**

<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 - Other	320	0	0	320	1	2
<b>TOTAL</b>	320	0	0	320	1	2





# Report

5

Report to: **Social Work Resources Committee**  
 Date of Meeting: **19 September 2018**  
 Report by: **Executive Director (Finance and Corporate Resources)  
 Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – May to July 2018**

## 1. Purpose of Report

1.1 The purpose of the report is to:-

- ◆ provide employment information for May to July 2018 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 May to July 2018 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 9 June 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 May to July 2018.

## 4. Monitoring Statistics

### 4.1 Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of July 2018 for Social Work Resources.

The Resource absence figure for July 2018 was 5.6%, which represents no change when compared to the previous month and is 2.2% higher than the Council-wide figure. Compared to July 2017, the Resource absence figure has increased by 0.8%.

Based on the absence figures at July 2018 and annual trends, the projected annual average absence for the Resource for 2018/2019 is 5.5%, compared to a Council-wide average figure of 4.3%.

For the financial year 2018/2019, the projected average days lost per employee within the Resource equates to 12.2 days, compared with the projected average figure for the Council of 9.5 days per employee.

**4.2 Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 436 referrals were made this period, an increase of 50 when compared with the same period last year.

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

There were 17 accidents/incidents recorded within the Resource this period, a decrease of 13 when compared to the same period last year.

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

There were 6 disciplinary hearings held within the Resource this period, a decrease of 7 when compared with the same period last year. There were no grievance hearings, which remains unchanged when compared to the same period last year. There was 1 Dignity at Work complaint raised within the Resource this period, a decrease of 1 when compared with the same period last year.

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

There were 35 leavers in the Resource this period, a decrease of 2 when compared with the same period last year. Exit interviews were held with 13 employees.

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

5.1 There has been a decrease of 8 in the number of employees in post from 10 March 2018 to 9 June 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**

14 August 2018

**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 June 2018

**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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E-mail: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**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		August	5.4	4.7		August	5.0	4.8		August	3.6	3.2	
September	4.3	5.0		September	5.3	5.2		September	4.7	5.1		September	4.1	4.0	
October	4.7	4.2		October	5.6	5.8		October	5.0	4.8		October	4.4	4.1	
November	5.1	4.4		November	5.4	5.9		November	5.2	4.9		November	4.9	4.8	
December	5.6	5.6		December	6.1	6.1		December	5.8	5.7		December	4.9	5.1	
January	5.5	5.5		January	5.5	7.3		January	5.5	6.1		January	4.5	5.0	
February	5.8	6.1		February	4.8	5.8		February	5.4	6.0		February	5.0	5.0	
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	5.2	Annual Average	5.7	5.5	6.0	Annual Average	5.3	5.3	5.5	Annual Average	4.4	4.2	4.3
Average July	5.1	5.0	5.2	Average July	6.4	4.8	6.3	Average July	5.5	4.9	5.6	Average July	4.0	3.8	4.0

No of Employees at 31 July 2018			1828	No of Employees at 31 July 2018			1054	No of Employees at 31 July 2018			2882	No of Employees at 31 July 2018			14970
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For the financial year 2018/19, the projected average days lost per employee equates to 12.2 days.

## SOCIAL WORK RESOURCES

	May-Jul 2017	May-Jul 2018
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	110	147
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	49	50
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	162	157
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	50	69
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	15	13
<b>TOTAL</b>	<b>386</b>	<b>436</b>

CAUSE OF ACCIDENTS/INCIDENTS	May-Jul 2017	May-Jul 2018
Over 7 day absences	1	0
Minor	10	5
Near Miss	3	1
Violent Incident: Physical****	12	10
Violent Incident: Verbal*****	4	1
<b>Total Accidents/Incidents</b>	<b>30</b>	<b>17</b>

\*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	May-Jul 2017	May-Jul 2018
Total Number of Hearings	13	6
Total Number of Appeals	0	1

## Time Taken to Convene Hearing May - Jul 2018

0-3 Weeks  
3

4-6 Weeks  
3

Over 6 Weeks  
0

RECORD OF GRIEVANCE HEARINGS	May-Jul 2017	May-Jul 2018
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	May-Jul 2017	May-Jul 2018
Number of Incidents	2	1
Number Resolved at Informal Stage	1	0
Number Resolved at Formal Stage	1	0
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	May-Jul 2017	May-Jul 2018
Career Advancement	0	3
Poor Relationship with Manager/Colleagues	1	3
Moving Outwith Area	2	3
Childcare/caring responsibilities	0	1
Other	0	3
<b>Number of Exit Interviews conducted</b>	<b>3</b>	<b>13</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>37</b>	<b>35</b>
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<b>Percentage of interviews conducted</b>	<b>8%</b>	<b>37%</b>
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**JOINT STAFFING WATCH RETURN  
SOCIAL WORK RESOURCES**

**1. As at 9 June 2018**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
216	191	896	1489	2792

*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	1342.3	471.78	534.11	21	26	2	0	0	2398.19

**1. As at 10 March 2018**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
222	189	901	1488	
2800				

*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	1344.61	470.83	542.79	19	26	2	0	0	2406.23

# Report

6

Report to: **Social Work Resources Committee**  
 Date of Meeting: **19 September 2018**  
 Report by: **Director, Health and Social Care**

Subject: **Social Work Resource Plan - Quarter 4 Progress Report 2017/2018 and Social Work Resource Plan 2018/2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Social Work Resource Plan Quarter 4 Progress Report 2017/2018 for the period 1 April 2017 to 31 March 2018
- ♦ present the Social Work Resource Plan 2018/2019 for consideration and endorsement

## 2. Recommendation(s)

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

- (1) that the Quarter 4 Progress Report 2017/2018, attached as Appendix 1, be noted;
- (2) that the achievements made by the Resource during 2017/2018, as detailed in paragraph 4.3. of this report, be noted;
- (3) that the Resource Plan 2018/2019, attached as Appendix 2, be endorsed and referred to the Executive Committee for approval;
- (4) that the Resource Plan 2018/2019 be uploaded onto the Council's website once approved by the Executive Committee; and
- (5) that a Quarter 2 Progress Report on the Resource Plan 2018/2019 be provided to a future meeting of the Committee.

## 3. Background

3.1. A new Council Plan, 'Connect' covering the period 2017 to 2022 was endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017. The Plan sets out the Council's vision, values, ambitions and objectives for the five year period. The Council Plan is the starting point for the Resource Planning process and the 2018/2019 Resource Plan has been prepared to show, in detail, how Social Work Resources will contribute to the Council's objectives in the coming year.

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

- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements.
- 3.3.1. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and the Neighbourhood Plans, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.
- 3.5. The current format for performance reporting has been established for several years and is used for Executive Directors' reports to the Chief Executive, Resource Committees and Resource Management Teams. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.
4. **Quarter 4 Progress Report 2017/2018**
- 4.1. Progress against all 2017/2018 Resource Plan measures is contained in the Quarter 4 Progress Report 2017/2018, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

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

- 4.2. Measures with a 'red' status are considered in detail at paragraph 4.4. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting.



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

Status	Measures	
	Number	%
Green	95	85%
Amber	3	2.7%
Red	1	0.3%
Report later/Contextual	13	12%
<b>Totals</b>	<b>112</b>	<b>100 %</b>

4.3. Key achievements for 2017/2018 are noted below:

4.3.1.

<b>Connect Objective: Improve later life</b>	
Resource Objective	Achievement
Support the development and implementation of integration arrangements for adult health and social care services for older people	The development of locality profiles is being progressed and locality level health and social care data will assist in the planning and delivery of services.
Support the development and implementation of the locality planning model	Locality operational structures agreed, locality managers appointed, locality core groups meeting fortnightly to map resources and identify gaps.
Develop and implement locality profiles for each of the four localities to assist with the planning process	Locality profiles are progressing well.

4.3.2.

<b>Connect Objective: Protect vulnerable children, young people and adults</b>	
Resource Objective	Achievement
Protect vulnerable children and young people	We continue to monitor the level of Child Protection activity and this remains fairly consistent across localities. There were 196 Child Protection investigations undertaken across the service during Q3 an increase on both Q1 and Q2. Emotional abuse was the most recorded reason at 36% (71), followed by neglect 27% (53), physical abuse 22%(43) and sexual 8% (15). There were 12 child pre birth risk assessments (6%)
Protect vulnerable adults	There was a total of 239 local authority welfare guardianship visits due with 94% (224) being completed on time. For private welfare guardianship visits to date 1967 visits were due with 1785 being completed on time (91%)
Getting it right for every	The Resource continues to provide timely and robust

<b>Connect Objective: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Achievement</b>
looked after child	assessments to the Scottish Children's Reporters Administration and have met the 75% target this year.
	100% of all children seen by a supervising officer within the 15 day target.
Strengthen partnership working, community leadership and engagement.	The social work service annual report was approved by The State Hospital Senior Management Team in October 2017. Phase 1 of the migration to electronic record sharing between The State Hospital and SLC has been successful, and work is now underway in relation to Phase 2 which will facilitate electronic sharing of information relating to child contact and child protection. Keeping Children Safe Policy and Procedure was approved.

#### 4.3.3.

<b>Council Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Support the implementation of the 6 additional Integrated Joint Board (IJB) Directions for 2017/18	There has been significant progress against the 6 additional IJB directions as follows: 1) There is a full project plan with associated milestones to implement all aspects of Primary Care transformation, including a new General Medical Practitioner (GMS) contract 2) The modernisation of care at home services is progressing well, with a number of areas successfully implemented including mobile working and a new contract with the external sector 3) Trajectories with associated improvement actions have now been developed and approved by the IJB for unscheduled care 4) The locality planning model continues to be developed, with all four localities now established and Integrated Health and Social Care Locality Managers appointed 5) Work continues to develop new models of care for bed based resources as part of the ambition to shift the balance of care from acute/residential settings to community based alternatives 6) The Health and Social Care Partnership has been central to the development of the Community Plan.
Promote mental health services across the lifespan	The Resource continues to grow the number of Mental Health Officers. There are four candidates undertaking MHO training with a further five being considered for the 2018 training programme. The Mental Health Service has maintained Customer Service Excellence.
Support carers in their caring role.	The Carers Act Programme Board has been established and sub-groups have been established to take forward the duties of the Act

#### 4.3.4.

<b>Council Objective: Work with communities and partners to promote high quality, thriving communities and sustainable communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Reduce waste and increase recycling to contribute to the Council's sustainability work.	2,220 pieces of equipment have been recycled in total so far this financial year with a saving of £91,683 over new. In addition 145 recycled stairlifts have been installed with a saving of £115,425 over new.
Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all.	The Improvement Plan following the review of the unpaid work service is complete and the unpaid work service redesign was approved at Social Work Committee 15 November 2017.

4.3.5. Resources have established their own Resource objectives to support the delivery of Connect objectives. In addition to working towards these objectives, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and Achieving Best Value.

4.3.6.

<b>Delivering the plan and achieving best value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Deliver and communicate the Council Plan and ensure high standards of governance	The Resource has exceeded the 90% target for FOISA requests in the last three quarters. Q4 information to be reported later.

4.3.7. Full details of progress against all Connect objectives, actions and measures for 2017/2018 are included in the report from the performance management system, attached as Appendix 1. Further additional performance information is also summarised in the Resource Plan 2018/2019, attached as Appendix 2: in Sections 2.1., Section 4 and Annex 2.

#### 4.4. Areas for Improvement

4.4.1. Measures that have 'red' status (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where applicable.

#### 4.4.2.

<b>Council Objective: Delivering the plan and achieving best value</b>		
<b>Resource Objective: Improve the skills, flexibility and capacity of the workforce.</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	89.8% of PDRs have been completed in 2016/17 within timescale.	The Resource continues to monitor the completion of PDRs. A new policy on supervision was introduced on 1 April 2017 and the new Behaviours Framework and Performance Appraisal PDR has been presented to Resource Managers.

#### 4.4.3. Amber Measures

<b>Council Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>		
<b>Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Percentage of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral.	94.2% of referrals started treatment within the 3 week timescale. Recent changes in the structure of substance misuse teams and the introduction of new systems may have impacted on performance.	The Resource will monitor this.
Percentage of people seen within one working day of receiving Community Payback Order.	72% of those in receipt of a Community Payback Order were seen within timeframe. This is slightly below the 75% target. Performance and variations will be monitored across localities. This measure is also dependent on the positive response and attendance of the service user.	Service Managers will review performance across localities.

4.4.4.

<b>Council Objective: Delivering the plan and achieving best value</b>		
<b>Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Ensure high standards of governance are being met.	90% of audit actions completed by due date. For 17/18 in relation to Home Care: The phone Co-ordinator to identify high call durations for home care workers.	A revised completion date of 31 May 2018 has been allocated to allow information to be provided from Communication Networks colleagues.

4.5. Report Later

- 4.5.1. Measures and actions with a 'report later' status relate to annual/ongoing indicators for which the timing of the publication of the information is just beyond the financial year being reported. Where appropriate, progress will be updated in the next available performance report.

**5. Resource Plan 2018/2019**

- 5.1. The Resource Plan 2018/2019 is attached as Appendix 2 and is structured around the following headings:

1. Introduction
2. Context
3. The Council Plan - Connect
4. Performance and Results
5. Resourcing the Plan
6. Action Plan

- 5.1.1. The Resource Plan is also supported by two annexes:

- ◆ Social Work Resources' Organisational Structure
- ◆ additional performance information

5.2. Resource Objectives for 2018/2019

- 5.2.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2018/2019. These are detailed in Appendix 3.

- 5.3. To support these objectives, the Resource has developed 72 actions which will be monitored through 114 specific measures. Of these measures, 30 (26%) will be included in the Council Plan, 'Connect' Quarter 2 and Quarter 4 Progress Reports 2018/2019, with the rest being monitored and reported at Resource level.

5.4. Monitoring and Reporting:

- 5.4.1. As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures identified in the Resource Plan – Quarter 2 Progress Report 2018/2019.

## **6. Employee Implications**

- 6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees in 2018/2019.

## **7. Financial Implications**

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

## **8. Other Implications**

- 8.1. The Community Plan 2017 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 8.2. Resource Plan actions are assessed as part of the Resources' risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

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

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

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

30 August 2018

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

- ◆ The Resource Plan has been structured upon the vision, values, ambitions and objectives of the Council Plan, 'Connect' 2017 to 2022

### **Previous References**

- ◆ Quarter 4 and Resource Plan Report - 6 September 2017
- ◆ Social Work Resources' Resources Plan 2017/2018 – 7 February 2018

### **List of Background Papers**

- ◆ The Council Plan [Connect](#) 2017 to 2022
- ◆ [Social Work Resource Plan 2017-18](#)

### **Contact for Further Information**

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

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## **Social Work Resources**

# improve

### **Resource Plan**

**Performance Report 2017-18**

**Quarter 4 : April 2017 - March 2018**

(This represents the cumulative position to March 2018)



## How to use this performance report

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

**Council Plan objective**

**Resource Plan objective**

**Resource Plan action & associated measures.**

**Progress update against measure.**

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

Green

Achieved, or due to achieve with no issues

Amber

There may be problems or minor slippage

Red

Not on course, major slippage anticipated

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

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

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

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



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

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
<b>Improve later life</b>	<b>10</b>				<b>10</b>
<b>Protect vulnerable children, young people and adults</b>	<b>26</b>			<b>1</b>	<b>27</b>
<b>Deliver better health and social care outcomes for all</b>	<b>15</b>				<b>15</b>
<i>Improve the quality, access and availability of housing</i>					
<i>Improve the road network, influence improvements in public transport and encourage active travel</i>					
<b>Work with communities and partners to promote high quality, thriving and sustainable communities</b>	<b>22</b>	<b>2</b>			<b>24</b>
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
<b>Support our communities by tackling disadvantage and deprivation and supporting aspiration</b>	<b>1</b>				<b>1</b>
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<i>Encourage participation in physical and cultural activities</i>					
<b>Delivering the plan and achieving best value</b>	<b>21</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>35</b>
<b>Total</b>	<b>95</b>	<b>3</b>	<b>1</b>	<b>13</b>	<b>112</b>

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
In partnership with NHS Lanarkshire, support the development and implementation of integration arrangements for adult health and social care services	Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board	<p>There are a number of areas of development which are being led by the Partnership with regards to reporting performance management to the Integrated Joint Board and the Performance and Audit Sub Committee (PASC) in a Health and Social Care context.</p> <p>A workshop on performance was held in March 2018 which included members of the Performance and Audit Sub Committee and also locality Integrated Health and Social Care Managers to agree a suite of data that should be reported to the relevant committees, the format and frequency of this data was also considered. Once agreed a similar exercise will be undertaken with localities to refine the performance arrangements at locality level.</p>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Report on the SMT workstream plan to the Senior Management Team on a monthly basis	Senior Management Team (SMT) Workstream meetings now established regularly on a monthly basis. This covers a programme of work which aims to transform/redesign services. There are currently 12 themes within the plan which have been identified by the Director of Health and Social Care and wider stakeholder engagement. Each workstream is led by a Head of Service, the full programme plan with milestones is being supported by a Programme Manager. Where possible this will link into existing groups and forums. Additional workstreams may be added which would benefit from a programme management approach.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Support the development and implementation of the locality planning model	Locality operational structures have been agreed and Locality Managers appointed, with each of the localities now having a lead GP in place. The Locality Management Groups continue to meet on a regular quarterly basis and are looking at other models of integration moving forward. Locality core groups are meeting fortnightly to develop resources (mapping existing resources within communities and identifying gaps) within localities. This work is forging ahead and sub groups have been developed to look at specific areas of work.	Green	---	---	---	---	---
	Develop and implement locality profiles for each of the four localities to assist with the locality planning process	Each of the four localities now have a locality profile, this allows us to see how the data differs from one locality to another. The second edition of "The Story So Far," is currently being developed, this will be an update to the first edition which was created in 2016. This will provide locality level health and social care data which will help inform discussion in localities, and will be used in conjunction with local knowledge to influence future analysis and ultimately the delivery of services in the localities.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Following the multi-agency inspection of older people continue to improve outcomes for people to live in their own homes and communities for as long as possible	Take forward improvement actions arising from the multi-agency inspection of older people	The Improvement Plan arising from the multi agency inspection is progressing well. There were 44 measures designed around the 9 improvement themes, from these measures, 40 are now complete with the remaining 4 progressing well.	Green	---	---	---	---	---
Work in partnership to reshape the balance of care for older people enabling them to live in their homes and community for as long as possible	Build on current successful services by developing and commissioning flexible models of intermediate care	As part of the overall approach to intermediate care, work has been completed to map out the existing pathway and service gaps. From this, a number of areas have been developed including reablement, step down beds within residential care and Hospital at Home. Further work is now being undertaken to consider how existing inputs such as off-site acute beds within Stonehouse and Udston hospitals can be utilised to support intermediate care models. In addition to this, the Integrated Community Support Team approach continues to be strengthened with the appointment of Advanced Nurse Practitioners (ANPs), who are now in post and currently undergoing advanced training to provide additional/expert support within community settings.	Green	---	---	---	---	---
	Strengthen the links between the Integrated Community Support Teams (ICSTs) and Hospital at Home	As per the intermediate care update, Integrated Community Support Team and Hospital at Home form a key part of approaches to step up and step down intermediate care.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme	There have been 2087 referrals to the SYI programme to date. 1456 of these referrals were carried through to completion with 631 referrals stopped or suspended due to a range of reasons (eg: person admitted to long-term care, end of life care, person admitted to hospital).	Green	-----	70.0%	0.0%	0.0%	0.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by locality	Currently Older Peoples Service have 1316 day care places available across 13 units every week. At the end of Quarter 4 (week commencing 19 March 2018) there were 868 (66% ) places occupied. The number of vacancies at the end of Quarter 4 was 448 (34%)	Green	-----	66.0%	0.0%	0.0%	0.0%
	Develop the Intermediate Care Model within Older People's Day Care Services	An independent evaluation of the pilot is being undertaken by Dr Helen Alexander. The outcome of the evaluation will be reported to the Senior Management Team.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Monitor vulnerable children, young people and adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Home Care	ESWS received a total of 12,021 calls to its service over this quarter. Of these calls 9156 (76%) came via the homecare line. During this quarter ESWS made a total of 4632 SWIS entries, with 3302 (71%) relating to homecare activity. ESWS dealt with a further 3882 homecare matters that did not require a SWIS entry to be created e.g. covering homecare staff absence.	Green	-----	-----	0	0	0
	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services	During this quarter ESWS dealt with 152 adult and older persons referrals and carried out 4 visits to this service group. A further 48 referrals were dealt with that were recorded as Adult Support and Protection (ASP) with 7 visits carried out.	Green	-----	1,229	0	0	0
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services	During this quarter ESWS dealt with 545 referrals relating to child care, with 28 visits carried out. ESWS commenced Child Protection activity to a further 30 children, and carried out 10 visits.	Green	-----	2,389	0	0	0
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers	During this quarter ESWS received 19 requests for an MHO, with 4 MHO visits taking place.	Green	-----	97	0	0	0

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	There were 191 Child Protection investigations undertaken across the service during Quarter 4. Neglect was the most recorded reason at 31% (60), followed by emotional abuse 28% (54), physical abuse 24% (45) and sexual 9% (17).	Green	-----	754	519	731	712
Maximise the support offered to children on the Child Protection Register	Report to the Child Protection Committee Quality Assurance Sub-Group on tests of change regarding core group self-evaluation	The Child Protection Committee Self Evaluation & Activity Programme for March 2017 to February 2019 continues to be rolled out. Phase 1 has 12 of the 14 targets complete and planning has begun for a range of activities for Phase 2. Recent activity completed includes 100hr multi-agency response to the Child Protection audit and a parental substance misuse audit.	Green	---	---	---	---	---

**Protect vulnerable adults**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	To date there have been 814 adult support and protection inquiries in relation to adults under the age of 65 leading to 138 investigations and 11 protection plans being progressed.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	To date there have been 1151 adult support and protection inquiries in relation to adults over 65 years of age leading to 167 investigations and 9 protection plans being progressed.	Green	---	---	---	---	---
Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there was a total of 239 local authority welfare guardianship visits due with 94% (224) being completed on time.	Green	90%	94%	95%	88%	91%
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there was a total of 1967 Private Welfare Guardianship visits due with 1785 completed on time (91%).	Green	90%	91%	86%	83%	87%



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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Continue to implement the GIRFEC approach to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a CPO	In Quarter 4, 3 young people were identified for CPO however one failed to attend. For 2017/18 a total of 13 young people identified with 11 being seen within one week of receiving CPO. Two of the young people failed to attend.	Green	-----	11%	86%	71%	81%

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments identified in the Action Plan	The Corporate Parenting Group continues to drive forward the Strategy and Action Plan. A new plan for 2019/2021 is currently being developed and being aligned to the Care Leavers Charter. A report will be presented to the Getting it right for South Lanarkshire's Children (GIRSLC) Partnership Board in May 2018.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement Self Directed Support for Children in Need	Report six monthly to the Children and Justice Service Management Team on progress of Self-directed support (SDS) within Child and Family Services	<p>The Child's Plan: IT specification agreed. Project Team/Development Group have been meeting with IT colleagues to progress this workplan. Timeline for progressing; Development of prototype Child's Plan, User Acceptance Testing; Procedural Documentation/Practice Guidance to be made available; System training. Target Date; April 2018 Feedback from social work staff highlighted the need for refresher training in relation to the SDS agenda. Lead team leaders are meeting to develop SDS Refresher Training Programme based on Social Work Knowledge Scotland pack. Timeline for completion of Refresher Training Programme - March 18. Following consultation with workers/team leaders involved in completing SDS assessments and in discussion with families, there was an identified need for a more targeted assessment for less complex cases. The Family and Community Strengths Based Assessment is now being piloted across the localities. There are 2 Feedback Questionnaires for family and worker to complete. Feedback was requested by February, however, this was reset to 6 March 2018. Initial feedback has been positive from staff and families involved. Feedback will be collated and shared at meeting with lead team leaders. Plan is to progress the use of this assessment, initially on C &amp; F Templates and follow up with IT to develop on SWIS/Training etc. To be available on Templates end March 2018 Process Guidance in relation to the Family and Community Strengths Based Assessment and SDS Assessment Tools is near completion along</p>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
		with a Flow Chart for each Assessment Tool for reference. Timeline - March 18 Discussions are being held with Finance colleagues to identify and confirm Child and Family Services budget for SDS/costings etc. Resource Allocation Group (RAG) meetings continue to be held monthly. RAGs have a quality assurance role only at this time. Outcome from discussions re budget and most appropriate route to provide funding eg bandings/equivalency model/points will inform the review of the purpose of the RAG. Representation is made by C & F FWM/Development Officer at the Carer's Act Programme Board in relation to progressing work re Young Carers.				---		
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	Monthly meetings of the Carer Act Implementation Board have been driving forward the agenda for carers/young carers. A report was presented to Social Work Committee in February 2018, and the South Lanarkshire Integration Joint Board in April 2018.	Green	---	---	---	---	---

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Review the whole system approach to youth justice across the service	The Whole Systems Approach (WSA) Task and Finish Group will be established and will develop a youth justice risk assessment tool for every child charged with an offence	Training has taken place on a range of risk assessment tools for social workers involved in assessment and risk management plans for young people who offend. Nationally, risk assessment tools are being discussed with a view to updating current tools. On conclusion of this discussion, South Lanarkshire will embark on training social workers on the new risk assessment tool. In addition to this development Care and Risk Management training has been rolled out and procedures relating to this more robust approach implemented.	Green	---	---	---	---	---

**Getting it right for every looked after child**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health completed within 28 days	Baseline data on notification continues to be collated from information provided from localities and is monitored by the Child and Family Services Performance and Continuous Improvement Group.	Green	---	---	---	---	---
Improve support for looked after children	Percentage of children seen by a supervising officer within 15 days	For Quarter 4, we have continued to exceed our target of 95% with all 20 (100%) children being seen by a supervising officer within 15 days.	Green	95.0%	-----	92.0%	99.0%	100.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days	In Q4 there have been a number of pressures which have impacted on achieving the timescale. While the rate has decreased slightly to 71% localities have reviewed existing processes to ensure alerts are in place if slippage is detected in the completion of report. Overall the Resource has achieved its annual target of 75%.	Green	75.0%	75.0%	81.0%	83.0%	88.0%
In light of the Children and Young People (Scotland) Act 2014 to review the current approach to aftercare and continuing care as per part 10 and 11 of the Act	Report six monthly to the Children and Justice Service Management Team meeting on the status of the review	A report and an options analysis on Parts 10 and 11 of the Children and Young People (Scotland) Act 2014 has been prepared and taken to the GIRFSLC Strategy Group.	Green	---	---	---	---	---
To develop Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to Children and Justice Management Team six monthly regarding the Single Integrated Tailored Assessment	The ICT Service Plan for Social Work Resources states that a work package was issued to the IT Business Change team to complete documentation of the full user specification in relation to developing a single children and family assessment. A start date to be confirmed by IT colleagues.	Green	---	---	---	---	---
Provide tailored training to team leaders and social workers on the National Risk Assessment Framework	Feedback evaluation from training September 2017	Social Work staff in Child and Family Services have been trained in the National Risk Assessment Framework.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Continue to implement GIRFEC approach	Report on the progress of the implementation of GIRFEC in relation to the Children and Young People (Scotland) Act 2014, to the Children and Family Management Team and the Executive Board	The Scottish Government have announced that whilst it remains committed to the principles of GIRFEC, a decision has been made to pause Stage 1 of the Children and Young People (Information Sharing) Scotland Bill. The deadline for completion of Stage 1 therefore no longer applies. The Scottish Government is establishing a Panel to develop an information sharing code that is practicable and will update interested parties on this as soon as the panel's remit and membership has been finalised. The draft Code of Practice and the final Code will be developed in full consultation with key stakeholders and practitioners, taking account of concerns raised, as the Deputy First Minister has made clear. Once an authoritative draft Code has been produced this will be presented to the Committee and it is anticipated that then they will be in a position to resume Stage 1 scrutiny.	Report Later	---	---	---	---	---
Develop and implement a Transition Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Provide quarterly reports on the progress of the Transition Planning Protocol	The protocol and guidance is in place. A multi agency audit and review will be undertaken in August 2018, based on the new protocol and will report back to future Social Work committee.	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	The Care and Support Service is now managed by two Locality Leads (for the North and the South). The reviews of people's care and support needs are on-going.	Green	---	---	---	---	---



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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Provide governance and leadership to ensure professional standards and key performance indicators are met in accordance with local and national policies and procedures	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	<p>The Corporate Parenting Plan (CPP) has now been completed and published. Work is ongoing with the South Lanarkshire CPP lead to develop individual CPP's. Slides have been introduced as part of the training and development via Child Protection training being carried out by the team.</p> <p>The Duty of Candour legislation is being introduced on 1 April 2018 and preliminary work has commenced.</p> <p>Work is now underway in relation to phase 2 which will facilitate electronic sharing of information relating to child contact and child protection. Next priority areas have been identified and include seeking agreement with TSH senior management in relation to the Designated MHO allocations for SLC residents who are detained in The State Hospital (TSH), and restoration of the electronic link which enables social work staff based in TSH to access SWISplus and other SLC modules.</p>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Evidence the use of the Realigning Children's Services data to improve services	Report six monthly to the Children and Justice Services Management Team on developments	Children's Services have benefited for the involvement with Realigning Children's Services Programme (RCSP). A final report has been drafted and findings will be presented to a Senior Managers event to be held early October 2018. A new group has also been established to take forward the work started by RCSP, the Data and Planning Group had its first meeting in September 2017. The Terms of Reference for this group are now established.	Green	---	---	---	---	---
To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions	The Continuous Improvement Group has a planned development day in place for late April 2018. The session will be facilitated by the Child Protection coordinator. The CIG group presented an update report to the GIRSLC Strategy Group on 6 March 2018.	Green	---	---	---	---	---

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

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

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Support the implementation of the 6 additional Integrated Joint Board (IJB) Directions for 2017/18	Provide progress reports to the IJB in relation to the 6 Directions as follows: Home Care; Care Pathways; Locality Planning; Demand within Emergency Care Planning; Primary Care Transformation; Local Outcome Improvement Plans	<p>There has been significant progress against the 6 additional Integrated Joint Board directions as follows:</p> <p>1) There is a full project plan with associated milestones to implement all aspects of Primary Care Transformation, including a new General Medical Practitioner (GMS) contract;</p> <p>2) The modernisation of care at home services is progressing well, with a number of areas successfully implemented including mobile working and a new contract with the external sector;</p> <p>3) Trajectories with associated improvement actions have now been developed and approved by the IJB for unscheduled care;</p> <p>4) The locality planning model continues to be developed, with all four localities now established and Integrated Health and Social Care Locality Managers appointed. Work continues with the development of care pathways and shifting the balance of care. The locality model will continue to be developed as a key priority for the Partnership. This is reflected in the Directions being issued in 2018/19 in the refreshed Strategic Commissioning Plan;</p> <p>5) Work continues to develop new models of care for bed based resources as part of the ambition to shift the balance of care from acute/residential settings to community based alternatives; and</p> <p>6) The Health and Social Care Partnership has been central to the development of the Community Plan, particularly the Health and Social Care Partnership Improvement Plan. This has an agreed overarching objective to tackle deprivation, poverty and inequality and is reflected in our Neighbourhood Plans.</p>	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Improve care after treatment for people recovering from cancer within South Lanarkshire	Take forward the actions of the "Living with and Beyond Cancer" workstream and the two year (2015-2017) Transforming Care After Treatment (TCAT) Project	<p>Work continues to be progressed across the partnership in relation to supporting people living with and beyond cancer (information packs, the launch of the Libraries and Leisure Project in the last quarter, an electronic resource for staff developed).</p> <p>The TCAT Individual Budgets Project evaluation report is complete and was signed off by the Project Sponsors in Quarter 3. A feedback event is planned in April 2018. The two year project has been very successful and has been well received by the West of Scotland Cancer Network and Macmillan Cancer Support Scotland.</p>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement Government Strategies eg Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at quarter 2 and quarter 4	<p>The Resource continues to work on a range of National Strategies.</p> <p>Mental Health Strategy continues to ensure we recruit and retain Mental Health Officers. The Mental Welfare Commission has now published the findings of its consultation work in terms of our advocacy provision for adults and children with mental health issues and requiring advocacy. A report will be presented to the SMT.</p> <p>The 10 year National Autism Strategy implementation period will be succeeded by further strategic developments on which the Scottish Government consulted at engagement events organised by Autism Network Scotland. Four broad themes emerging which overlap closely with the South Lanarkshire our survey findings. These were:</p> <ul style="list-style-type: none"> <li>1)employment</li> <li>2)social security</li> <li>3)housing</li> <li>4)justice</li> </ul> <p>South Lanarkshire Autism Plan continues to develop.</p>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia	The numbers of staff trained in supporting people with dementia are as follows for Quarter 3:  Dementia Skilled Level 2 Day Training = 124 Enhanced Level Dementia Training = 34 Enrolled for 29 March 2018 = 11	Green	---	---	---	---	---
Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy	There are 27 Mental Health Officers (MHOs) based across four Community Mental Health Teams including five part-time MHOs. In addition, four MHOs are based at The State Hospital. There is also an MHO based within the Children and Families Service. In 2017, three MHOs left the service and two MHOs are planning to retire in 2018. There are also five Team Leaders who are qualified MHOs. There are two Staff Development Officers (two part-time posts) who are MHOs and operate as MHOs at different percentages of their posts.  The forensic MHO service has been restructured. There are two MHOs who previously operated as forensic MHOs. Forensic cases have been distributed within the Community Mental Health Teams.  There are currently four Social Workers undertaking MHO training.	Green	---	---	---	---	---

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	The Mental Health (Scotland) Act 2015 and associated regulations mainly came into effect on 30th June 2017. Amendments are currently being made to SWISplus to support the changes to statutory paperwork and to the duties of the Mental Health Officers in terms of timeframes, report writing and storing of information.	Green	---	---	---	---	---

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement the requirements of the Self-directed Support Act	Carers Module is developed and tested in line with the duties stipulated in the Carers (Scotland) Act 2016 working to the Scottish Government's implementation date of April 2018	The initial review of the Carers Enablement Plan specification (Adult Carer Support Plan) has been completed by IT colleagues. The statutory guidance on the Carers (Scotland) Act 2016 came out in December 2017 and this will be used to ensure compliance in relation to the Carers Module (assessment) on SWIS. Work remains on-going at present through the new SDS Lead.	Green	---	---	---	---	---
	Support Planning Module is further refined and tested before full implementation in 2018	User Acceptance Testing has continued alongside the revisions made to the L15 (support plan). Staff training continues into 2018.	Green	---	---	---	---	---



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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Develop a reporting system to capture a range of Self-directed Support activity	A revised method to capture health and social care data is to be implemented nationally from 1 April 2018. This will include self-directed support as well as other key deliverables to support national outcomes.	Green	---	---	---	---	---
	Report on the number of people who are self directing their support	In Quarter 4, 380 people were in receipt of a Direct Payment (option 1). This compares to 357 in the last quarter. There were 64 service-users using an Individual Service Fund (option 2) compared to 55 in the previous quarter. Self-directed Support comprises of four funding options. Option 3 relates to Council arranged services and option 4 allows for a mixture of funding options.  Option 3 remains the preferred option for service- users in South Lanarkshire and reflects the national position.	Green	-----	-----	-----	-----	1,540

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire 2012-17	The Carers' Strategy Group has temporarily been postponed and a Carers Act Programme Board has been developed to take forward (through sub-groups) the duties in the new Act. Work continues to progress well and the new Carers' Strategy is in draft format; being an iterative process as the new Act is implemented.	Green	---	---	---	---	---
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>During the fourth quarter 17/18, outcomes for carers, supported by dedicated Welfare Rights officers were:</p> <p>Number of new cases: 237  Weekly benefits : £19,176  Backdated benefits: £208,581  Annual benefits: £1,205,733</p> <p>During the fourth quarter of 17/18, outcomes for people supported by the local Money Matters teams were:</p> <p>Number of new cases : 1428  Weekly benefits: £98,338  Backdated benefits: £1,069,647  Annual benefits: £5,113,577  New debt dealt with: £1,978,707</p> <p>*Number of people provided with advice where issue was resolved at the initial contact: 1216</p> <p>*this is additional to the number of new cases</p>	Green	-----	962	195	271	1,010

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Strategy Group to take forward the duties contained within the Act	An action plan will be developed alongside the new Carers' Strategy for South Lanarkshire. This is at the initial stages as the new duties in the Carers (Scotland) Act are implemented.	Green	---	---	---	---	---
	Establish a Programme Board for the implementation of the Carers (Scotland) Act	The Programme Board meets every four weeks to oversee the implementation of the Carers (Scotland) Act 2016. There is wide representation from operational staff (Children and Families, Adults and Older People's) and carers' organisations. Several sub-groups are also now established to take forward areas of work; these report back into the Programme Board.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The total number of recycled pieces of equipment so far this year is 2,220 but this does not include for the report of the final period which we do not expect for a couple of weeks. The saving associated with these items is £91,683. In addition we have used 145 recycled stairlifts and the saving associated with them was £115,425.	Green	-----	2,220	1,465	2,252	2,498
Contribute to Council's sustainability work	Develop and report on local initiatives involving service users which contribute to the Council's sustainability agenda	The Resource continues to contribute to the Climate Change Compliance Improvement Plan in relation to our resource use of energy, fuel consumption, and waste management arrangements. Use of the home care mobile application solution has reduced the use of paper.  Continued use of EDRMS has reduced the use of paper and printing requirements. Reducing our use of plastics continues to be rolled out across the resource.	Green	---	---	---	---	---
Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014/15)	Social Work managers continue to monitor the level of mileage undertaken by employees bearing in mind reactive requirements for Social Work Services. The Resource has received a reduction of 20,850 vehicle miles from the baseline year resulting in 9.4% reduction in fuel emissions.	Green	2%	-----	0%	0%	2%
Implement the Climate Change Duties Compliance Improvement Plan	Implement Actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	The resource continues to contribute to the Climate Change Compliance Improvement Plan in relation to our resource use of energy, fuel consumption, and waste management arrangements.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Support people affected by substance misuse	Percentage of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	The total number of referrals for drug/alcohol treatment to date was 638 across all four localities. 94.2% of referrals did start treatment within the 3 weeks of referral. There has been recent changes in the structure of substance misuse teams and new systems working which may have impacted on performance. This will be monitored.	Amber	100%	----	100%	100%	100%
Continue to raise awareness of the impact of domestic abuse	Continue to monitor and analyse trends in referral activity through Domestic Abuse	During this past quarter the Social Work Reception Team (SWRT) dealt with 975 individuals in respect of Domestic abuse referrals from the Police. As referrals are created in respect of victim, perpetrator and children involved, this equates to approximately 250 individual referrals. Of these 975 SWIS entries, only 48 required to be forwarded to local office teams for further action, with the SWRT dealing with the vast majority.	Green	---	---	---	---	---
Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within localities	Women hub services are operating well in all localities. Work continues to progress further developments to meet the needs of women offenders.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Health and Social Care Services contribute to reducing health inequalities	Develop an anticipatory care programme to provide health checks for vulnerable people	Through the Keep Well programme targeted anticipatory health checks are being offered to people affected by homelessness, members of the travelling community, people involved in the justice system and people from minority ethnic backgrounds. A small dedicated team of nurses and health care support workers link directly with GP practice to identify individuals who would benefit from the programme.	Green	---	---	---	---	---

**Implement the Community Justice Outcome Improvement Plan**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	The March Community Justice Partnership quarterly meeting reflected on a refresh of the Terms of Reference of the Group aligning them to the revised Community Planning Partnership structure. The draft Community Justice Plan for 18/19 is with partners for their comment and contribution. Once updated it will be presented to the Safer South Lanarkshire Partnership Board.	Green	---	---	---	---	---
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Percentage of clients are first seen within 2 working days of a DTTO commencing	In Q4 there were a total of 11 DTTO's (7 SLC/3 NLC) referrals. All being seen within timeframe. For 2017/18 a total of 52 referrals (29 SLC/20 NLC/3 no post code). All were seen within timeframe.	Green	98.0%	100.0%	0.0%	100.0%	100.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual report is completed within timescale	The Community Payback Annual Report has now been produced and presented to Social Work Committee on 7 February 2018.	Green	---	---	---	---	---
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to the Community Justice Partnership	The range and diversity of personal placements has been increased, and new opportunities continue to present themselves.	Green	---	---	---	---	---
	Percentage of people seen within one working day of CPO	To date there were 1152 Community Payback Orders recorded, of that number 826 (72%) were seen within timeframe. Service Managers will review performance across localities as variations appear.	Amber	75.0%	72.0%	73.0%	74.0%	64.0%
	Percentage of offenders on CPO supervision requirement are seen within 5 working days by their case manager	The total number of CPO with supervision requirement in Quarter 4 2017/2018 was 128. Those seen within timeframe total 109 or 85% and is on target. The annual total CPOs for 17/18 total 641 with a total of 518 or 81% seen within timescale.	Green	75.0%	81.0%	89.0%	83.0%	77.0%
	Percentage of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	For 17/18 a total of 813 CPO with an unpaid work required were received, with 633 or 78% being addressed within timescale. In Q4 a total of 159 CPO unpaid work requirement were received with 129 being met within timescale.	Green	75.0%	78.0%	75.0%	73.0%	73.0%
	Percentage of people starting their placement within 7 days of a CPO unpaid work	In Quarter 4 the service commenced unpaid work activity within 7 days for 129 (81%) orders out of a total of 159. For the 2017/18 annual figures there were 813 referrals with 624 (77%) commencing within timescale.	Green	75.0%	77.0%	72.0%	72.0%	66.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Improve management of all offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis	MAPPA Update and Statistical reports for Q4 have been prepared and submitted via the Strategic Oversight Group to the Chief Officers Group: Public Protection for both SLC and NLC.	Green	---	---	---	---	---
	Monitor the impact of the new regulations for MAPPA (violent offenders)	The definition of violent offenders are those with a risk of serious harm as defined as: the likelihood of harmful behaviour of a violent or sexual nature which is life threatening and/or traumatic, and from which recovery, whether physical or psychological, may reasonably be expected to be difficult or impossible. MAPPA continue to monitor the impact of the new category.	Green	---	---	---	---	---
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	MAPPA operated against three levels: Level 1 Routine Risk Management, Level 2 Multi-Agency Risk Management, Level 3 Multi Agency Public Protection Panels.  Offender Categories are also linked to three categories: Category 1: Registered Sexual Offenders, Category 2: Violent and other sexual offenders. Category 3: Other dangerous offenders . MAPPA has managed 20 Category 2 and 0 Category 3 cases in 17/18.	Green	-----	-----	-----	-----	-----
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date	To date there were 1528 Criminal Justice Social Work Reports (CJSWR) recorded, of these 1507 or 99% submitted to Court by the due date. The service continues to maintain the percentage of CJSWR provided to Courts on time.	Green	97.0%	99.0%	97.0%	99.0%	99.0%



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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Implement the Improvement Plan following the review of the Unpaid Work Service	The improvement plan for the Unpaid Work Service has now been fully implemented. Progress with the improvement plan has been verified by the Care Inspectorate who have overseen a supported self evaluation of this service. The self evaluation will conclude on 31 March and findings from this review will inform the next improvement plan for this service.	Green	---	---	---	---	---

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

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

**Strengthen engagement with service users and carers**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups	In Quarter 4, a Customer Service Excellence Award Programme took place. This was in relation to older people's residential care homes. During this time older people and their carers, as well as staff, were consulted in relation to their experience and delivery of the service. The Council retained all 'compliances' and gained an extra five 'compliance plus' grades.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Strengthen engagement with service users and carers**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Participation and involvement activity is linked with existing Health and Care structure such as the South Lanarkshire Health and Social Care Forum and Third Sector Forums	Participation and involvement in the Health and Social Care structure by the third sector and the Social Care Forum continues to grow. There is representation on the Strategic Commissioning Group as well as the four Locality Extended groups and members are also involved in the Building Community Capacity work.	Green	---	---	---	---	---

**Support our communities by tackling disadvantage and deprivation and supporting aspiration****Tackling poverty and deprivation**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Contribute to the tackling poverty agenda	Provide update reports to the Tackling Poverty Programme Board	The end of year report to the Tackling Poverty Team is now complete. The annual statistical return and case study from the PACT team contribute to our vulnerable families support.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Ensure high standards of governance are being exercised	80% of risk control actions completed by due date	All risk control actions have been completed.	Green	80%	100%	100%	-----	-----
	90% of audit actions completed by due date	17/18 : The phone Co-ordinator should identify high call durations for home care workers and this should be passed to the local co-ordinator to establish reasonableness against the employee's duties and working patterns. Revised completion date 31 May 2018.	Amber	90%	67%	82%	97%	90%

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

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

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Ensure monitoring, compliance and control of externally purchased services	Deficiency in care issues reported to management team and action plans in place to resolve	The resource purchase a range of external care service from a number of providers. From the services of: supported living (learning disability, substance misuse, sensory impairment) home care, day care (adults and older people) care homes (adults and older people, children) only one service has had a poor rating from the care inspectorate. This care home service is under close monitoring. Four care homes have changed ownership and no current care inspectorate history is available, and one new care home has opened in the Hamilton locality and its inspection report is awaited.	Green	---	---	---	---	---

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming Equalities is regularly reviewed, agreed and updated through the performance and continuous improvement groups	Mainstreaming equalities is reviewed by the Resource and the annual report was provided. Equality duties have been built into the Carers (Scotland) Act 2016, and work is underway to ensure our services are targeted effectively to the Protected Characteristic groups.	Green	---	---	---	---	---
Develop and introduce Council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments	With the introduction of the Carers (Scotland) Act 2016 on the 1st April 2018, an initial Equality Assessment has commenced.	Green	-----	7	0	-----	-----
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	Social Work are expected to report to the next Equality Forum on 12 December 2018.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	The Resource was engaged in self-evaluation activity in relation to self-directed support.  The Resource has compiled an annual progress update with key outcomes/benefits as a result of Self-Assessment Activity in relation to Care inspection activity and Customer Service Excellence.	Green	---	---	---	---	---
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	Local Government Benchmarking activity and other benchmarking, for example the Health and Social Care benchmarking network are used to contribute to the analysis of performance and trend analysis by the Resource. The Resource also learns from other Partnerships and where applicable applies this learning within a service delivery context. Public Performance Reporting is updated using LGBF information.	Green	---	---	---	---	---
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	All Scottish Government returns for the year 2016/17 have been submitted.	Green	---	---	---	---	---
Maximise the use of performance information to enhance a more efficient service delivery model to evidence	Quarterly updates to IT Programme Board on the progress of IMPROVe	The IT Programme Board is provided with regular updates on the current work plan. Some further prioritisation work may be undertaken from a range of demands on the Resource	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
achieving the best possible outcomes for service users and carers	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale	There has been a total of 21 inspections for 17/18 across all of our registered services. A total of 21 requirements are reflected across the range of services with improvement action plans addressing these requirements. In this quarter there was one inspection and no requirements. For the requirements generated from these inspections, 97% have been completed within timescale. There was one outstanding requirement but this is now complete.	Green	100.0%	-----	100.0%	100.0%	93.0%
Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance	The Social Work Resource Plan 2017-18 is complete. Social Work Committee approved the plan on 7 February 2018.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
Report on LGBF / Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	For 16/17 the actual home care costs per hour for 65+ was £21.25. This is a slight increase from the previous year's figures of £20.38 for 15/16. Even though this figure has increased slightly we are still below the National average of £22.64	Green	-----	-----	19	20	20
	Self-directed Support (SDS) spend on adults 18+ as a % of total Social Work spend on adults 18+ (SW2)	In 2016-17 there has been an increase in people accessing SDS as reported in the Social Care Return but this increase is not currently reflected in the financial information. The percentage of adult spend has increased from 1.8% in 2014-15 to 1.9% in 2015-16 to 2.5% in 2016-17. The vast majority of service users have indicated a preference for option 3 which for the same timeframe equated to almost £41m of expenditure. This indicator only takes account of options 1 and 2 which amounts to £4.2m of spend on adults 18+ as a percentage of total social work spend on adults 18+ Social Work Resources will continue to promote all of the four SDS options. As our process develops, it is anticipated that more service-users will choose to direct their own support and chose an SDS option which best suits their care and support needs.	Green	-----	-----	2%	-----	2%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2014/15	2015/16	2016/17
	Percentage of people 65+ with intensive needs receiving care at home (SW3)	Percentage of people aged 65+ with intensive needs receiving care at home SW3 South Lanarkshire continues to improve its performance year on year on the number of people 65+ with intensive needs being supported at home. (2015/16 36% and for 2016/17 38.1%) It also performs better than the Scottish average of 35.3%	Green	-----	-----	36%	36%	36%
	Percentage of adults receiving any care or support who rate it as excellent or good (SW4a)	Percentage of adults receiving care or support who rate it as excellent or good (new) SW4a The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population and some of the responses recorded very low ratings due to the fact that some of the people responding do not access any multi agency services.	Contextual	-----	-----	0%	0%	0%
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b)	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (new) SW4b The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population and some of the responses recorded very low ratings due to the fact that some of the people responding do not access any multi agency services.	Contextual	-----	-----	0%	0%	0%
	Older Persons (over 65) residential care costs per week per resident (SW5)	This indicator does not take into account the varying funding arrangements that are in place, including Free Personal Care/Free Nursing Care payments and individual financial assessments for service users. We will continue to monitor our performance in terms of the national average and within our family group of comparable authorities.	Contextual	-----	-----	-----	411	401



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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	The cost of looked after children in a residential setting has increased slightly. Up to date data will not be available until April 2018.	Report Later	-----	-----	2,587	2,535	2,546
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	The gross cost of looked after children in a community setting has increased compared with previous year's results, representing a decline in performance. This is attributed to the needs and circumstances of the individual children being looked after, local availability of placements, the policy choices and service models adopted by the council, inflationary pressures and the decisions of Children's Hearings. The results are however, better than the Scottish average reported. Data for 2016-17 will not be available until April 2018.	Report Later	-----	-----	178	201	202
	Balance of care for looked after children: Percentage of "looked after" children cared for in the community (SW9)	Our Residential Children's Care Home places have reduced and we have increased placement opportunities within the community through foster care, adoption and kinship care placements. We have targeted resources at Parenting Capacity assessments in order to ensure a child's "forever" home is identified earlier. The shift in the balance of care is evident as we close the gap and near the national figure. Data for 2016-17 will not be available until April 2018.	Report Later	-----	-----	88%	87%	87%
	Home Care - as a proportion of home care clients aged 65+, the number receiving personal care	Of 3019 service users receiving homecare over a one week period covering week beginning 19 March 2018, 2910 received personal care. This has remained consistent with previous years. This is no longer a recognised LGBF measure.	Contextual	-----	96	97	97	98

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
	Home Care - as a proportion of home care clients aged 65+, the number receiving a service during evening/weekends	This is no longer a recognised LGBF measure.	Contextual	-----	-----	53	52	59
	Home Care - as a proportion of home care clients aged 65+, the number receiving a service at weekends	Of 3019 people receiving a home care service over a one week period covering week beginning 19 March 2018, 2581 were receiving a service over the weekend. This has remained at a consistent level with previous years. This measure is no longer a recognised LGBF measure.	Contextual	-----	85	83	83	86
	Home Care - number of home care hours per 1,000 population aged 65+	The number of home care hours per 1,000 population has risen from previous reported position of 396.87 to 510.65. The period used is a one week period over a one week period covering week beginning 19 March 2018. This is no longer a recognised LGBF measure.	Contextual	-----	511	424	393	397

**Improve the skills, flexibility and capacity of the workforce**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	The labour turnover rate for Q4 is 5.7%. The is higher than average for the Resource being outwith the 5% target and the Resource will monitor this with Corporate Personnel. The annual figure is 3.52%.	Green	5.0%	-----	1.3%	2.0%	2.2%
	100% coverage of PDR and associated training plans of employees in scope	89.8% of PDRs have been completed in 2016/17.	Red	100.0%	-----	98.0%	-----	90.0%

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2014/15	2015/16	2016/17
Implement the Council workforce strategy toolkit and continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs	Workforce plan is currently under review.	Green	---	---	---	---	---
Manage land and property assets efficiently	% of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people	In 2017/18, 100% of Social Work Resources buildings, from which the council delivered services to the public in which all public areas were suitable for, and accessible to, disabled people. This is consistent with the previous two years, where we also reported 100%.	Green	100.0%	-----	100.0%	-----	100.0%





**Social Work Resources**

# **Social Work Resource Plan 2018-19**

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## Section One - Introduction

Welcome to the Social Work Resource Plan for 2018-19. This Plan demonstrates our clear commitment to the council's vision **"to improve the quality of life of everyone in South Lanarkshire."**

The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We will do this by providing responsive and accessible services for vulnerable children, young people, adults and older people and their carers which will support them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System.

Social Work Resources is one of the key partners within the South Lanarkshire Health and Social Care Partnership and continues to make good progress in particular with regards to the infrastructure to support better integrated health and social care for the people of South Lanarkshire. We have worked extremely hard over the past year, managing demand and ensuring the resources we have are used effectively and efficiently whilst working together to consolidate and build on our shared strengths.

Social Work Resources in partnership with community planning partners and voluntary and independent provider organisations, offer a range of services designed to enable, support, improve and protect the health and social care of people using our services.

Social Work Resources activities include:

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

Additional performance information is also available in section 2.1, 4.2 and Annex 2 of this Resource Plan.

Social Work Services are regulated and inspected by the Care Inspectorate and we currently have 42 registered services as well as two Family Centres:

8 Care Homes for Older People  
6 Care Homes for Children  
13 Day Care Centres for Older People  
6 Day Care (Lifestyles) Centres for Adults  
2 Community Support Services for Adults (Care and Support)  
4 locality Home Care Services  
3 Children's Family Services: Adoption; Fostering; Supported Care

Social Work Resources is committed to providing responsive and accessible services, with defined standards for service provision and response.

Social Work also fund a wide range of contracted services provided by the independent, voluntary and private sector. There are 43 independent care homes for older people, 11 care homes for adults, and a small number of children's care homes in the council area. We have a range of Home Care, Day Care Services, and Supported Living Providers operating across our localities.

This Plan sets out the legislative framework against which Social Work services operate, outlines the resources available to deliver Health and Social Care Services, sets improvement actions for 2018-19, and provides a summary of our performance information and achievements.

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

Social Work continues to operate in an environment of change and innovation and 2018-19 will be no different as health and social care services will be subject to further and significant organisational change as outlined in section 2.

I took up the post as Director of Health and Social Care in September 2017 and have been thoroughly impressed by the hard work, talent and exemplary dedication of staff and partners. The ongoing development of Social Work Resources and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2017-18 and I look forward to working together during the year ahead.

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



## Section Two – Context

### 2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

This overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

There are also demographic challenges which Social Work require to respond to on a strategic and operational basis. Many of these challenges arise from the socio-economic 'make-up' of the local authority area such as:

- the population of South Lanarkshire which is projected to rise by 1.5% over the 2016 to 2026 period and a further 0.1% over the 2026 to 2037 period. The projections show a continuation of the ageing population with significantly faster increases in those aged 65 or over
- By 2037, 28% of the population will be aged 65 or over, compared to 18.9% in 2016. Similar to Scotland as a whole, as the number of older people in South Lanarkshire increases so does the demand for some services, for example, home care, nursing and residential care. We also recognise that the workforce is ageing, requiring us to look at how we plan for the future, ensuring we have the skilled workforce we need to deliver our services in the future
- South Lanarkshire has a significant deprivation issue, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities

### 2.1. Resource overview

Social Work Resources is committed to delivering services that:

- are person centred
- work with individuals and families to promote the best possible outcomes for them
- support people to remain in their own homes and communities as far as possible
- promote resilience and independence
- minimise disruption to individuals who require services from a range of different providers or organisations

To do this Social Work Resources employs just under 3,000 staff and provides a broad range of services to the most vulnerable people in South Lanarkshire. We provide services across four main localities to children, families, adults, older people and carers, and includes services for people with learning and physical disability, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and residential services.

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

This section sets out the key service areas provided by the Resource and the scale and nature of some of the activity carried out during 2017-18.

### Adult and Older Peoples Services

- Worked with 2,087 people to promote independence as part of the Supporting Your Independence approach
- Provided 13,369 items of equipment to people to enable them to stay at home
- At any time, Social Work Resources can support up to 252 older people with a home like environment in the council's own residential homes and up to 1,569 older people in private or voluntary care homes
- Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 814 inquiries which lead to 138 investigations and for adults 65+ we supported 1,151 inquiries leading to 167 investigations
- For local authority welfare guardianship orders, visits have been maintained at a good level over the course of the year at 94% within timescale
- For private welfare guardianship orders, demand remained high with 91% of visits being completed within timescale
- Continue to support 998 people with a learning disability to live in their own communities (to be reported by 31 July 2018)
- Worked with 5,407 adults with a physical disability who were referred to the physical disability teams
- Worked with 686 individuals with a mental health problem who were referred to Community Mental Health Teams

### Children and Justice Services

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

### Across all Service areas

- During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £23.6million in benefits and over £4.4million in backdated payments. As well as this, Money Advisors have helped people to deal with over £8.4million debt.
- We supported 3,286 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2017-18.

Additional performance information is also available in section 2.1, 4.2 and Annex 2 of this Resource Plan.

## 2.2. Social Change, Legislation and Policies

The local authority has a duty, through a wide range of legislation and guidance, to promote social welfare and safeguard vulnerable individuals in the community. The legislation and guidance that will impact on Social Work Resources includes:

- Social Work (Scotland) Act 1968
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Care (Self-directed Support) (Scotland) Act 2013
- Children and Young People (Scotland) Act 2014
- Child Protection National Guidance for Children 2014
- Looked after Children (Scotland) Regulations 2009
- Adult Support and Protection (Scotland) Act 2007
- Adults with Incapacity (Scotland) Act 2000
- Mental Health (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Children's Hearing (Scotland) Act 2011
- Age of Legal Capacity (Scotland) Act 1991
- The Welfare Reform Act 2012
- The Equality Act 2010
- Immigration Act 2016
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016

#### **2.2.1. Integration of Health and Social Care Services**

The Health and Social Care Partnership continue to work hard to deliver health and social care services which are focused on the needs of the people who use them.

Central to the direction of travel for Health and Social Care Partnerships was having a Strategic Commissioning Plan (SCP). The plan itself is statutory, with a three year planning cycle mandated by the Public Bodies (Joint Working) (Scotland) Act 2014. In a South Lanarkshire context, the SCP was approved in March 2016, covering the planning period 2016-19 and was very much seen as a plan to further the journey towards better integrated services to support the achievement of the nine National Health and Wellbeing Outcomes:

- People are able to look after and improve their own health and wellbeing and live in good health for longer
- People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
- People who use health and social care services have positive experiences of those services, and have their dignity respected
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
- Health and social care services contribute to reducing health inequalities
- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing
- People who use health and social care services are safe from harm
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide
- Resource are used effectively and efficiently in the provision of health and social care services

Social Work Resources continues to play a key role in operationally delivering a number of the ambitions set out within the SCP including reablement, the ongoing development of integrated locality teams and supporting the most vulnerable people who may be at risk of harm.

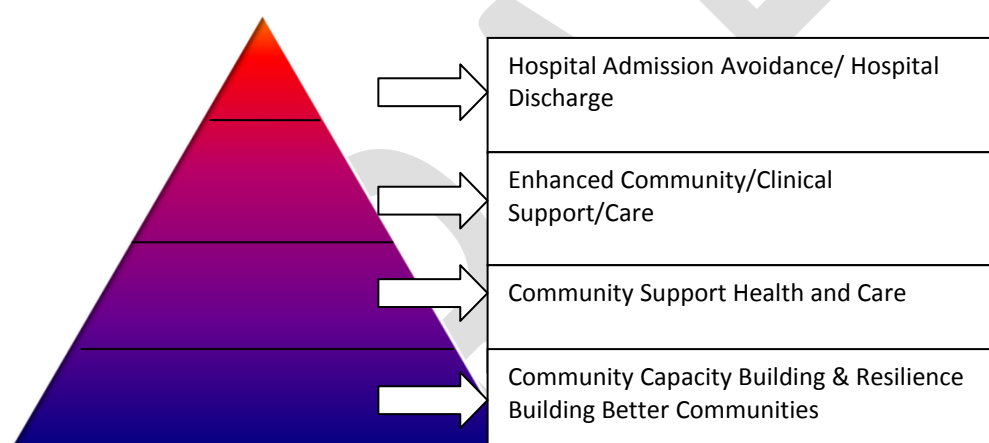
A review of progress was conducted last year to sense check the existing priorities within the current plan in light of the emerging/new priorities impacting on the Partnership.

This provided a refreshed focus for the Partnership to achieve its priorities over the remaining term of the plan and to build upon the successes achieved to date. It will also act as a staging post towards the next full review of the Strategic Commissioning Plan, due in 2019.

A key focus for the Partnership going forward will be further development of the Building and Celebrating Communities (BCC) programme. As well as making sure people are independent where possible, BCC encapsulates our overall vision by concentrating on what exists within our communities and working alongside those communities to identify what they can do to grow, thrive and improve the lives of people in South Lanarkshire.

The four localities are working towards developing their services around the following tiered model.

#### **South Lanarkshire Health and Social Care Locality Community First Tiered Model**



#### **Community Capacity / Building Better Communities**

All of the localities are working on a locality community first model through the Building and Celebrating Communities (BCC) approach. The model acknowledges that 80-85% of people within our communities are independent from public services. The asset based approach embedded within the model's philosophy engenders a different relationship with the public, recognising their inherent worth to create local solutions, with or without support as required. Public services contribution to this tier should be one of empowerment or facilitation as required. The objective is to grow community resilience and gain independence therefore from public services by growing sustainable community service options.

Community Capacity Building initiatives being developed across all localities include:

- Health and Wellbeing Literacy Ventures
- Physical Activity Programme Clinics established within locality to inform and support the public and colleagues by promoting life choices which will enhance their health and wellbeing
- Adult weight management "Weigh to Go"

- Long term conditions management “Active Health”
- Child Healthy Weight management programme “Healthy Families”
- Mental Health and Wellbeing programme “Well Connected”

### **The Community Support Health and Care Tier**

The integration of the Integrated Care and Support Teams (community nursing, physio and OT) and Home Care service across the localities has re-energised the Supporting your Independence and rehabilitative dimension of health and social care intervention. The current focus has been on supporting people within the community to engage in reablement in order to promote independence. This initiative, combined with integrated service triaging has resulted in reductions (62%) in the need for Home Care services across all localities.

Investment of £18m has been approved within the council’s Capital Programme to modernise the current delivery model for residential care. At present, the council has eight Residential Care Homes, some of which are ageing in terms of layout and condition. While the current model of delivery has remained relatively unchanged for many years, the needs of citizens in South Lanarkshire have changed and continue to change. This is evidenced by people living longer, but not necessarily healthier, whilst at the same time the number of people with complex care needs has been increasing. Feedback from consultation and engagement activity has concluded that people’s expressed wish is to remain at home and in their community. Taking these factors into account, there is now both an opportunity and a need to do something different and create a more flexible model of care which is better tailored to meet future needs and help older people remain at home.

Consequently the future model of care will focus on creating care facilities which will deliver transitional care to support people to return home after a period of crisis or acute illness. Providing reablement and rehabilitation support will be central to this model and the new Care Facilities will be resources to provide the necessary multi-disciplinary expertise. Linkage with the community and wider health and social care teams will be central to the delivery model, with in-reach and out-reach services provided from a multi-disciplinary HUB. The commitment would be to implement the new model across all four localities of South Lanarkshire. A full project plan which includes a de-commissioning strategy for those ageing facilities which are to be replaced will be developed concurrently with the anticipation that this will be implemented approximately over a three year period.

An OT integration group has been formed across all areas of health and social care. The overarching aim of this group is to improve good effective patient centred care through joint working and better communication. The immediate priorities are around for development for example preventing admissions to hospital, reducing assessments, streamlining services and developing personal outcomes.

All localities are working towards creating and supporting the use of intermediate care beds. Social Work and Integrated Community Support Team will work in partnership to develop pathways between the intermediate care beds and hospital and home.

The South Lanarkshire Health and Social Care Partnership has developed a tech action plan which outlines how we are going to support health and care through the use of digital solutions.

Implementing the General Medical Services (GMS) Contract 2018 is another key area that the Partnership will focus on; the effect of implementation will be a radical change and expansion within primary and community care across Scotland.



The GMS 2018 Contract offer was accepted in January 2018. Whilst the focus of the offer is the GMS Contract, the effect of implementation would be a radical change and expansion within primary and community care across Scotland.

The Contract describes the place of GMS within a wider context, but is explicit about a much broader group of clinicians and services. This acknowledges the need to shift the balance of work from GPs to relevant multi-disciplinary teams, in the wider primary care managed services. There is also an understanding of the requirement for service redesign with ring fenced resources to enable the change to happen.

Within Lanarkshire, we already have a comprehensive transformation programme of work within Primary Care and Mental Health, a further body of work under GMS Sustainability and if the contract is agreed there will be a new body of work in terms of implementation of GMS 2018.

There is significant interdependency and some overlap between some of the pieces of work. A programme approach will enable smoother transitions and overall co-ordination of workload. It is acknowledged that successful service redesign and transformation of primary care is critical to the success of NHS Lanarkshire Healthcare strategy and also to the implementation of the Partnership's Strategic Commissioning Plan.

All aspects of the programme will be monitored and adjusted where necessary to ensure clear interdependencies are understood. Agreement and prioritisation of the workload is critical to create the right conditions for predictable success.

The Partnership also produced their [first annual report](#) for 2016-17 which was a statutory requirement of the Public Bodies (Joint Working) (Scotland) Act 2014, this provided an overview of performance in relation to the integration functions outlined in the South Lanarkshire Integration Scheme and Strategic Commissioning Plan 2016-19.

#### **2.2.2. Carers (Scotland) Act 2016**

The Carers (Scotland) Bill, which was passed as an Act on 4 February, 2016 and received royal assent on 9 March, 2016 with implementation in April 2018, is perhaps the most important piece of legislation in supporting and continuing the commitment to carers. Implementation of the Carers (Scotland) Act 2016 sits within a wider context of the integration of health and social care, building a fairer Scotland and a strong, sustainable economy, tackling inequalities and delivering public services with communities.

This Act brings new legal rights for carers and young carers. There is a clear focus on preventative support, building on previous carers' legislation and strategic intentions. It changes the definition of a carer in Scotland.

The Carers Act introduces, amongst other things:

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

#### **2.2.3. Self-directed Support (SDS) (Scotland) Act 2013**

The Social Care (Self-directed Support) (Scotland) Act 2013 was implemented in April 2014 and continues to be implemented by Social Work Resources and partner agencies.

It aims to give people more choice and control in relation to their care and support needs and places a legal duty on the council to offer four funding choices to people who are assessed as requiring care. It is underpinned by a ten year national strategy (2010-2020). A national review of self-directed support in Scotland resulted in the recent Implementation Plan (2016-2018), addressing four key areas to focus on in further embedding this approach across the Resource:

- Supported people have more choice and control
- Workers are confident and valued
- Commissioning is more flexible and responsive
- Systems are more widely understood, flexible and less complex

#### **2.2.4. The Children and Young People (Scotland) Act 2014 (CYPA)**

The Children and Young People (Scotland) Act 2014 (CYPA) became law on the 27 March 2014 and introduced changes to promote, support and safeguard the wellbeing of children and young people in Scotland.

The Act introduced additional supports for children and young people looked after in care to try and make sure they have the same opportunities as other young people. Social Work Resources together with Partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare.

The Act ensures that:

- Children's rights influence design and delivery of policy and services
- Improves the way services work to support children and young people
- Strengthens the role of early years support to children, young people and their families
- Ensures better permanence planning for looked after children

A further Bill is being introduced which will specifically make changes to the information sharing provisions in Part 4 of the Children and Young People (Scotland) Act 2014 in response to the Supreme Court's finding and intensive engagement with stakeholders which took place in 2016. The Bill also makes changes to Part 5 of the 2014 Act in order to keep the information sharing provisions of Parts 4 and 5 in alignment.

#### **2.2.5. The Children and Young People (Information Sharing) (Scotland) Bill**

The Children and Young People (Information Sharing) (Scotland) Bill was introduced on 19 June 2017 and seeks to amend the information sharing provisions in the Children and Young People (Scotland) Act 2014 following the Supreme Court ruling in July 2016.

The aim of the Bill is to bring consistency, clarity and coherence to the practice of sharing information about children's and young people's wellbeing across Scotland. It ensures that the rights of children, young people and parents are respected when information is shared under Part 4 (Provision of Named Persons) and Part 5 (Child's Plan) for the purpose of promoting, supporting or safeguarding children's or young people's wellbeing.

The Bill process will be followed by a formal public consultation on the revised statutory guidance for Parts 4 and 5 of the Act and the Code of Practice on information sharing. The Scottish Government will work with Parliament to agree a timetable to enable commencement in 2018.

#### **2.2.6. Realigning Children's Services (RCS)**

The Realigning Children's Services Programme has worked in partnership with the Scottish Government and Community Planning Partnerships to support communities to make informed decisions about where to invest in order to improve the lives of children.

The Programme is now coming to an end and two areas of improvement have been identified by the Children's Service Partnership based on the data. Sub groups have been established and will report to the Children's Services Strategy Group.

This supports a joint strategic commissioning approach, providing tools and support with which Community Planning Partnerships can gather evidence, develop staff skills and facilitate discussion within the local partnership.

#### **2.2.7. Year of Young People (YOYP)**

A major programme of events and activities to celebrate Scotland's young people will take place in 2018. A global first, the Year of Young People 2018 will provide a platform to showcase the personalities, talents and achievements of Scotland's young people. It will give young people aged 8–26 new opportunities to influence decision making on issues affecting their lives.

#### **2.2.8. National Health and Social Care Standards**

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

The move to develop new [National Health and Social Care Standards](#) takes account of the changing landscape of health and social care and the need to reflect changes in policy and practice.

Key changes are that people are living longer and supported and cared for in their own homes and that the quality of care is as important to them as other aspects such as safety.

The establishment of Health and Social Care Partnerships means that when people use health or care services they should get the right care and support when they need it. The new standards set out what individuals can expect from a wide range of services including day care for children in early years, care at home for adults, hospitals, clinics and care homes.

The new standards are aligned to human rights principles and focus on dignity and respect; wellbeing; compassion; being included; and services being responsive and supportive.

The Care inspectorate will phase in use of the Standards from April 2018 beginning with care homes for older people.

The Standards are based on five headline outcomes:

- I experience high quality care and support that is right for me
- I am fully involved in all decisions about my care and support
- I have confidence in the people who support and care for me
- I have confidence in the organisation providing my care and support
- I experience a high quality environment if the organisation provides the premises

#### **2.2.9. Mental Health Services (Mental Health (Scotland) Act 2015)**

Adult Mental Health Services in South Lanarkshire are progressive and aim to continuously improve. The Customer Service Excellence Award has been achieved for nine years continuously demonstrating the high level of customer service attained.

There are Mental Health Officers who are Senior Practitioners within Mental Health Services who undertake Mental Health Officer duty out of hours on a rota basis in conjunction with South Lanarkshire Council's Emergency Social Work Service. Senior



Practitioners deliver training regarding the Adults with Incapacity Act to Social Workers in Adult and Older Peoples Services in their locality thus extending their knowledge and experience across care groups.

Learning and development pathways have been developed for Team Leaders, Social Workers and Social Work Assistants in Mental Health Services which identify classroom based training and on-line learning to be completed in the first 12 months following appointment.

Mental Health Officer training is now carried out at university and is delivered at SCQF level 11 which equates to masters level. The Post Graduate Certificate in Mental Health Social Work is taught over an academic year usually from late August to June. Four Social Workers undertook the course in the academic year 2017 to 2018. It is anticipated that there will be candidates undertaking the course in the academic year 2018 to 2019. In order to be nominated for a place on the course, an internal selection and interview process is carried out. Successful candidates can apply for a place on the course. Applicants were previously only accepted from Social Workers in Community Mental Health Teams. Social Workers with two years post qualifying experiencing from all care groups are now eligible to apply for the course. Social Workers from care groups out with Mental Health Services can remain in their existing care group and carry out a percentage of Mental Health Officer work along with case work from their own care group

Following the implementation of legislative changes in the Mental Health (Care and Treatment) (Scotland) in 2006, two Mental Health Officers were appointed specifically to carry out the duties required for mentally disordered offenders under the legislation across South Lanarkshire Council. Regarding workforce planning, Mental Health Services made the decision to distribute forensic work across the service.

It was recognised that it would be more beneficial to the service and practitioners for an increased number of Mental Health Officers to have knowledge and experience of working with mentally disordered offenders.

In order to prepare Mental Health Officers to carry out forensic work, a legislation briefing regarding mentally disordered offenders was delivered.

Training was also provided in relation to Multi Agency Public Protection Arrangements (MAPPA) by the MAPPA Co-ordinator for Lanarkshire. A restricted patients briefing will be held on 18 May 2018 and delivered by the Team Leader for Restricted Patients casework and a Legal Services member from the Scottish Government.

Distress Brief Intervention (DBI) is an innovative way of supporting people in distress. The initiative which emerged from the Scottish Government's work on suicide prevention and mental health strategies showed that people in distress require improved co-ordination across agencies, quicker access to support and more consistency in the compassion they receive. The need to improve the response to people presenting in distress has been strongly advocated by people who have experienced of distress and front line service providers. DBI is being piloted in the East Kilbride locality where the service is delivered by Lanarkshire Association for Mental Health. In the Hamilton Locality, the service is delivered by the Richmond Fellowship.

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

The Scottish Government is carrying out a consultation regarding proposed changes to the Adults with Incapacity (Scotland) Act 2000. Working groups were set up to consult Mental Health Managers, Mental Health Officers and Solicitors regarding the proposed changes. The views of participants in the working groups will be included in South Lanarkshire Council's response to the consultation.

The Scottish Government is also carrying out a consultation in relation to establishing a statutory Appropriate Adult service in Scotland with a view to replacing existing, non-statutory services. The existing role of an Appropriate Adult is primarily to facilitate communication during Police procedures between the Police and vulnerable suspects, accused, victims and witnesses aged 16 or over. A working group will be set up to discuss the proposals for change and the views of participants in the working groups will be included in the South Lanarkshire Council's response to the consultation.

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

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose for the first time to community planning – to focus on improving outcomes and tackling inequalities in outcomes – including in those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes. It also introduced the requirement for Community Planning Partnerships (CPPs) to develop a Community Plan and any appropriate Locality/Neighbourhood Plans. Social Work Resources along with its Community Planning Partners is required to prepare and publish a “local outcomes improvement plan” which sets out priorities for improvement with a view to reducing inequalities of outcomes which result from socio-economic disadvantage.

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

On 7th May 2015, the Community Justice (Scotland) Bill was introduced to the Scottish Parliament, to take forward the legislative change needed to establish the new community justice model in Scotland. This Bill was passed on 11 February 2016, receiving Royal Assent and becoming the Community Justice (Scotland) Act 2016 on 21 March 2016.

The main elements of the National Strategy for Community Justice are to provide:

- Improved community understanding and participation
- Effective strategic planning and partnership working
- Effective use of evidence-based interventions
- Equal access to services

As part of this, a new national agency, Community Justice Scotland (CJS) has been established to provide assurance to Scottish Ministers on the collective achievement of community justice outcomes across Scotland. A National Hub for Innovation, Learning and Development has also been created, as a function of CJS.

At a local level, strategic planning and service delivery is now the responsibility of local community justice partners. The statutory partners are required to produce a local plan for community justice (known as a 'Community Justice Outcomes and Improvement Plan).

The statutory partners are required to engage and involve the Third Sector in the planning, delivery and reporting of services and improved outcomes.

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

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

- The damages claimed consist of damages in respect of personal injuries
- The person raising the action was a child (under the age of 18) at the time the act or omission that caused the injury occurred

- The act or omission to which the injuries were attributable constituted abuse, and
  - The action is brought by the person who sustained the injuries
- A Child Abuse Enquiry Working Group was set up by the Chief Social Work Officer (CSWO).

#### 2.2.13. Welfare Reform Act 2012

Universal Credit “full service” was rolled out in South Lanarkshire in October 2017 for all new working age claimants who would have previously claimed legacy benefits. Legacy benefits are: Employment and Support Allowance, Job Seekers Allowance, Housing Benefit, Income Support, Working Tax Credits and Child Tax Credits.

Universal Credit is designed to place more responsibility on the claimant and claims are expected to be made and maintained online. Claimants are placed in a conditionality group based on their circumstances and work capability and this determines what is expected of them during their claim. In order to receive benefit the claimant must sign a “claimant commitment” to say that they understand what is expected of them. If they fail to meet the claimant commitment without good cause they may face a benefit sanction.

Until Universal Credit is fully implemented across all claimants, we will have different benefits systems running alongside each other. It is inevitable that there will be confusion around whether a claimant whose circumstances have changed should claim Universal Credit and be subject to “natural migration” or when they can remain on current legacy benefits until subject to “managed migration”. They need to understand which options are available as well as the financial impact on them and their families.

The replacement of six welfare benefits has been administratively and digitally challenging for the DWP and they have adopted a test and learn approach with improvements and changes to systems being made as problems emerge. Whilst this continuous improvement approach makes a certain amount of sense from an administrative point of view, from the point of view of claimants disruption in payments creates chaos in the financial stability of their household.

These are considerable changes for claimants and many are finding the process very difficult. Good quality and well informed advice and assistance continues to be vital to help them address the difficulties outlined.

#### 2.2.14. Child Poverty Act 2017

The Child Poverty (Scotland) Bill was introduced in the Scottish Parliament on 9 February 2017 with Royal Assent on 18 December 2017. It sets out child poverty targets and places a duty on Scottish Ministers to ensure that those targets are met by March 2030. Interim targets are to be met in the financial year beginning the 1 April 2023.

The interim targets are that, of children living in households in Scotland:

- less than 18% fall within section 3 (relative poverty)
- less than 14% fall within section 4 (absolute poverty)
- less than 8% fall within section 5 (combined low income and material deprivation)
- less than 8% fall within section 6 (persistent poverty)

The Act details the definition of: relative, absolute, combined low income and material deprivation, and persistent poverty. It also places a duty on local authorities and health boards to report annually on activity to contribute to reducing child poverty.

### 2.2.15. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2018-19. These include:

<b>Statutory Requirements – Social Work Resources</b> New and revised legislation will impact on the work of the Resource during 2018-19. These include:	
<b>Legislative Area</b>	<b>Impact</b>
Abusive Behaviour and Sexual Harm (Scotland) Act 2016	The Abusive Behaviour and Sexual Harm (Scotland) Bill was passed by the Scottish Parliament on 22 March 2016. The new Act will make provision about abusive behaviour and about sexual harm including provision about directions to be given to juries in sexual offence cases and provision about orders to prevent future sexual harm. This Act will impact on victims of gender-based violence and will modernise criminal law and strengthen powers for the police, prosecutors and courts to take action against perpetrators of domestic abuse, harassment and sexual offences.
British Sign Language (Scotland) Act 2015	British Sign Language (BSL) was recognised as an official language by the Scottish Government in 2011. The British Sign Language (Scotland) Act 2015 will positively influence the work of the Resource in supporting people who will benefit from using BSL along with the actions to be taken forward as a result of See Hear, the National Framework for Sensory Impairment.
General Data Protection Regulation (GDPR)	Work will be required in implementing the General Data Protection Regulation.
Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016	<p>This Act was passed in March 2016 with four broad proposals. Whilst all these proposals are important, the first two will have a significant impact on Social Work Resources.</p> <ul style="list-style-type: none"><li>• To place a 'duty of candour' on health and social care organisations. This has created a legal requirement for health and social care organisations to inform people when they have been harmed as a result of the care or treatment they have received</li><li>• To establish new criminal offences of wilful neglect or ill-treatment within health and social care settings. One offence will apply to individual health and social care workers, managers and supervisors, and another will apply to organisations</li></ul>

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

## 2.3. The Council Plan and the Community Plan

**2.3.1. Community Planning** is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes.

**2.3.2.** In the new Community Plan, the Community Planning Partnership has agreed to a new overarching objective to tackle poverty, deprivation and inequality with a focus on people, jobs, skills and wellbeing.

The strategic themes of the CPP and the Community Plan are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	Make communities safer, stronger and sustainable
Health and social care	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

The Council Plan is considered in more detail in Section 3.

## 2.4. Other Commitments

**2.4.1.** There are also a number of pieces of legislation or policy both at National and Local level, while not new, have an impact on service delivery.

These are:

- A Route Map to the 2020 Vision for Health and Social Care
- The Mental Health Strategy for Scotland
- Autism Strategy
- Early Years Collaborative
- Carers Strategy
- Dementia Strategy
- Keys to Life (Learning Disability Strategy)
- Corporate Parenting Strategy
- Youth Justice Strategy



#### **2.4.2. Youth Justice – Whole Systems Approach**

South Lanarkshire Justice Services has been working in partnership with the Court Service to reduce reoffending and the use of custody for young people aged 16-21 years. We are committed to the Whole System Approach (WSA) for addressing the needs and managing the risks of young people involved in offending.

Practitioners working together to support young people at the first signs of difficulty rather than when a situation has reached crisis point.

A Youth Sentencing Court is being piloted from 1 February 2018 for a period of 18 months at Hamilton Sherriff Court.

The target group are young people aged between 16-21 years who are involved with the justice system, have been convicted and are awaiting sentencing. Potential candidates will be frequent or serious offenders.

The court aims to promote public protection and reduce victimisation through breaking the cycle of offending for this group. Young people who are looked after or formerly looked after will be prioritised for available supports. A key difference with the Youth Sentencing Court is the specific link to employability which is strongly associated with a reduction in offending behaviour.

The young person is allocated a Social Worker and a court report and action plan is devised to address underlying issues associated with offending. Progress is reviewed by the Sheriff Court on a four weekly basis. The young person is supported by a Social Worker who attends court and accounts for the progress the young person has made.

The young person if compliant can be admonished at the end of the Structured Deferred Sentence. In order to consider the effectiveness of Structured Deferred sentences and the Youth Sentencing Court, the University of the West of Scotland, will evaluate this initiative.

#### **2.4.3. See Hear – (Sensory Impairment Framework for Scotland)**

See Hear is the National Sensory Impairment Strategy for Scotland, the first of its kind in the UK (covering 2014-2024). It has a rights based approach with equality of provision, support and access to services at its core. The framework has seven key recommendations, which aim to improve the lives of children and adults with a sensory impairment in Scotland. These recommendations are being taken forward through a multi-agency approach in South Lanarkshire, alongside the findings from the local research carried out recently in Lanarkshire.

In 2017-18, the Lanarkshire research findings were published in a range of accessible formats; they were then presented to participants and partners, a draft action plan has been developed and a strategic multi-agency working group has been established (with sub-groups progressing areas of work). Quarterly progress will be measured through Social Work Resources' management performance reporting system.

#### **2.4.4. Domestic Abuse (Scotland) Bill**

This Bill was passed in February 2018 and will now become an Act of Law. It will create an offence in relation to abusive behaviour by a partner or ex-partner and will criminalise psychological abuse such as controlling and coercive behaviour as well as violence. The new legislation defines abusive behaviour as:

- Behaviour that is violent, threatening or intimidating
- Behaviour whose purpose is one of the following:
  - making a partner dependent or subordinate
  - isolating a partner from friends, relatives or other sources of support
  - controlling, regulating or monitoring a partner's day-to-day activities

- depriving a partner of, or restricting, freedom of action
- frightening, humiliating, degrading or punishing a partner

The offence is aggravated if any of the behaviour is directed at a child or witnessed by them.

#### **2.4.5. Supporting People Living with and Beyond Cancer**

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

This project was local authority led with South Lanarkshire Health and Social Care Partnership working with North Lanarkshire Health and Social Care Partnership. The project supported adults affected by cancer through the use of a small individual budget to achieve 'good outcomes' after the main part of their cancer treatment had ended. The two year project ceased in October 2017.

An evaluation report has been written and the project has evaluated very well. Discussions are currently taking place in terms of how to embed the learning and sharing across the health and social care workforce as well as with Third Sector colleagues.

#### **2.4.6. External Regulation and Inspection**

Social Work Resources will continue to be subject to annual care inspectorate requirements with regard to registered services including residential care for both children and older people, day care, support services, home care, care and support, adoption and fostering.

In addition to this, Social Work Resources are key to any national inspection programmes, particularly those on a multi-agency basis e.g. the inspection of older people's services and the thematic substance misuse validation self-evaluation. The Care Inspectorate will undertake a range of inspections across Scotland – some will be themed and others will be service specific, the council will be advised accordingly of the future programme.

Social Work Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment performance and improvement.

#### **2.4.7. Partnership Working**

Social Work Resources takes a lead role in a number of partnership plans and partnership planning processes, agreeing joint outcomes with our internal and external partners. Partnership activities are extensive and are continually developing. This is evidenced across the effective joint working on shared values and issues throughout the Partnership Improvement Plan.

We work closely with third sector organisations to support identified areas and locality need. We promote good practice by developing more effective and better quality outcomes for service users and carers.

#### 2.4.8. Service Reviews

During 2017-18, efficiency reviews of the following services were undertaken:

- Externally Commissioned Services
- Financial Contribution to Non-Residential Care Services
- Equipment and Stair lift provision
- Older People's Day Care Services and Day Opportunities
- Reception Services
- Home Care
- Information and Advice Services (including Money Matters)
- Business Support
- Strategy and Policy
- Integration of Substance Misuse Services
- Pan-Lanarkshire Justice Services
- Unpaid Work Services

The recommendations, action plans and changes to service delivery identified as part of the review process which included a wide range of consultations, will be introduced in 2018-19. Service efficiency reviews will continue to be examined in the coming year.

#### 2.4.9. Equality and Diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire.

The council is committed to: eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity between different groups; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council arising and will work with others to do so in the South Lanarkshire areas.

Social Work Resources has a key role to play in delivering the council's equality outcomes as outlined in the [South Lanarkshire working for you – mainstreaming equalities report](#), and will take forward the following actions:

- Improve later life
- Protecting vulnerable children, young people and adults
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Work with communities and partners to promote high quality, thriving and sustainable communities

The statutory framework for social work services is contained in a raft of different pieces of legislation. Principal among these is the Social Work (Scotland) Act 1968 which places a duty on all local authorities to "promote social welfare". Social workers have a distinctive set of knowledge, skills and values when supporting our most vulnerable people.

The nature of social work means that much of our core business supports people who are specifically mentioned under legislation and defined within the Equality Act 2010 as nine named protected characteristic groups. The protected characteristic groups of age and disability are the focus of Social Work activity.



#### **2.4.10. Sustainable Development**

Sustainable development is an integral part of best value and is also a priority for the council.

The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Social Work Resources has a key role to play in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- Contribute to the council's sustainability work
- Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan
- Reduce waste and increase recycling

#### **2.4.11. Information Governance**

Social Work Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy which is being refreshed, and a new version will be available in 2018.

This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was submitted to the Keeper of the Records at the National Records of Scotland in June 2017. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Records Management Plan will form part of the revised Information Strategy available in 2018.

#### **2.4.12. Top Risks**

To successfully manage risk, council and Resource Plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

##### **The top risks identified for the council are:**

- Reduction in Council funding, resulting in difficulties maintaining front line services
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness

- Failure to work with key partners to achieve the outcomes of the Community Plan
- The Council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19
- Increasing levels of adverse weather

In addition to these risks Social Work Resources have also identified and added a number of risks to the Social Work risk register:

- Implementation of self-directed support
- Lack of capacity and skills to provide current core services and meet increased service demands
- A lack of intervention fails to prevent the death, neglect or injury to service users
- Procurement practice and management of contracts

In the coming year, Social Work Resources will take forward all reasonable necessary actions, where appropriate to mitigate or reduce the Resources' exposure to these key risks.

#### 2.4.13. Best Value

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement. The council will undergo a Best Value Audit (leading to the publication by Audit Scotland of a Best Value Assurance Report in 2019-20) and preparatory work will be undertaken over the course of 2018-19. Finance and Corporate Resources will lead on these preparations, focussing on the council's arrangements to secure and demonstrate Best Value.

#### Benchmarking

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and the Convention of Scottish Local Authorities (CoSLA) and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our [Public Performance Reports](#).

The results for all Scottish Councils and the family groups can be found on the online tool [mylocalcouncil](#).

#### 2.4.14. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as "Digital First" and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems,

networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

#### **2.4.15. Good Governance**

The function of good governance in the public sector is to ensure that organisations achieve their intended outcomes while acting in the public interest at all times.

This means doing the right things, in the right way, for the right people, at the right time, in an inclusive, open, honest and accountable manner.

The council is responsible for putting in place proper arrangements for the governance of its activities and facilitating the effective exercise of its functions including clear arrangements for the management of risk.

This includes an internal audit function whose objective it is to evaluate and improve the effectiveness of risk management, control and governance processes.

Social Work Resources undertakes an annual review of governance arrangements and contributes to the production of the Annual Governance Statement and Improvement Plan which forms part of the Annual Accounts. The governance arrangements for the Resource are underpinned by the council's Local Code of Corporate Governance.

The Code comprises a framework of policies, procedures, behaviours and values by which the council is controlled and governed. It shows how the council will continue to review the governance arrangements that are currently in place and implement improvements where necessary.

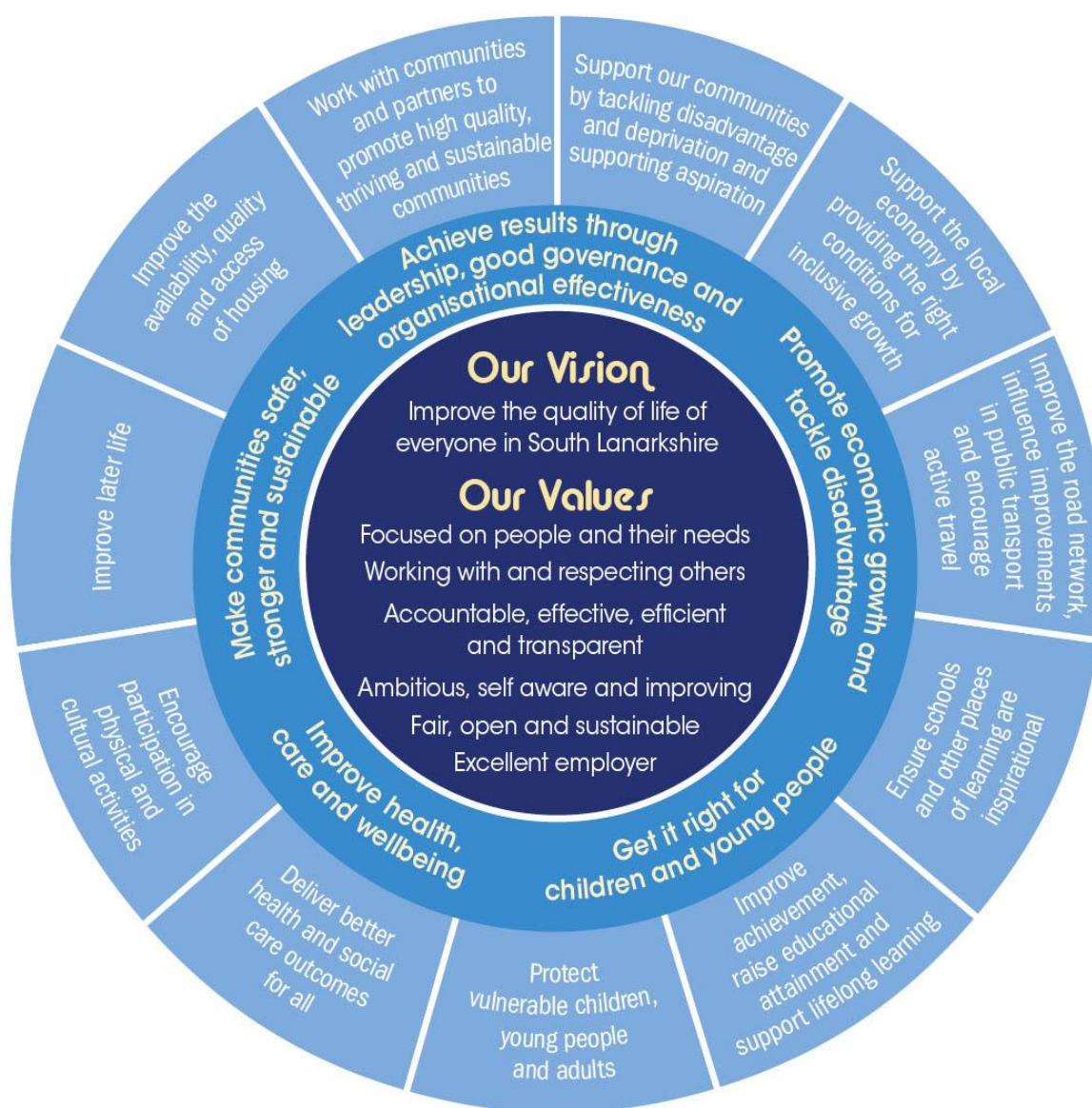
## Section 3: The Council Plan - Connect

### 3.0. The Council Plan - Connect

The council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

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



### 3.1. Resource Objectives

Social Work Resources has established the following Resource objectives to support the delivery of Connect objectives in 2018-19.

#### **3.1.1. Connect Objective: Improve later life**

By working towards this objective the council aims to ensure that older people will live more independently and choose what matters most about their care and support.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Support the development and implementation of integration arrangements for adult health and social care services for older people
- Improve services to support older people to live in their homes and communities
- Improve services and support to enable adults and older people to maximise their independence
- Promote good health and wellbeing in later life

The main actions in this area will be to work in partnership to reshape the balance of care for older people enabling them to live in their homes and communities for as long as possible.

#### **3.1.2. Connect Objective: Protect vulnerable children, young people and adults**

By working towards this objective the council aims to continue to ensure that children, young people and adults will be protected from all forms of harm, abuse and neglect

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Protect vulnerable children, young people and adults living in our communities
- Protect vulnerable children and young people
- Protect vulnerable adults
- Getting it right for children in need
- Get it right for every looked after child
- Getting it right for every child
- Improve services to support adults to live in their homes and communities
- Strengthen partnership working, community leadership and engagement

The main actions in this area will be to work with our partners to further improve processes to ensure that the most vulnerable children, young people and adults are safe and protected and that their needs are met.

#### **3.1.3. Connect Objective: Deliver better health and social care outcomes for all**

By working towards this objective the council aims to ensure that South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Deliver better health and social care outcomes for all
- Promote mental health across the lifespan
- Promote choice and control and flexibility in social care
- Support carers in their caring role



The main actions in this area will be to work with our partners to further improve processes to ensure that the most vulnerable children, young people and adults are safe and protected and that their needs are met.

#### **3.1.4. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities**

By working towards this objective the council aims to ensure that communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well designed place to live, work and play.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Embed sustainable development strategy across Social Work Resources
- Provide access to timely support and interventions for people/groups who are disadvantaged
- Implement the Community Justice Outcomes Improvement Plan
- Safely and effectively manage and support those who have committed offences to help them integrate into the community and realise their potential for the benefits of all
- Strengthen partnership working, community leadership and engagement

#### **3.1.5. Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration**

By working towards this objective the council aims to ensure that the quality of life and opportunities in the most deprived neighbourhoods and communities will improve.

To support the delivery of this Connect objective, Social Work Resources has developed the following Resource objectives:

- Tackling poverty and deprivation

#### **3.1.6. Delivering the Plan and Achieving Best Value**

In working towards achieving the Connect Objectives, Social Work Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Social Work Resources has developed the following Resource objectives:

- Deliver and communicate the Council Plan and ensure high standards of governance
- Promote equality and wellbeing of staff
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce

## Section Four – Performance and Results

### 4.0. Introduction

In this section we report our key performance results, based on Connect 2012-2017 for the financial year just ended, 2017-18.

### 4.1. Performance against Resource Plan Objectives

The Social Work Resource Plan for 2017-18 had 112 measures set against six of the council's objectives. Performance against these measures was as follows:

Council Plan Objective	Green	Amber	Red	Reported later	Total
Improve later life	10				10
Protect vulnerable children, young people and adults	26			1	27
Deliver better health and social care outcomes for all	15				15
Work with communities and partners to promote high quality thriving and sustainable communities	22	2			24
Support our communities by tackling disadvantage and deprivation and supporting aspiration	1				1
Delivering the plan and achieving best value	21	1	1	12	35
<b>Total</b>	<b>95</b>	<b>3</b>	<b>1</b>	<b>13</b>	<b>112</b>
<b>Percentage</b>	85	2.7	0.3	12	100%

#### Key to performance monitoring system:

<b>Green</b>	The timescale or target has been met as per expectations
<b>Amber</b>	There has been minor slippage against timescale or minor shortfall against target
<b>Red</b>	There has been major slippage against timescale or major shortfall against target
Report later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

## 4.2. Key Achievements

The following table highlights achievements during session 2017-18:

<b>Council Objective: Improve Later Life</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Support the development and implementation of integration arrangements for adult health and social care services for older people	The development of locality profiles is being progressed and locality level health and social care data will assist in the planning and delivery of services
Support the development and implementation of the locality planning model	Locality operational structures agreed, locality managers appointed, locality core groups meeting fortnightly to map resources and identify gaps

<b>Council Objective: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Protect vulnerable children and young people	We continue to monitor the level of Child protection activity and this remains fairly consistent across localities. There were 196 Child Protection investigations undertaken across the service during Q3 an increase on both Q1 and Q2. Emotional abuse was the most recorded reason at 36% (71), followed by neglect 27% (53) physical abuse 22% (43) and sexual 8% (15) and 1% (2) other categories. There were 12 child pre birth risk assessments (6%)
Protect vulnerable adults	There was a total of 239 local authority welfare guardianship visits due with 94% (224) being completed on time. For private welfare guardianship visits to date 1,967 visits were due with 1,785 being completed on time (91%)
Getting it right for every looked after child	The Resource continues to provide timely and robust assessments to the Scottish Children's Reporters Administration and have met the 75% target this year 100% of all children seen by a supervising officer within the 15 day target

<b>Council Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Support the implementation of the six additional Integrated Joint Board (IJB) Directions for 2017/18	There has been significant progress against the Six additional IJB directions as follows: 1) There is a full project plan with associated milestones to implement all aspects of Primary Care transformation, including a new General Medical Practitioner (GMS) contract 2) The modernisation of care at home services is progressing well, with a number of areas successfully implemented including mobile working and a new contract with the external sector 3) Trajectories with associated improvement actions have now been developed and approved by the IJB for unscheduled care 4) The locality planning model continues to be developed, with all four localities now established and



<b>Council Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
	Integrated Health and Social Care Locality Managers appointed 5) Work continues to develop new models of care for bed based resources as part of the ambition to shift the balance of care from acute/residential settings to community based alternatives 6) The Health and Social Care Partnership has been central to the development of the Community Plan
Promote mental health services across the lifespan	The Resource continues to grow the number of Mental Health Officers (MHO). There are four candidates undertaking MHO training with a further five being considered for the 2018 training programme. The mental health service has maintained Customer Service Excellence

<b>Council Objective: Work with communities and partners to promote high quality, thriving communities and sustainable communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Reduce waste and increase recycling to contribute to the Council's sustainability work	2,220 pieces of equipment have been recycled in total so far this financial year with a saving of £91,683 over new. In addition 145 recycled stair lifts have been installed with a saving of £115,425 over new

<b>Council Objective: Delivering the Plan and Achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Deliver and communicate the Council Plan and ensure high standards of governance	The Resource has exceeded the 90% target for FOISA requests in the last three quarters. Q4 information to be reported later

Additional achievements and performance information are listed in Annex 2 of this Plan.

#### 4.3. Key measures not achieved

One measure has been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2017-18 Resource Plan. Details are as follows:

<b>Council Objective: Delivering the Plan and Achieving Best Value</b>		
<b>Resource Objective: Improve the skills, flexibility and capacity of the workforce</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Management action, responsibility, deadline</b>
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	89.8% of PDRs have been completed in 2016-17 within timescale	The Resource continues to monitor the completion of PDRs. A new policy on supervision was introduced on 1 April 2017 and the new Behaviours Framework and Performance Appraisal PDR has been presented to Resource Managers

#### 4.4. Benchmarking

A full progress report on the Resource Plan 2017-18 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Report](#) and [Public Performance Reporting information](#).

Social Work Resources benchmarks its performance over 9 Local Government Benchmarking Framework (LGBF) Indicators. The Improvement Services recently published the 2016-17 results (with the draft 2017-18 results due late 2018).

Older Persons (over 65) Home care costs per hour (SW1)			
Year	2014-15	2015 -16	2016 -17
SLC	£19.66	£20.38	£21.25
Scotland	£20.01	£21.58	£22.64
The cost of providing home care to people aged 65+ increased by £0.87 in 2016-17 compared with the previous year, resulting in an increase in performance. This indicator relates to the home care provided both internally and externally and to staff hours rather than service user hours. South Lanarkshire Council provides this service at a lower cost per hour than the Scottish average of £22.64.			

Percentage of people aged 65+ with intensive needs receiving care at home (SW3)			
Year	2014-15	2015-16	2016-17
SLC	35.8%	35.6%	38.1%
Scotland	35.6%	35.0%	35.3%
South Lanarkshire continues to improve its performance year on year on the number of people 65+ with intensive needs being supported at home. It also performs better than the Scottish average.			

Percentage of adults satisfied with social care/social work services (SW4)			
Year	2014-15	2015-16	2016-17
SLC	44.0%	76.7%	N/A
Scotland	51.0%	41.0%	N/A
The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population and some of the responses recorded very low ratings due to the fact that some of the people responding do not access any multi agency services.			

**The gross cost of “Children Looked After” in residential based services per child per week (CHN8a)**

Year	2014-15	2015-16	2016-2017
SLC	£2,610.00	£2,510.71	£2,852.76
Scotland	£3,264.00	£3,408.85	£3,404.36

The cost of children looked after in residential based services has increased. One of the factors attributable to this is that the Council have moved those more challenging young people from external placements to residential based placements within the local authority area. SLC's performance is better than the Scottish average.

**The gross cost of “Children Looked After” in a community setting per child per week (CHN8b)**

Year	2014-15	2015-16	2016-17
SLC	£201.52	£214.39	£242.03
Scotland	£278.40	£280.00	£312.73

The gross costs have risen in 2016-17 by approx £27.00 in the last year. However, the cost is well below the national average by £70.00.

## 4.5. Customer Views

### 4.5.1 South Lanarkshire Residents' Household Survey 2014

The council conducted its latest [Household Survey](#) in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the 'general service' provided by the council, key 'council services' and recommend areas for improvement. As a result of this feedback Social Work Resources will take forward all reasonable actions where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6.

### 4.5.2 Social Work also gathers the views of its service users and carers through a variety of events, feedback exercises and processes. For example:

- **Carers**

A consultation event in partnership with PAMIS (Promoting a More Inclusive Society) who support children with profound disabilities and South Lanarkshire Health and Social Care Partnership, took place in council headquarters on 29 November 2017. The topics for the event included celebrating PAMIS 25<sup>th</sup> anniversary, the Carers (Scotland) Act 2016 which comes into action in April 2018 and Self-Directed Support (SDS).

PAMIS gave a presentation on their progress over the 25 years and the ongoing promotion of their 'Changing Places Toilets' campaign. PAMIS is a member of the Changing Places Consortium which campaigns for fully accessible toilets to be provided in all public places, including city centres, shopping centres, railway stations, airports and leisure complexes. On the day of the conference they brought their portable 'Pamiloo' van to show what a totally accessible toilet should look like.

There were SDS workshops on what the assessment process for social care means for Carers and information about the four funding choices of SDS.

The event also included awareness raising of Carers Rights under the Carers (Scotland) Act. Over 100 people attended and feedback from the event was very positive.

- **Advocacy**

The Mental Health (Care and Treatment) (Scotland) Act 2003 imposed a duty on local authorities and health boards to collaborate to ensure the availability of independent advocacy services in their area. The Act gives everybody with mental illness, learning disability, dementia and related conditions the right to access independent advocacy support. The Mental Health (Scotland) Act 2015 builds on the rights of the 2003 Act to independent advocacy support, by requiring health boards and local authorities to tell the Mental Welfare Commission how they have ensured access to services up to now and how they plan to do so in the future.

The Mental Welfare Commission has recently undertaken a detailed survey regarding advocacy supports to adults/older people and children and young people.

A full report has been provided to Health and Social Care Partnerships. We will review our services in light of the findings from this report.

Our Independent advocacy providers support people to have their voice heard and their rights and interests protected. Independent advocacy is provided to a range of people including adults with learning disabilities, people with mental health issues, older people, children and young people.

The Lanarkshire Advocacy Plan (2016-2020) shaped from stakeholder engagement events involving people who use advocacy services and the service providers, such as The Advocacy Project (TAP), Speak Out Advocacy, People First Scotland, Who Cares? (Scotland) all assisted with the development of the plan which is now in place. The administration and support to the Lanarkshire Advocacy Plan and Planning Group has changed.

With the lead for mental health and learning disability falling with North Lanarkshire Health and Care Partnership, Advocacy Planning is now co-ordinated in partnership with the NHSL Mental Health and Learning Disability Service, NLC and SLC staff. Advocacy provision within Lanarkshire continues to be overseen by the Lanarkshire Advocacy Planning Group (LAPG) and with individual liaison meetings with providers.

- **Annual Learning Disability Conference 2017**

The annual Learning Disability Conference is organised by South Lanarkshire Health and Social Care Partnership in partnership with People First advocacy service. The conference themes were developed to encourage and support the Learning Disability population within South Lanarkshire to take part in discussions about issues and areas of interest to them.

This year the topics were:

- Human Rights (DVD produced and presented by People First)
- Personal/Internet Safety (each service user received a small booklet detailing the Ten Commandments of Internet Safety)
- Bogus callers/Scams (Trading Standard info and goody bag with key coin)
- Let's Talk About Health (Health bag with Easy Read Communication Tool)
- Digital Passports

As in previous years, the Conferences were held in the four locality areas on the undernoted dates.

Lifestyles Eastfield, Rutherglen – Wednesday 10 May 2017  
Lifestyles Lanark (Harry Smith Complex) – Wednesday 17 May 2017  
Lifestyles Fairhill, Hamilton – Monday 22 May 2017  
Lifestyles East Kilbride – Thursday 25 May 2017

The conferences were well attended with a total 271 adults from Day Care and 17 people from Care and Support.

To support the workshops and themes a drama was presented by the “Little Links” drama company based at Harry Smith complex. They produced and performed a short sketch based on the above topics.

The overall feedback was very positive with comments such as;

*“Everyone involved appeared enthusiastic and seemed to enjoy either listening or participating but all appeared to take something positive from the day which was hugely enjoyable.”*

*“Very good day, overall beneficial”*

- **Home Care Survey**

In 2017-18 the annual home care service user survey was undertaken with all returns treated as anonymous. This was issued in paper format to all service users and was also available electronically and in other formats. Advocacy support also offered help to individuals who may have needed assistance to complete the survey. The survey was completed by 692 home care service users and focused on the following areas: the communication and support planning, the home care staff and the overall quality and standard of the home care service.

- 99% believe the quality of the home care service is good or very good
- 98% of service users said that their home carers were always polite and courteous
- 95% fully understood how their support plan helped them and how they benefitted from having this in place
- 85% were aware of how to contact the service, with 92% stating that their call was handled promptly and dealt with satisfactorily
- 98% were aware of their care diary, with 94% knowing what the care diary was for

- **Day Care Survey**

In 2016-17 the annual day care for older people service user survey was undertaken anonymously. This was issued in paper format to all service users and was available electronically or in other formats. Advocacy support also offered help to individuals who may have needed assistance to complete the survey. The survey was completed by 194 day care service users and focused on the following areas: communication and support planning, day care staff and the overall day care service.

- 97% of service users rated their support plans as excellent, very good or good
- 95% of service users said they were confident staff are aware of their health and wellbeing needs
- 95% of service users said their personal care needs were met in a respectful and dignified manner
- 92% of service users said the transport was excellent, very good or good
- 100% of service users said the care workers are excellent, very good or good

The feedback this year has highlighted that Day Care Services continue to maintain high levels of customer satisfaction in all areas. Our aim is always to improve our practice and we rely on feedback from people who use our service to ensure we focus

our attention properly. We invest heavily in our workforce to ensure that they are well motivated, trained and competent to deliver the services required.

### **Customer Service Excellence**

Once again Day Care Services have achieved the Customer Service Excellence award retaining compliance in all areas. The visiting Inspector made the following comments in his report:

“This service is completely customer focused, with an outstanding attitude by leaders, managers and staff”.

Customer insight and the drive for continuous improvement are very strong features. The assessor was very impressed with the whole approach and summarises his findings as follows.

- The passion for customer service was displayed by all.
- The pride displayed in performance achievements is clearly justified.
- The provision of appropriate services, met the needs and preferences of all service users.
- The participation at all levels in service delivery is clearly evident.
- The promotion of the Day Care Service is worthy of acclaim and recognition.

Overall an outstanding effort, which is reflected in a further four compliance plus rating being awarded, bringing the total to 19. A remarkable achievement for all.

### • **Viewpoint**

The Viewpoint System provides software and questionnaires to help children and young people between the ages of 5 years to 17 years communicate their feelings and wishes in relation to a number of topics.

Viewpoint is one of the ways children and family staff are able to seek the views of young people who are on the Child Protection Register or who are looked after and accommodated.

#### Use of Viewpoint

##### Child Protection

	5 to 7 Years	Young People – 8 to 17 years
Jan – Jun 2017	23	43
Jan – Dec 2016	49	80
Jan – Dec 2015	27	79

##### Looked After and Accommodated

	5 to 7 Years	Young People – 8 to 17 years
Jan – Jun 2017	0	27
Jan – Dec 2016	9	69
Jan – Dec 2015	10	33

In 2017, 74% of respondents who were looked after and accommodated stated they felt safe where they live now and 85% said nobody hurts them or upsets them at school.

91% of respondents in the Child Protection group stated they felt safe in their home and 74% said that nobody hurts or upsets them at school.



The Viewpoint System works on the principle that should a child provide a concerning response to a topic it is dealt with directly by the social worker and this issue is addressed immediately to ensure the wellbeing of the child.

- **Autism**

The Autism Resources Co-ordination Hub (ARCH) actively engaged in consulting users and carers via a three-month long consultation process which took place between September–December 2017 and incorporated the use of a snap survey, as well as locality based follow up focus groups, to seek the views and opinions of all within the Autism community.

A particular success was the involvement of young people and adults directly affected by autism and their active participation in responding to questions about present provision of autism support services within South Lanarkshire.

Overall, the formation of ARCH has been welcomed by all stakeholders within the South Lanarkshire Autism community including those affected by autism themselves, their parent carers and autism partners in the voluntary, private and statutory sectors.

Work is ongoing to develop a suite of public information leaflets as well as web-based information.

- **Digital Inclusion**

The Scottish Government's Digital Strategy, [Realising Scotland's full potential in a digital world](#), sets out how we will make sure that digital is at the heart of everything we do – how we deliver economic growth, reform our public services, and prepare our children for the workplace of the future.

**Telehealth/Telecare and Video Conferencing**

Technology Enabled Care (TEC) is defined as “where the quality of cost-effective care and support to improve outcomes for individuals in home or community settings as enhanced through the application of technology as an integral part of the care and support process”. Within the context of health, housing and social care, digital technology offers new opportunities for transforming the outcomes and experience of patients and citizens – and of supporting those who care for them.

Help us #Find Fraser, a simple text message is being used to help people in South Lanarkshire take care of their hearts, minds and general health. The system is easy and intuitive to use and is supporting people with a range of conditions and challenges including mental health, smoking cessation, diabetes, heart failure and respiratory conditions.

As well as aiding staff training and inter-home communications, one of the wider aims of using this new technology is to establish links between homes and clinical supports. The known benefits include ease of accessibility and helping service users maintain their own independence without having to leave their homely setting for routine checks, where safe and appropriate.

By linking up with our residential care homes through video conferencing and creating wider, virtual communities, the technology is also allowing people to remain independent and even forge new relationships. Video conferencing technology allows residents in our care homes to link in with each other for online get-togethers, ranging from sing-alongs to group exercise including chair-based exercises led by a fitness expert from South Lanarkshire Leisure and Culture.

It is also paving the way for virtual clinical consultations and support between residents and services like dietetics, pharmacy, out-of-hours and community mental health teams.

### **IJB Website**

South Lanarkshire Health and Social Care Partnership has a new user friendly website. It was set up to provide the public, professionals and partners with a wealth of information, news and essential links.

The website which includes various films, exemplifies how the HSCP are supporting people across South Lanarkshire and how they are being empowered and supported to make a real difference to their own lives.

There is information on how to get involved in shaping local health and social care services via South Lanarkshire Health and Social Care Forum and detail on the services run by the partnership.

The website links to partner organisations, and how to get in touch, as well as all relevant papers and documents relating to the South Lanarkshire Integration Joint Board.

[www.slhscp.org.uk](http://www.slhscp.org.uk)

### **Home Care Staff app**

The Home Care Service is a vital service amid increasing demands as people live longer lives. Technology is playing a vital role in the delivery of the frontline service through the rollout of the Home Care app to all Home Care staff, whilst continuing to ensure our approach is very person-centred.

Daily schedules were traditionally drawn up and distributed to over 1,000 home care staff in paper format. The smartphone app now sets out personalised schedules at workers fingertips and they can be updated instantly and as required. The app sets out the day's workload – it tells home care staff who they have got to see, what time they have got to see them and sets out what tasks the home carer needs to carry out. It also provides real-time updates on the home carer's working day to central offices, including if there is any issues or challenges with any service users that creates a delay in the schedule, the knock-on is reported via the app. That means the local office can inform the next service user if their carer is running a little late or make alternative arrangements to send out another member of staff if the delay is going to be significant. This reduces anxiety for service users and allows staff to fully focus on the task in hand.

The app uses the latest encryption technology to guarantee security. Overall this development translates to better care for the people in South Lanarkshire receiving this service.

- **Consultation – Carers (Scotland) Act 2016**

The Carers (Scotland) Act will be implemented in April 2018. Since the Act was passed in 2016, the Resource has continued to work with partners in progressing key areas of work such as developing the new Adult Carer Support Plan and the Young Carer Statement, the draft local eligibility criteria for carers, developing a 'pathway' for carers accessing support and working on a Short Break Services Statement. Consultation activity has been thorough with an extensive carers survey distributed (in paper format and electronically) in September 2017, a carers consultation event held at the council's banqueting hall in November 2017 and focus groups held for carers and young carers in March 2018 in relation to the draft local eligibility criteria for carers.

- **Service –user Engagement – Self-Directed Support (SDS)**

In 2017 colleagues within the Lifestyles centres supporting adults with a learning disability were trained in understanding how the self-directed support game works in playing this with service-users. The game was developed with people with learning disabilities to aid their understating of the new assessment process in Scotland (Self-directed Support).



Staff within the centres played the game with service users and those taking part were asked to complete a short evaluation to determine whether the game had increased their knowledge and understanding of SDS. It was positively received by service users who stated that they had learned about the changes to the assessment process as well as their right to advocacy, which should ultimately offer more choice and control.

- **Service –user Engagement – Service-user and Carer Network**

The University of Strathclyde and Glasgow Caledonian University jointly manage the Service User and Carer Network. This is a group that meets four times a year to encourage and support the involvement of service users and carers in the teaching and training of Social Work Students and Mental Health Officers (MHO).

Social Work Resources has been involved in supporting service users and carers to take part in seminars over the years through the Network. In 2017, four carers were supported in speaking at a MHO seminar in giving their perspective of being assessed to be suitable Guardians (to aid the practice of the MHOs) and service users are also supported each year to give talks to the Under-Graduate and Masters students who are training to be social workers. Feedback from the students has always been very good.

- **Digital Passports – Service Developments**

Supporting the new Digital Health and Social Care Strategy for Scotland, work has been on-going to take forward a 'pilot' in South Lanarkshire in developing a digital passport with a service user and their family. This builds on the work developed by Social Work Resources' partner agency, PAMIS (an organisation that supports people with profound and multiple learning disabilities). The preparation work in relation to the digital passport has been lengthy, with a small, multi-agency project team now established, a thorough proposal drafted and a Privacy Impact Assessment completed. Changes in terms of data protection and data sharing will also impact on taking this work forward. The passport proposal is now at the stage of 'implementation'. The passport will be developed by Social Work Resources and is held on an electronic device.

It is envisaged that the passport, if evaluated well, will be of use to other client groups as well as people with profound and multiple learning disabilities. Its primary aim is to empower people to communicate whose main form of communication is non-verbal; in this sense it is a self-advocacy tool.

#### **4.6 Areas for Improvement**

Social Work Resources is committed to continuous improvement. As part of this process, we monitor our performance; participate in benchmarking activities; acknowledge the results of consultations; and feedback from complaints. We use this information to develop and improve the services we provide.

During 2018-19, we will take forward the following key areas for improvement and these are included in our action plan for 2018-19.

- Improvement Plan actions arising from multi-agency Inspections
- Any requirements or recommendations resulting from Care Inspectorate inspections
- Take forward areas of improvement arising from results of benchmarking activity
- Carry forward improvements not achieved in 2017-18 (red measures)

## Section Five – Resourcing the Plan

### 5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

### 5.1. Revenue and Capital Resources 2018-19

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years up to 2018-19. The medium-term strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, the final budget position for the year 2017-18 was reported to members on 16 February 2017. An updated strategy for 2018-19 was approved by the Executive Committee on 28 June 2017 and provided updated assumptions for that year. Subsequent updates have been provided in December 2017, and January 2018, following receipt of the grant allocation for 2018-19. The 2018-19 budget was formally approved by the council on 28 February 2018.

The council will present a budget strategy covering 2019-20 to 2021-22 and the longer term, including issues likely to impact on the budget moving into this period, in the early part of 2018.

An update to the Capital Programme for 2018-19 to 2019-20 was approved by the council on 28 February 2018. This confirms the capital spending plans and funding for the two year period. An annual refresh of each programme will be considered by the council.

Based on the approved programme, a long term capital strategy will be prepared by September 2018, which will detail how the capital investment will assist in achieving the priority outcomes of the council. It will detail the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable.

### 5.2. Revenue Budget 2018-19

The Resource has a Net Revenue Budget of £151.379 million for 2018-19. The table below allocates this budget across the operational services within the Resource:

2018-19 NET Budget by Service		2018-2019	
Detail		£ million	%
Adult and Older People		111.524	74
Children and Families		29.488	19
Justice and Substance Misuse		1.102	1
Performance and Support		9.265	6

<b>Total</b>	<b>151.379</b>	<b>100.0%</b>
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#### 5.4. Resource Employees

Social Work Resources invest in the delivery of social care services across South Lanarkshire. We have a workforce of just under 3000 employees and support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework.

The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing. The council recognises the responsibilities to ensure the health, safety and welfare of all employees who may be affected by the acts, work activities and services provided by the council. We have a Corporate Health and Safety Policy which is supplemented by individual Resource/Service working practices and manuals.

Social Work Resources is committed to supporting employees to undertake their duties and we provide a range of preventative and early intervention strategies to maximise attendance.

We recognise the importance of work life balance in today's society and offer a number of family friendly and flexible working initiatives.

#### Workforce Plan

As a Resource we have recognised a number of specific actions in relation to our workforce. These actions are being addressed through our Workforce Plan 2017/2020. Some of the areas include:

- Introduction of new Legislation – increased demand for suitably qualified and skilled workforce
- High turnover of staff in residential and care and support services
- Mental Health Officers – continue to retain and increase numbers of MHOs
- Age profile of workforce.
- Scottish Social Services Council registration requirements
- Gender balance in specific service areas such as Home Care and Residential Care

The number of employees by service as at the end of March 2018 is as follows:

<b>Service</b>	<b>Number of employees</b>
Adult and Older Peoples Services	2100
Children and Justice Services	514
Performance and Support	280
<b>Total</b>	<b>2894</b>

## Section Six – Action Plan

### 6.0 Introduction

This Action Plan identifies the Resource objectives and associated actions for 2018-19. The Lead Officer responsible for each action and the related measures are identified. Connect objectives are listed in the order in which they appear in the Council Plan progress reports. The reference numbers link directly to the connect measures of success which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measure tie into other strategies, plans and frameworks.

Key to Links:	
Connect – The Council Plan Connect 2017-22	SOA – Single Outcome Agreement
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure
SDCCS – Sustainable Development and Climate Change Strategy	EQA – Equality Act 2010
CSS – Community Safety Strategy	CMP – Carbon Management Plan
SOLACE – Society of Local Authority Chief Executives	Gov – Good Governance

Connect Objective: Improve Later Life			
Resource Objective: Support the development and implementation of integration arrangements for adult health and social care services for Older People			
Action	Measure and timescales	Connect Reference / Links	Responsibility
1. In Partnership with NHS Lanarkshire, support the development and implementation of Integration arrangements for adult health and social care services	Six monthly Partnership Performance reports are prepared and submitted to the Performance and Audit Sub Committee / Integrated Joint Board	Connect 1.4	Head of Commissioning and Performance
	Report on the SMT Workstream Plan to the Senior Management Team on a monthly basis		Head of Commissioning and Performance
	Support the development and implementation of the locality planning model	Connect 3.4	Head of Commissioning and Performance

<b>Connect Objective: Improve Later Life</b>			
<b>Resource Objective:</b> Improve services to support older people to live in their homes and communities			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
2. As a result of multi-agency inspections, continue to improve outcomes for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	Connect 1.2	Head of Health and Social Care

<b>Connect Objective: Improve Later Life</b>			
<b>Resource Objective:</b> Improve services and support to enable adults and older people to maximise their independence			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
3. Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme		Head of Health and Social Care

<b>Connect Objective: Improve Later Life</b>			
<b>Resource Objective:</b> Promote good health and wellbeing in later life			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
4. Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by Locality		Head of Health and Social Care
	Develop the Intermediate Care Model within Older People's Day Care Services	Connect 3.2	Head of Health and Social Care

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Protect vulnerable children, young people and adults living in our communities			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
5. Monitor vulnerable children, young people and	Monitor trends on referral activity to Emergency Social Work Service (ESWS) on a quarterly basis for Home Care		Head of Children and Justice

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Protect vulnerable children, young people and adults living in our communities			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services		Head of Children and Justice
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers		Head of Children and Justice
6. Implement Care and Risk Management (CARM) Procedures for the few young people presenting with highest risk to others	Monitor the progress of CARM implementation		Head of Children and Justice
7. Continue to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities	Report on a quarterly basis to the SL Community Justice Partnership Board their work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities		Head of Children and Justice

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Protect vulnerable children and young people			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
8. Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	Connect 2.6	Head of Children and Justice
9. Strengthen the support offered to children on the Child Protection Register by improved data collection	Report to the SL Child Protection Committee on the work of the Quality Assurance and Management Information Sub-Group on tests of change in implementing, reporting and auditing outcomes from the new National Shared Minimum Data Set		Head of Children and Justice

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective: Protect vulnerable adults</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
10. Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Connect 2.1	Head of Health and Social Care
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Connect 2.1	Head of Health and Social Care
11. Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	Connect 2.1	Head of Health and Social Care
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Connect 2.1	Head of Health and Social Care

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective: Getting it right for children in need</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
12. The GIRFEC approach is utilised to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a Community Payback Order (CPO)		Head of Children and Justice
13. Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments identified in the Action Plan	Connect 2.2	Head of Children and Justice
14. Implement self-directed support for children in need	Report to SDS Implementation Board on progress of implementing Self-directed Support (SDS) within Child and Family Services		Head of Children and Justice
15. Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to Young Carers	Connect 2.3	Head of Children and Justice
16. Continue to review and monitor the whole system	The Whole Systems Approach Group will monitor the use of youth justice risk assessment tool in place for every child charged with		Head of Children and Justice



<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective: Getting it right for children in need</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
approach to youth justice	an offence		
17.To deliver an intensive family support service for children who are at risk of being placed on the Child Protection register or have been discharged from the register	Provide a quarterly report to the Children and Justice Management meeting on the development of the Intensive Family Support Service for under 12s		Head of Children and Justice
18. Implement the Whole System Approach Youth Justice Strategy and Action Plan 2017-2020	Monitor the progress made on each of the four core commitments		Head of Children and Justice
19. Deliver proportionate and timely early interventions (EEI) Early Effective Interventions to address offending	Monitor the EEI activity throughout localities		Head of Children and Justice
20. Develop and implement a Transitions Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Provide quarterly reports on the progress of the Transition Planning Protocol		Head of Children and Justice
21. Continue to embed the Children's Services Plan within partners existing planning processes	Report regularly on the Children's Services Plan to the GIRSLC Strategy Group		Head of Children and Justice



<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective: Get it right for every looked after child</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
22. Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health (CEL16 Assessment) within five working days		Head of Children and Justice
23. Improve support for Looked After Children (LAC)	Percentage of children seen by a supervising officer within 15 days		Head of Children and Justice
24. Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days		Head of Children and Justice
25. In light of the Children and Young People (Scotland) Act 2014 to develop appropriate services for young people in respect of continuing and after care	Report six monthly to the Children and Justice services management team meeting on the status of developments		Head of Children and Justice
26. To develop a Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to children and justice management team six monthly regarding the Single Integrated Tailored Assessment	Connect 3.3	Head of Children and Justice
27. Work in partnership to compile an integrated chronology at the first core group	Monitor the implementation through the Lanarkshire Practicum and Safeguarding Group		Head of Children and Justice
28. Progress the work required to align the Corporate Parenting Action	Report six monthly to Getting It Right for South Lanarkshire's Children Strategy Group on the status of developments		Head of Children and Justice

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Get it right for every looked after child			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
Plan with the Care Leavers Covenant			
29. Review and monitor Transition Planning for young people supported by Education Resources and/or Child and Family Social Work through to Adult Services	Report and review of transition cases by December 2018		Head of Children and Justice

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Improve services to support adults to live in their homes and communities			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
30. Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	Connect 3.7	Head of Health and Social Care

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Strengthen partnership working, community leadership and engagement			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
31. Provide governance and leadership to ensure professional standards and key performance indicators are met, in accordance with local and	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	Connect 2.1	Head of Health and Social Care

<b>Connect Objective: Protect vulnerable children, young people and adults</b>			
<b>Resource Objective:</b> Strengthen partnership working, community leadership and engagement			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
national policies and procedures			
32. Evidence the use of the Realigning Children's Services data to improve services	Report six monthly to the Children and Justice services management team on developments	Connect 2.4	Head of Children and Justice
33. To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions		Head of Children and Justice

<b>Connect Objective: Deliver better health and social care outcomes for all</b>			
<b>Resource Objective:</b> Deliver better health and social care outcomes for all			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
34. Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress against trajectories for the six areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care		Head of Commissioning and Performance
35. Support the implementation of the Integrated Joint Board Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	Connect 3.1	Head of Commissioning and Performance

<b>Connect Objective: Deliver better health and social care outcomes for all</b>			
<b>Resource Objective: Deliver better health and social care outcomes for all</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
36. Take forward, with partners, the Action Plan for See Hear (the Sensory Impairment Strategy for Scotland) throughout the course of the National Strategy 2014-2024	Evidence multi-agency developments in relation to developing See Hear within South Lanarkshire		Head of Health and Social Care

<b>Connect Objective: Deliver better health and social care outcomes for all</b>			
<b>Resource Objective: Promote mental health across the lifespan</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
37. Implement Government Strategies e.g. Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at Quarter 2 and Quarter 4		Head of Health and Social Care
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia		Head of Health and Social Care
38. Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy		Head of Health and Social Care
39. Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	Connect 2.7	Head of Health and Social Care

<b>Connect Objective: Deliver better health and social care outcomes for all</b>			
<b>Resource Objective:</b> Promote, choice, control and flexibility in social care			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
40. Implement the requirements of the Self-directed Support Act	Adult Carer Support Plan is developed and tested in accordance with the requirements of Self-directed Support and the Carers (Scotland) Act 2016		Head of Health and Social Care
	Support Planning Module is further refined and tested in 2018		Head of Health and Social Care
	Develop a reporting system to capture a range of Self-directed Support activity		Head of Commissioning and Performance
	Report on the number of people who are self directing their support	Connect 3.5	Head of Commissioning and Performance

<b>Connect Objective: Deliver better health and social care outcomes for all</b>			
<b>Resource Objective:</b> Support carers in their caring role			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
41. Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire	Connect 6.6	Head of Health and Social Care
	Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	Connect 8.3	Performance and Support
42. Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act	Connect 1.3	Head of Health and Social Care
	Carers Act Programme Board continue to implement the Carers (Scotland) Act		Head of Health and Social Care

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Embed sustainable development strategy across Social Work Resources			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
43. Reduce waste and increase recycling to	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	SDCCS/ Connect 6.1	Head of Health and Social Care

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Embed sustainable development strategy across Social Work Resources			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
contribute to the council's sustainability work			
44. Contribute to the council's sustainability work	Develop and report on local initiatives involving service users which contribute to the council's sustainability agenda	SDCCS/ Connect 6.1	Head of Performance and Support
45. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15	ADM	Performance and Support
	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	ADM	Performance and Support
46. Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate	ADM	Performance and Support

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Provide access to timely support and interventions for people/groups who are disadvantaged			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
47. Support people affected by substance misuse	Percentage of drug/alcohol/clients start treatment/psychological intervention within three weeks of referral		Head of Children and Justice
48. Continue to raise awareness of the impact of	Continue to analyse and monitor trends in referral activity through Domestic Abuse		Head of Children and Justice

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Provide access to timely support and interventions for people/groups who are disadvantaged			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
domestic abuse			
49. Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within the localities		Head of Children and Justice
50. Health and social care services contribute to reducing health inequalities	Contribute to the Community Planning Partnership agenda by delivering preventative and anticipatory care interventions, in order to optimise wellbeing and help reduce unnecessary demand on our health and social care system	Connect 11.4	Head of Commissioning and Performance

<b>Connect Objective: : Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Implement the Community Justice Outcome Improvement Plan			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
51. Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	Connect 6.11	Head of Children and Justice
52. Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individual's drug	Percentage of clients are first seen within two working days of a DTTO commencing		Head of Children and Justice



<b>Connect Objective: : Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Implement the Community Justice Outcome Improvement Plan			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
misuse and associated offending			

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
53. Ensure high standards of compliance are maintained for Community Payback Orders	Ensure that the Community Payback Annual Report is completed within the timescale		Head of Children and Justice
	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to Community Justice Partnership meetings		Head of Children and Justice
	Percentage of offenders are seen within one working day of CPO	Connect 6.11	Head of Children and Justice
	Percentage of offenders on CPO supervision requirement are seen within five working days by their case manager		Head of Children and Justice
	Percentage of offenders on CPO unpaid work requirement are seen within five working days by their case manager		Head of Children and Justice
	Percentage of people starting their placement within seven days of a CPO unpaid work		Head of Children and Justice
54. Improve management of offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis		Head of Children and Justice
	Monitor the impact of the new regulations for MAPPA (violent offenders)		Head of Children and Justice
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	Connect 6.11	Head of Children and Justice
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date		Head of Children and Justice



<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
55. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Continue to implement the Improvement Plan following the Review of the Unpaid Work Service	Connect 6.11	Head of Children and Justice

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Strengthen partnership working, community leadership and engagement			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
56. Work with partners to implement the Community Plan	Annual Report is prepared in line with the Community Plan timescales		Performance and Support

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>			
<b>Resource Objective:</b> Strengthen engagement with service users and carers			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
57. Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups		Performance and Support
	Participation and involvement activity is linked with existing Health and Care Structure such as the South Lanarkshire Health and Social Care Forum and Third sector Forums	Connect 6.4	Performance and Support

<b>Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration</b>			
<b>Resource Objective: Tackling poverty and deprivation</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
58. Contribute to the tackling poverty agenda	Provide annual update reports to the Tackling Poverty Programme Board	Connect 8.4	Performance and Support

<b>Delivering the Plan and Achieving Best Value</b>			
<b>Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance</b>			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
59. Ensure that high standards of governance are being exercised	85% of risk control actions completed by due date	ADM	Performance and Support
	90% of audit actions completed by due date	ADM	Performance and Support
	Complete Resource Good Governance self-assessment by due date and develop actions to address non-compliant areas	ADM	Performance and Support
	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups and social work governance group		Performance and Support
60. Promote high standards of information governance	Information governance self-assessment audit checklist to be completed annually and all relevant actions to be implemented	ADM	Performance and Support
61. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA Note: results should be considered in the context of the number of requests	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Performance and Support
	96% Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	ADM	Performance and Support
	90% of Data Protection Act (DPA) requests to be processed within 20 calendar days	ADM	Performance and Support
62. Ensure monitoring, compliance and control of externally	Deficiency in care issues reported to management team and action plans in place to resolve		Head of Health and Social Care

<b>Delivering the Plan and Achieving Best Value</b>			
<b>Resource Objective:</b> Deliver and communicate the Council Plan and ensure high standards of governance			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
purchased services			

<b>Delivering the Plan and Achieving Best Value</b>			
<b>Resource Objective:</b> Promote equality and wellbeing of staff			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
63. Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming equalities is regularly reviewed, agreed and updated through the performance and continuous improvement groups and social work governance group		Performance and Support
64. Develop and implement council wide equality performance measures and publish results in accordance with Public sector Equalities Duties (PSED)	Number of equality impact assessments undertaken for all new and relevant and reviewed policies and procedures	ADM	Performance and Support
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	ADM	Performance and Support

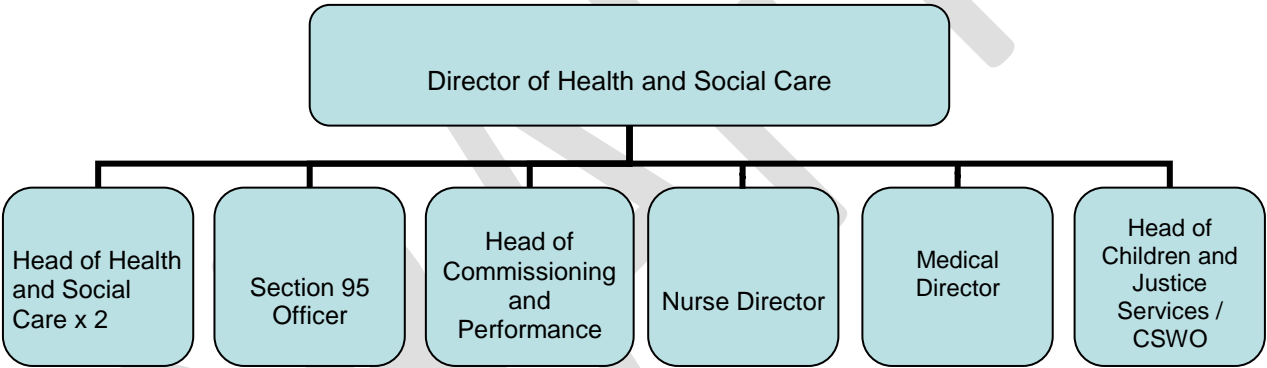
<b>Delivering the Plan and Achieving Best Value</b>			
<b>Resource Objective:</b> Develop improvement activity and promote scrutiny			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
65. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	ADM	Performance and Support
	Use the results of benchmarking activity (Including the Local Government Benchmarking Framework) to inform and improve service delivery	ADM	Performance and Support
	Ensure that Scottish Government Performance Reports are submitted within timescale: Looked After and Accommodated Children; Child Protection; Justice Services; Mental Health; Learning Disability (Esay); Homecare and Respite		Performance and Support

<b>Delivering the Plan and Achieving Best Value</b>			
<b>Resource Objective:</b> Develop improvement activity and promote scrutiny			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
66. Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers	Quarterly updates to the IT Programme Board on the progress of IMPROVe		Performance and Support
	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within the timescale	Connect 2.5	Performance and Support
67. Report on the LGBF/Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	LGBF	Performance and Support
	Self-directed Support (SDS) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2)	LGBF	Performance and Support
	Percentage of people aged 65+ with intensive needs receiving care at home (SW3)	LGBF	Performance and Support
	Percentage of adults receiving any care or support who rate it as excellent or good (SW 4a)	LGBF	Performance and Support
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW 4b)	LGBF	Performance and Support
	Older persons (over 65) residential care costs per week per resident (SW5)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	LGBF	Performance and Support
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	LGBF	Performance and Support
	Balance of care for "Looked After Children" percentage of children being looked after in the community (SW9)	LGBF	Performance and Support

<b>Delivering the Plan and Achieving Best Value</b>			
<b>Resource Objective:</b> Improve skills, flexibility and capacity of the workforce			
<b>Action</b>	<b>Measure and timescales</b>	<b>Connect Reference / Links</b>	<b>Responsibility</b>
68. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	ADM	Performance and Support
	100% coverage of Performance Appraisals (PAs) of employees in scope	ADM	Performance and Support
69. Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans and continue the cyclical reporting framework	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs	ADM	Performance and Support
70. Manage land and property assets efficiently	Percentage of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people		Performance and Support
71. Progress the council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	ADM	Performance and Support
72. Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	ADM	Performance and Support

Annex 1

Social Work Resources / Health and Social Care Organisational Structure



## Annex 2

### Additional Performance Information

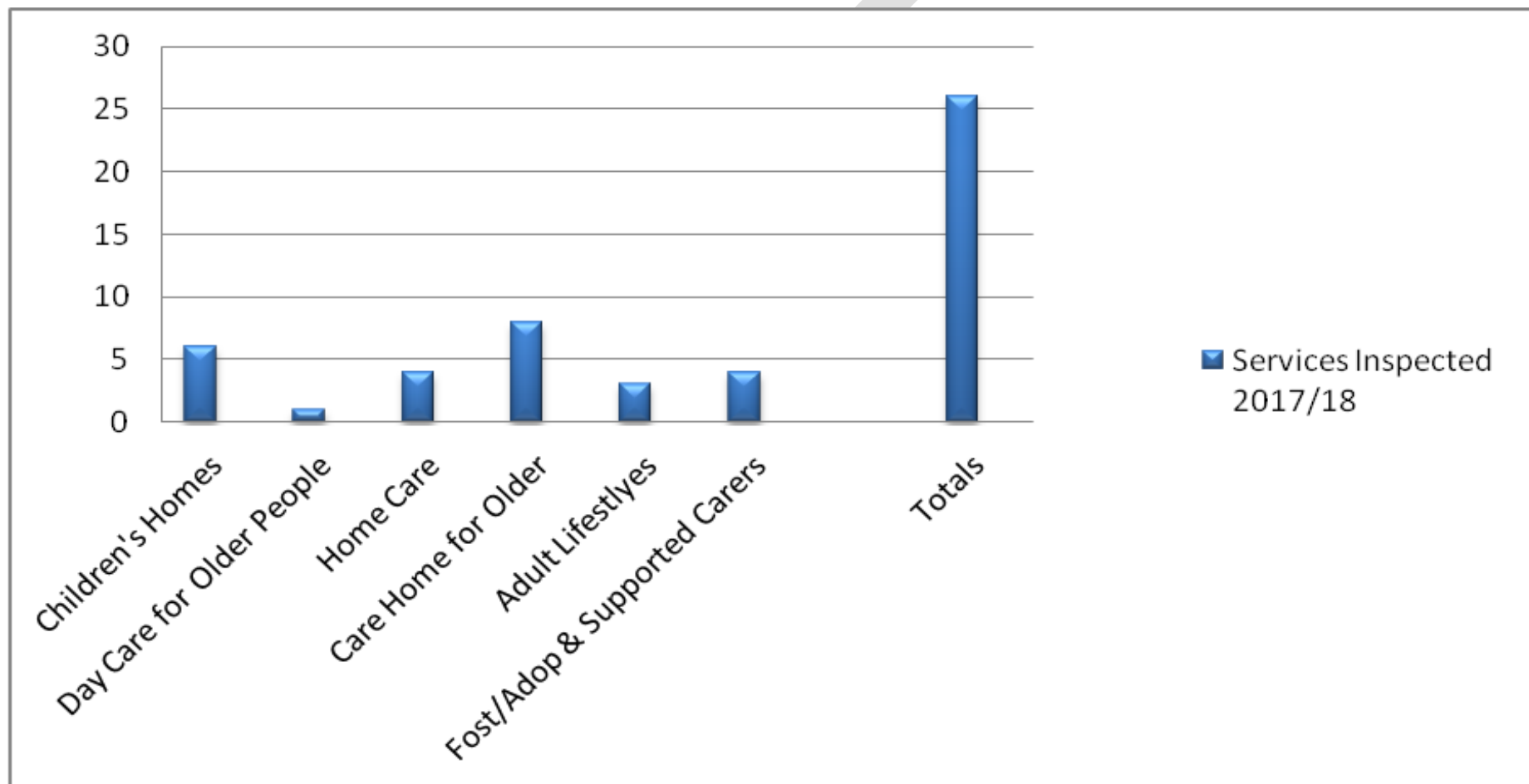
#### Customer Service Excellence

Customer Services Excellence (CSE) standard aims to make a tangible difference to service users by encouraging provider organisations to focus their individual needs and preferences. Social Work Resources have retained the following CSE Awards and improved upon their score, gaining some extra areas of Compliance plus.

	2016-17	2017-18
Service Area	Compliant Plus	Compliant Plus
Adult Mental Health Services	8	9
Older Peoples Day Care Services	15	19
Older Peoples Residential Care	15	20

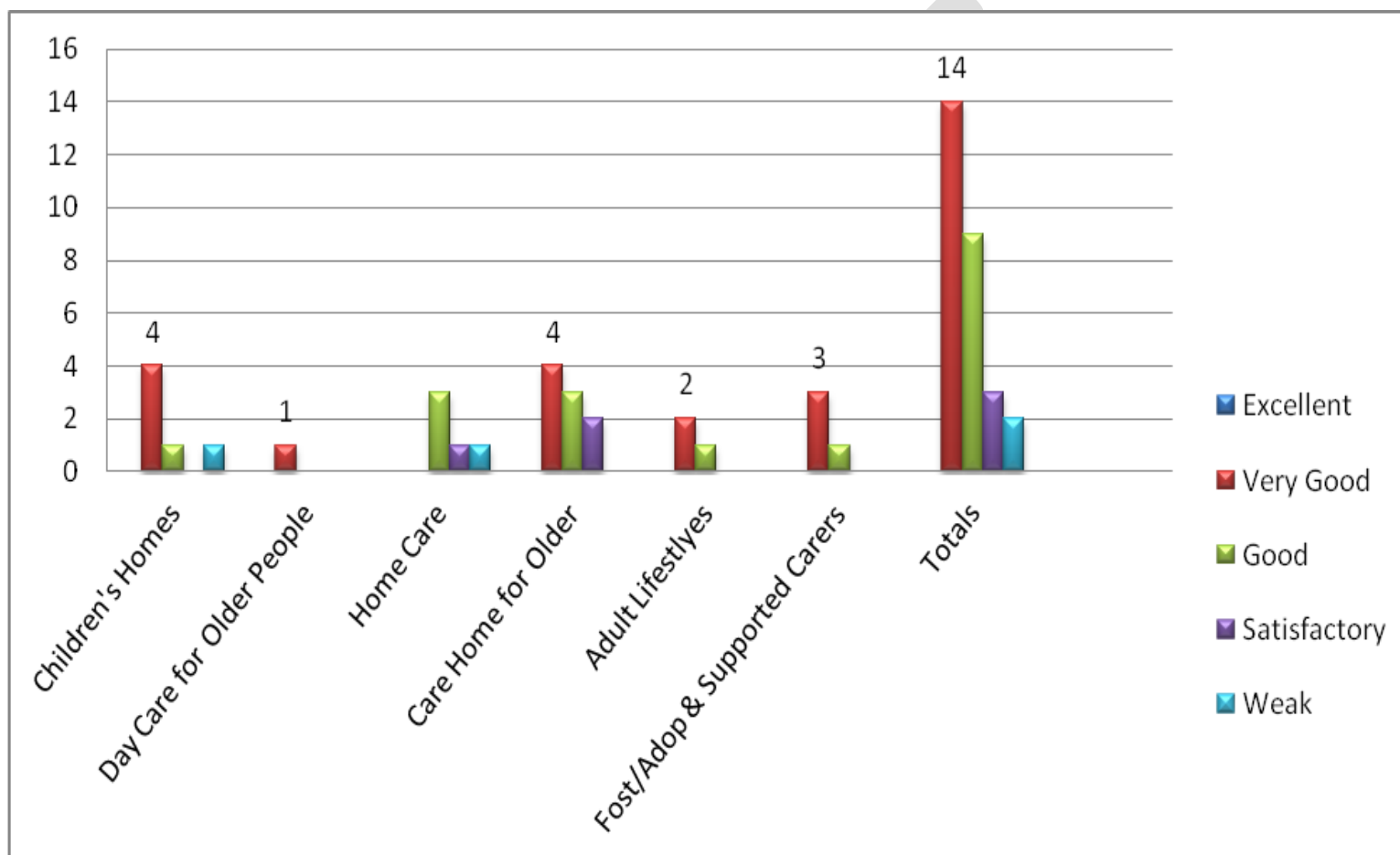
### Care Inspectorate – Inspection Reports

The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. Social Work Resources manage 42 registered services. During 2017-18 there were 28 Inspections completed by the Care Inspectorate across 6 differing service areas as outlined in the chart below. Two registered services were inspected twice in one year.

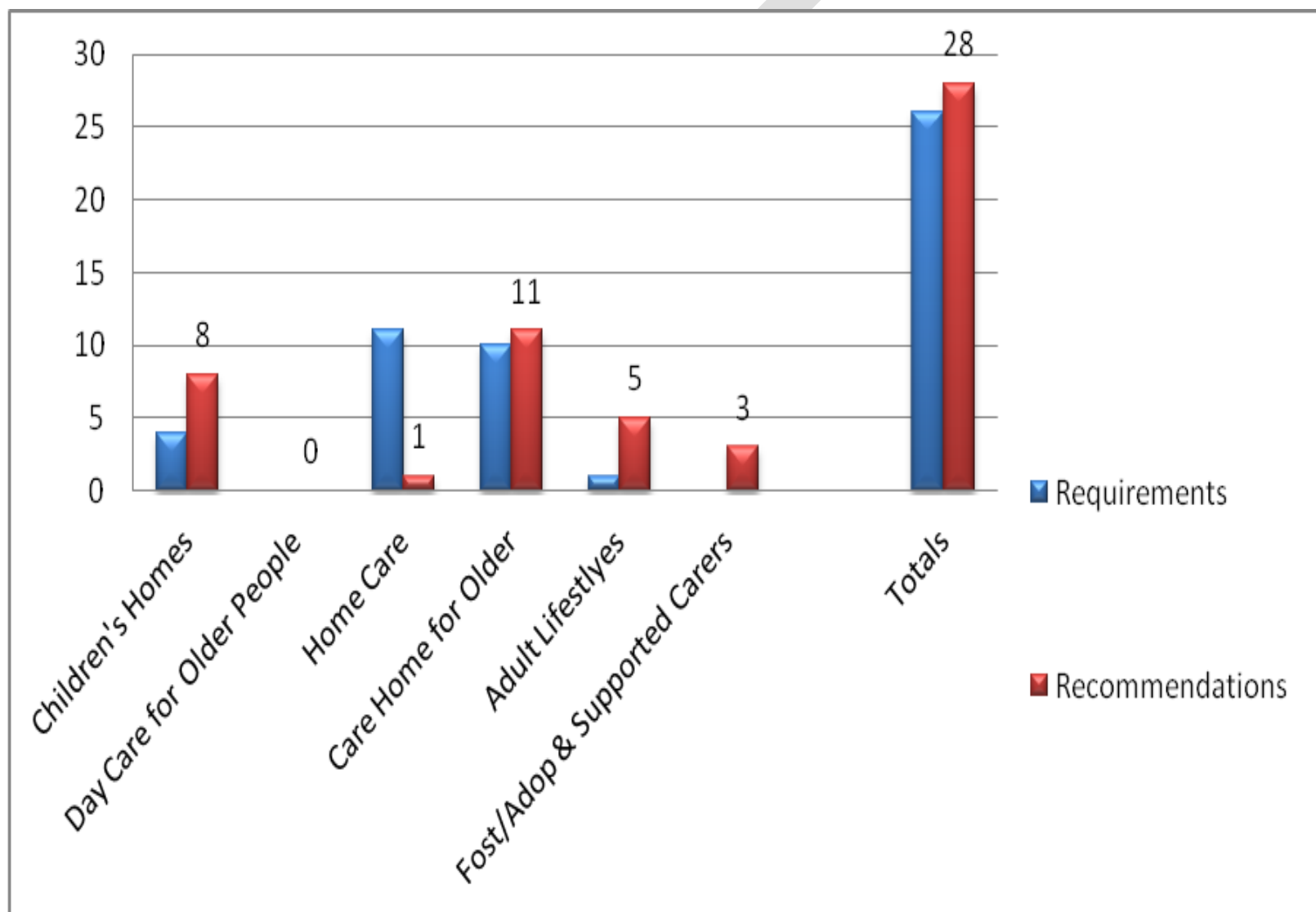




Of the 28 services inspected 23 are in the grade range excellent/ very good/good, with the remaining 5 in the grade range Satisfactory/weak.



Alongside the graded inspection, the Care Inspectorate may identify areas that require improvement, and areas that they would suggest improvement could be focussed. The following table outlines the number of requirements and recommendations for specific service areas in 2017-18.



Key achievement highlights during 2017-18 are also detailed in section 4.2 Additional achievements are listed below:

<b>Connect Objective: Improve later life</b>	
<b>Resource Objective</b>	<b>Progress 2017-18</b>
Develop and implement locality profiles for each of the four localities to assist with the planning process	Locality profiles are progressing well

<b>Connect Objective: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Progress 2017-18</b>
Strengthen partnership working, community leadership and engagement	The social work service annual report was approved by The State Hospital Senior Management Team in October 2017. Phase one of the migration to electronic record sharing between The State Hospital and SLC has been successful, and work is now underway in relation to phase 2 which will facilitate electronic sharing of information relating to child contact and child protection. Keeping Children Safe Policy and Procedure was approved

<b>Connect Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Progress 2017-18</b>
Support carers in their caring role	The Carers Act Programme Board has been established and sub-groups have been established to take forward the duties of the Act

<b>Connect Objective: Work with communities and partners to promote high quality thriving and sustainable communities</b>	
<b>Resource Objective</b>	<b>Progress 2017-18</b>
Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all	The Improvement Plan following the review of the unpaid work service is complete and the unpaid work service redesign was approved at Social Work Committee 7 February 2018

Additional performance information is also available in section 2.1, 4.2 and Annex 2 of this Resource Plan.



**Social Work Resource Objectives 2018-19****Connect Objective: Improve later life****Resource Objectives:**

- ◆ support the development and implementation of integration arrangements for adult health and social care services for older people
- ◆ improve services to support older people to live in their homes and communities
- ◆ improve services and support to enable adults and older people to maximise their independence
- ◆ promote good health and wellbeing in later life

**Connect Objective: Protect vulnerable children, young people and adults****Resource Objectives:**

- ◆ protect vulnerable children, young people and adults living in our communities
- ◆ protect vulnerable children and young people
- ◆ protect vulnerable adults
- ◆ getting it right for children in need
- ◆ get it right for every looked after child
- ◆ getting it right for every child
- ◆ improve services to support adults to live in their homes and communities
- ◆ strengthen partnership working, community leadership and engagement

**Connect Objective: Deliver better health and social care outcomes for all****Resource Objectives:**

- ◆ deliver better health and social care outcomes for all
- ◆ promote mental health across the lifespan
- ◆ promote choice and control and flexibility in social care
- ◆ support carers in their caring role

**Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities****Resource Objectives:**

- ◆ embed sustainable development strategy across Social Work Resources
- ◆ provide access to timely support and interventions for people/groups who are disadvantaged
- ◆ implement the Community Justice Outcomes Improvement Plan
- ◆ safely and effectively manage and support those who have committed offences to help them integrate into the community and realise their potential for the benefits of all
- ◆ strengthen partnership working, community leadership and engagement

**Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration****Resource Objectives:**

- ◆ tackling poverty and deprivation

**Connect Objective: Delivering the Plan and Achieving Best Value****Resource Objectives:**

- ◆ deliver and communicate the Council Plan and ensure high standards of governance
- ◆ promote equality and wellbeing of staff
- ◆ develop improvement activity and promote scrutiny
- ◆ improve the skills, flexibility and capacity of the workforce



# Report

7

Report to: **Social Work Resources Committee**  
 Date of Meeting: **19 September 2018**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Social Work Resources' Funding Update and Establishment Changes**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of the background to proposed establishment revisions and seek approval for the changes to be made. These changes relate to: -
  - a successful funding bid to the Scottish Government for the Caledonian System Roll Out Fund
  - the re-alignment of the Social Work Reception Team
  - the requirement to increase management capacity across the Home Care Service

## 2. Recommendation(s)

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

- (1) that the content of the report in respect of the Caledonian System Programme Funding, the Social Work Reception Team locality alignment and the Home Care management capacity increase be noted; and
- (2) that the changes in establishment, identified in Section 7, be approved.

## 3. Background

3.1. As a result of securing funding from the Scottish Government to roll-out a programme related to domestic abuse, there is a need to increase staffing to meet the delivery requirements of the programme. The Resource also undertook a review of its Social Work Reception Team (SWRT) which concluded that services should be delivered from a locality model. Due to an increased demand on the Resource, there is a need to increase staffing requirements within the Council's Home Care Service.

## 4. Caledonian System Roll Out Fund

4.1. On 18 April 2018, the Scottish Government launched the Caledonian System Roll Out Fund and invited local authorities across Scotland to apply.

- 4.2. The Caledonian System is used to work with men convicted of domestic abuse related offences on a programme designed to reduce re-offending whilst offering integrated services to women and children. The men's service normally provides a programme comprising of 14 one-to-one sessions, pre-group preparatory sessions and 25 group work sessions. Additional one-to-one sessions are provided as required, according to the needs of the individual. The safety of partners and their children is a priority for the programme. The funding aims to protect victims, support offenders subject to Community Payback Orders, strengthen public safety and protect victims of violence.
- 4.3. South Lanarkshire has also experienced an annual increase in the number of referrals to key domestic abuse agencies (ASSIST, Housing and Technical Resources, Lanarkshire Rape Crisis Centre, Social Work and Women's Aid). Child Protection Registrations due to domestic abuse have also increased by 36% since 2015.
- 4.4. South Lanarkshire Council (SLC) successfully secured £0.317m from the Scottish Government for a 17 month period to deliver the Caledonian System and was one of only five local authorities to succeed in the recent launch.
- 4.5. The programme will be delivered in partnership with Women's Aid, CIRCLE and South Lanarkshire's Gender Based Violence Partnership. The programme aims to support 70 men subject to Community Payback Orders, 50 women and 75 children affected by domestic abuse.
- 4.6. The total cost of the programme over a 17 month period is £0.395m, of which £0.317m is funded by the Scottish Government and £0.078m is match funded by existing SLC budget allocated via the Section 27 Grant for Criminal Justice services.
- 4.7. In order to deliver the programme, it will be necessary to employ 0.5 FTE Team Leader, 2 FTE Social Workers and 0.5 FTE clerical assistant. (Section 7.2.1)
- 4.8. The funding for these posts is for a period of 17 months. The Scottish Government funding has been extended for a number of other local authorities which has enabled them to continue to deliver similar programmes for an extended period of up to six years. It is anticipated that the funding allocated to SLC will also be extended beyond the 17 month period. In the event this occurs, a further update report will be provided.
- 5. Re-alignment of the Social Work Reception Team**
- 5.1. As a result of the increasing level of work across Social Work Reception Teams (SWRT) and also the implementation of the locality model, a review of the Service was undertaken in 2017.
- 5.2. The outcome of the review was to disestablish the central based model of delivery and re-align the work of the SWRT to the locality model and re-locate staff from a central base to the local offices. This approach will provide each locality service team with greater autonomy to respond to the increased level of referrals based on their knowledge of local needs and services. It will also provide greater flexibility in targeting and meeting local service needs.



- 5.3. As part of the outcome of the review, the budget of the central resource was apportioned to localities based on demand and need. This has meant a re-alignment and de-designation of posts, resulting in changes to the Social Work establishment (Section 7.3.1).

## 6. Home Care Services Update

- 6.1. The Home Care Services is regulated by the Care Inspectorate and undergoes an annual inspection. The Scottish Social Services Council (SSSC) regulates the Home Care workforce and Home Carers are now also required to register. The quality and standard of the service is monitored against a suite of recently updated Health and Social Care Standards and SSSC Codes of Practice.
- 6.2. Increased demand due to demographics and scrutiny of the service related to the Care Inspectorate requirements has increased the demand on the team and, in particular, the role of the Team Leader. In order to achieve the statutory requirements to complete an assessment and support plan for new service users within a 28 day timescale and review existing assessment and support plans within a minimum of six months, the current Team Leader capacity requires to be increased.
- 6.3. It is, therefore, proposed to increase the Team Leader management capacity by 3 FTE posts. This will ensure that the Council meets its Home Care statutory requirements and all assessments and support plans are completed timeously and reviewed (Section 7.4.1).

## 7. Employee Implications

- 7.1. The employee implications and the changes to the Social Work Resources' staffing establishment associated with the recommendations outlined above are summarised below.
- 7.2. **Caledonian System Roll Out Fund** (Section 4)
- 7.2.1. As detailed in the table below, the annual staffing costs associated with the Caledonian System Roll-Out Programme range from £0.110m to £0.129m. Over a 17 month period, these costs will range from £0.155m to £0.182m.

Post Title	Number of Posts (FTE)			Grade / SCP	Hourly Rate	Annual Salary	Gross Cost (inc on costs of 30.3%)	Total Costs
	Existing	New	Difference use + and -					
Team Leader	0	0.5	0.5	Grade 3 Level 8 77-80	£20.21 - £21.16	£36,881 - £38,615	£48,055 - £50,315	£24,027 - £25,158
Social Worker	0	2	2	Grade 3 Level 2-4 61-74	£15.98 - £19.35	£29,162 - £35,312	£37,998 - £46,011	£75,996 - £92,023
Clerical Assistant	0	0.5	0.5	Grade 1 Level 1-3 20 -27	£8.74 - £9.69	£15,949 - £17,683	£20,784 - £23,095	£10,395 - £11,547
<b>Total</b>	0	3	3					<b>£110,418 - £128,728</b>

- 7.2.2. The cost of delivering the Caledonian System Programme over a 17 month period is £0.395m. Of this, £0.317m is being funded by the Scottish Government with SLC providing match funding of £0.078m.
- 7.2.3. The funding of £0.317m from the Scottish Government requires to be allocated as follows:
- ◆ £0.182m will be allocated to the employee costs incurred by SLC to deliver the programme
  - ◆ £0.054m will be paid to CIRCLE for salary and associated project costs for a Children's Worker
  - ◆ £0.050m will be paid to Women's Aid for salary and associated project costs for a Women's Worker
  - ◆ £0.031m will fund staff travel costs, clinical supervision costs, direct project costs and other sundry overheads
- 7.2.4. The profile of the expenditure will be £0.093m in 2018/2019 and £0.224m in 2019/2020.
- 7.2.5. The SLC match funding of £0.078m has been identified from the Section 27 Justice Services Grant which supports the delivery of the Caledonian System. This funding will meet part of the cost of an existing Operations Manager, a full-time Social Work Assistant and overhead costs in connection with the delivery of the programme.
- 7.3. Re-alignment of the Social Work Reception Team (Section 5)
- 7.3.1. As detailed in the table below, the cost of the realignment of the SWRT is minimal and will be met from within existing resources.

Post Title	Number of Posts (FTE)			Grade / SCP	Hourly Rate	Annual Salary	Gross Cost (inc on costs of 30.3%)	Total Costs
	Existing	New	Difference use + and -					
Team Leader	1	0	-1	Grade 3 Level 8 77 - 80	£20.21 - £21.16	£36,881 - £38,615	£48,055 - £50,315	(£48,055) - (£50,315)
Social Worker	3	5	2	Grade 3 Level 2 - 4 61 - 74	£15.98 - £19.35	£29,162 - £35,312	£37,998 - £46,011	£75,996 - £92,023
Social Worker Assistant	6	0	-6	Grade 2 Level 2 - 4 37 - 57	£11.23 - £15.04	£20,494 - £27,446	£26,703 - £35,763	(£160,219) - (£214,577)
Family Support Worker	0	5	5	Grade 2 Level 1 - 4 33 - 57	£10.58 - £15.04	£19,307 - £27,446	£25,157 - £35,763	£125,785 - £178,814
<b>Total</b>	10	10	0					<b>(£6,493) - £5,945</b>

- 7.3.2. All costs in relation to the re-alignment can be met from existing budget allocation.

#### 7.4. Home Care Services Update (Section 6)

7.4.1. As detailed in the table below, the cost of the proposal to increase the staffing establishment by 3 FTE Team Leader posts will range from £0.144m to £0.151m.

Post Title	Number of Posts (FTE)			Grade / SCP	Hourly Rate	Annual Salary	Gross Cost (inc on costs of 30.3%)	Total Costs
	Existing	New	Difference use + and -					
Team Leader	0	3	3	Grade 3 Level 8 77 - 80	£20.21 - £21.16	£36,881 - £38,615	£48,055 - £50,315	£144,165 - £150,946

7.4.2. This cost can be met from the re-alignment of the current financial allocation to Social Work Resources from the Integration Joint Board (IJB) in-line with the IJB Financial Regulations.

#### 8. Financial Implications

8.1. Financial implications are covered in section 7.

#### 9. Other Implications

9.1. Failure to provide localities with resources commensurate with identified needs, risks both reputational damage and would result in untimely responses to referrals.

9.2. It is essential to continue to improve the quality of Home Care Services in line with the Health and Care Standards and the Councils statutory requirements. The Care Inspectorate has the authority to suspend services if these requirements are not met.

9.3. There are no sustainable development implications associated with this report.

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

#### 10. Equality Impact Assessment and Consultation Arrangements

10.1. An impact assessment formed part of the application process due to the targeted group linked to the funding. This assessment will continue to be updated as part of the Caledonian System Programme and the related evaluation.

10.2. Trade Union colleagues have been consulted and updated in regard to the proposals contained within this report

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

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

5 September 2018

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

- ◆ Make communities safer, stronger and sustainable
- ◆ Protect vulnerable children, young people and adults
- ◆ Accountable, effective, efficient and transparent
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ Caledonian System Application

**Contact for Further Information**

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

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

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Ext: 3764 (Phone: 01698 453764)

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

# Report

8

Report to: **Social Work Resources Committee**  
 Date of Meeting: **19 September 2018**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Use of Alternative Procurement Solution for Adult Supported Living Contract**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide details of the proposal to use a bespoke procurement route for the provision of Adult Supported Living

## 2. Recommendation(s)

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

- (1) that the use of a “Procured Service Arrangement” for the purposes of establishing a contract for the provision of Adult Supported Living Services be approved.

## 3. Background

- 3.1. Adult Supported Living describes a broad range of housing and support options for vulnerable adults assessed as requiring care and support. Individuals will be assessed to identify needs and risks and will be involved in developing a support plan to meet the identified outcomes. The Council currently funds the delivery of a range of Supported Living services for 342 adults with learning disabilities, mental health and physical disabilities across South Lanarkshire. These services are, in the main, provided through a range of externally commissioned providers.
- 3.2. There are currently thirty service providers, delivering a range of supported living services. There are 3 main geographical providers. The Richmond Fellowship Scotland (TRFS), Key Community Support and Living Ambitions supporting the primary category of learning disability accounting for 53% of all service provision.
- 3.3. Between them, all providers currently deliver 832,091 hours of service per annum covering both day time and wakened night support. In addition to this, support through sleepover provision amounts to a total of 32,984 sleepovers per annum.
- 3.4. Following initial discussions between Social Work Resources and both Procurement and Legal Services surrounding the service requirements of the Adult Supported Living contract and the impact of Self-directed Support (SDS) upon this, it became apparent that a traditional procured arrangement such as a Framework or a Dynamic Purchasing System (DPS) would not provide sufficient flexibility to meet Service requirements.

- 3.5. The Social Care (Self-directed Support) (Scotland) Act 2013 imposes a duty on the authority to provide four options to all adults, children and carers eligible for support or provided with services. The options are intended to support the flexibility and creativity allowed under the social welfare and wellbeing duties relating to both adults and children.
- 3.6. After the Council has identified a person's needs in collaboration with the adult, child/family or carer, the authority is required to offer four options in relation to the relevant support identified at the assessment stage. The four options provided under the 2013 Act are:
- 3.6.1. **Option 1:** The making of a direct payment by the local authority to the supported person for the provision of support.
- 3.6.2. **Option 2:** The selection of support by the supported person, the making of arrangements for the provision of it by the local authority on behalf of the supported person and, where it is provided by someone other than the authority, the payment by the Council of the relevant amount in respect of the cost of that provision.
- 3.6.3. **Option 3:** The selection of support for the supported person by the local authority, the making of arrangements for the provision of it by the authority and, where it is provided by someone other than the authority, the payment by the authority of the relevant amount in respect of the cost of that provision.
- 3.6.4. **Option 4:** The selection by the supported person of Option 1, 2 or 3 for each type of support and, where it is provided by someone other than the authority, the payment by the local authority of the relevant amount in respect of the cost of the support.
- 3.7. The Council is obliged to ensure that the supported person can use their direct payment in any way, provided that the support purchased via the payment is in line with the assessment and support plan, meets the supported person's "eligible need" and is within the criminal and civil law.
- 3.8. This flexibility is supported by the legal meaning of the term "services" as provided in the core assessment and service duties. This can encompass any form of support which will meet the person's needs and it need not be restricted to the provision of a service in the form of a Home Care Service or a Day Care Service. It can and should extend to any intervention or purchase which meets the needs and outcomes of the supported person.
- 3.9. The authority, working in partnership with providers in the area, is required to take practical steps to ensure that the supported person is provided with the right level of additional support and information as early as possible and throughout the provision of support. This is in order to ensure that the supported person can actively manage their support plan under the Option 2 arrangements.
- 3.10. Promotion of options for SDS - Social Care (SDS) (Scotland) Act 2013, section 19
- 1) a local authority must take steps to promote the availability of the options for SDS;
  - 2) for the purpose of making available to supported persons a wide range of support when choosing options for SDS, a local authority must, in so far as is reasonably practicable, promote—
    - a) a variety of providers of support; and
    - b) the variety of support provided by it and other providers.

- 3.11. The Council, with its statutory duty of care ultimately decides if the arrangement will meet the supported person's needs. The duty of care responsibilities of statutory bodies and individual staff cannot be set aside.
- 3.12. A traditional Framework is essentially a procured list of approved service providers who have proven capability and capacity to undertake the requirement. Services may be obtained from a Framework via either Direct Award (without further competition) or by Mini Competition amongst all of the service providers on the Framework.
- 3.13. The main drawback of a Framework however is the limitation that once established, the list of the service providers is effectively fixed for the entire duration and cannot be amended, effectively at odds with the flexibility required by SDS. In addition to this, the maximum duration of a Framework is 4 years.
- 3.14. The alternative procurement process of the DPS does, however, provide a greater degree of flexibility in that Providers are able to join the System at any time where they meet the minimum required compliance checks.
- 3.15. The DPS is, however, restrictive in one key area, in that a Direct Award cannot be made to a single Provider and the Council must instead conduct a Mini Tender with all Providers. This essentially means that if a service user (SU) chooses a Provider under SDS Option 2 the Council cannot guarantee that they will receive their services from them.

#### **4. Public Contracts (Scotland) Regulations 2015 – Alternative Procurement Methods**

- 4.1. The Council has sought alternatives to these traditional procurement routes and have ascertained that the amendments made within the Public Contracts (Scotland) Regulations 2015 for Social and Other Specific Services, as detailed at Regulation 76 of this, outline that:
  - ◆ the procedure employed may take into account the requirements and needs of the users;
  - ◆ the Council may also take into account the need to ensure quality, continuity, accessibility, affordability, availability and the comprehensiveness of the services; and
  - ◆ the procedure must be sufficient to ensure compliance with the principles of transparency and equal treatment of economic operators.
- 4.2. Providing that these conditions can be met, this allows the Council to employ a similar procurement process to that of a Framework or DPS, but incorporating the most advantageous aspects of both in order to meet the needs of the SU's within a compliant procured arrangement.

#### **5. Proposed Approach**

- 5.1. The process proposed by the Council will be termed as a "Procured Service Agreement", principally in order to completely differentiate between this and the standard Framework or DPS. The main aspects of this will be as follows:

#### 5.1.1. Procurement Process:

- ◆ procured as with any other tender so as to employ standard exclusion grounds and stating the minimum requirements expected;
- ◆ a Fixed Price per hour will be set for standard services, which must be agreed to by bidders;
- ◆ evaluate on price/quality split of 95% quality and 5% price, with the option to vary this by a predetermined margin for mini competitions; and
- ◆ all bidders without exception who meet the minimum standards and agree to the fixed price will be admitted.

#### 5.1.2. Main Features of Agreement

- ◆ agreement will have a term of 15 years and be permanently open to new providers in order to support SDS;
- ◆ a review of the exclusion grounds will occur every three years to ensure continued compliance. The option to amend terms and conditions to suit legislative changes at any time will also be included;
- ◆ existing Providers will retain all current SUs and at the new fixed rate, with the exception of SU's who have been predetermined as having complex needs. These SU's will instead transfer to the Agreement on existing hourly rates unless these are lower than the new Fixed Rate, in which case the rate will be increased to match this; and
- ◆ the Agreement will provide the facility for direct award to a provider chosen by a SU, or by Mini Competition for new SUs with complex needs.

#### 5.1.3. Constraints

- ◆ to ensure that all Providers chosen by SU's are fit and proper, they will require to be assessed and accepted to the Agreement. Those who do not will require to be rejected and the SU informed of this;
- ◆ it is likely that some Providers will be reluctant to join the Agreement due to various factors, however, in doing so they will be unable to obtain business from the Council for the entire 15 year term; and
- ◆ continuity will still be provided for in the short term for those Providers who don't join the Agreement. In the medium term, the Council will look to transition existing SUs cared for by them to approved Providers.

### 6. Risks and Mitigations

- 6.1. With any Procurement approach there is a risk of challenge, however, this is considered as low given that it will support the continuity of service provision, the inclusion of bespoke services to meet the requirements of SU's and facilitate new providers joining at any time during its term.

### 7. Employee Implications

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

### 8. Financial Implications

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

### 9. Other Implications

- 9.1. There may be a risk that some providers will choose not to be part of the Procured Service Arrangement. This may limit choice for service users however all providers have the option to join the Procured Service Agreement.



9.2. There are no sustainable development implications associated with the report.

9.3. It should be noted that this report has been prepared by Social Work and the Procurement Service, with input from Legal Services.

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

10.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.

10.2. There is no requirement to carry out any consultation in terms of the content of this report.

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

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

21 August 2018

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

- ◆ deliver better health and social care outcomes for all
- ◆ protect vulnerable children, young people and adults
- ◆ focused on people and their needs

**Previous References**

- ◆ none

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

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# Report

9

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>19 September 2018</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Thematic Inspection – Self-directed Support</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that South Lanarkshire Health and Social Care Partnership will undergo a formal inspection of Self-directed Support in the autumn of 2018

## 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 planned actions to prepare the Health and Social Care Partnership for the inspection of Self-directed Support are noted.

## 3. Background

- 3.1. South Lanarkshire Health and Social Care Partnership (HSCP) and its partners will undergo a formal inspection of Self-directed Support (SDS) as notified by the Care Inspectorate in their letter of 19 June 2018. This inspection is part of the Care Inspectorate's national programme of activity, whereby all council areas across Scotland will undergo a similar process across the next few years.
- 3.2. The format of this inspection will broadly follow similar national thematic based inspections and is comparable to the South Lanarkshire multi-agency inspection of Older People's Services in 2015, albeit on a smaller scale.
- 3.3. Following the notification letter, the Care Inspectorate has also made follow-up contact with the Chief Social Work Officer as part of initial discussions and liaison. This contact was made through the two assigned lead inspectors (John Skouse and Mike Harking) for the South Lanarkshire SDS Inspection. Overall, there will be a team of eight inspectors supporting the process.
- 3.4. The inspection process will comprise of a number of different stages as outlined below:
- ◆ week commencing 2 July and 9 July, a professional discussion was held with key stakeholders
  - ◆ a staff survey was sent through by the Care Inspectorate on 27 June for onward distribution to staff, with a closing date of 13 July 2018

- ◆ advanced information and position statement was sent to the Care Inspectorate by 20 July 2018. This is essentially a self-evaluation by the Council against the national Quality Indicator Framework. A total of 13 Quality Indicators out of the 28 Quality Indicators will be evaluated and an indicative scoring is required to be applied to these using the six point scale as outlined in Appendix 1. A copy of the Quality Indicator Framework is attached in Appendix 2 and for ease of reference, the inspection position statement requires that the Council submits a position against:
  - Quality Indicator 1.2
  - Quality Indicators 2.1 – 2.3
  - Quality Indicator 3.1
  - Quality Indicators 5.1 – 5.4
  - Quality Indicator 6.1
  - Quality Indicator 7.3
  - Quality Indicators 9.1 and 9.4
- ◆ a Pre-Inspection Return or PIR, covering key information on SDS personnel, organisational charts and a case file sample covering those in receipt of SDS is required to be submitted
- ◆ an evidence bank/log to support the Position Statement and alerting inspectors to key pieces of information for reference. This required to be submitted by 20 July 2018. This was duly submitted by this deadline date
- ◆ in terms of on-site activity, the Inspectors will be on-site on the weeks commencing 22 and 29 October. In the first of these weeks, they will scrutinise a sample of 60 case files, associated provider files and up to a further 20 cases where the referrals to Social Work Services was not progressed to an SDS allocated budget stage. The second week (w/c 29 October), will be scrutiny week, whereby the inspection team will look to meet with staff, senior managers, Integration Joint Board senior officers, providers, people who use services and their carer's and other relevant stakeholders

#### **4. Preparation Arrangements and Next Steps**

- 4.1. In terms of preparing for this inspection, the Lead Officer will be the Chief Social Work Officer, who will be supported by a Core Preparation for Inspection Team comprising of the SDS Fieldwork Manager and staff from the Planning and Performance Team. This Core Group has weekly touchdown meetings already established to review progress against an already drafted project plan.
- 4.2. Work is already progressing against each of the above areas, with the project plan referred to above having assigned leads. From a submissions perspective, the PIR and Position Statement will be brought back to a future meeting as part of familiarising and communicating the position of the Council and its partners with regards to this.
- 4.3. In terms of communication and engagement, there has already been initial communication with managers and frontline staff across localities. This will be followed up by further planned communications which summarise a number of aspects including the position statement and the areas that inspectors will wish to observe or speak to them about.

## **5. Employee Implications**

- 5.1. Resourcing an inspection process is an intensive short-term piece of work. Although the intention is to resource this from within existing staffing complements, this will require some staff to be freed up from day-to-day tasks to prioritise inspection preparation as their immediate work objective.

## **6. Financial Implications**

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

## **7. Other Implications**

- 7.1. There is no risk implications associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. There are no other issues associated with this report.

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

- 8.1. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. There will be service user and carer engagement as part of this process. Service users and carers will be provided with full feedback of the outcome of this joint inspection.

**Val de Souza**

**Director, Health and Social Care**

9 August 2018

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

- ◆ deliver better health and social care outcomes for all;
- ◆ improve later life;
- ◆ get it right for children and young people; and
- ◆ improve health, care and wellbeing.

## **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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**Care Inspectorate**

Level 6	Excellent	Outstanding or sector leading
Level 5	Very good	Major strengths
Level 4	Good	Important strengths with areas for improvement
Level 3	Adequate	Strengths just outweigh weaknesses
Level 2	Weak	Important weaknesses
Level 1	Unsatisfactory	Major weaknesses

## Quality Indicators

What key outcomes have we achieved?	How well do we jointly meet the needs of our stakeholders through person centred approaches?	How good is our joint delivery of services?	How good is our management of whole systems in partnership?	How good is our leadership?
1. Key performance outcomes	2. Getting help at the right time	5. Delivery of key processes	6. Policy development and plans to support improvement in service	9. Leadership and direction that promotes partnership
<p><b>1.1</b> Improvements in partnership performance in both healthcare and social care</p> <p><b>1.2</b> Improvements in the health and well-being and outcomes for people, carers and families</p>	<p><b>2.1</b> Experience of individuals and carers of improved health, wellbeing, care and support</p> <p><b>2.2</b> Prevention, early identification and intervention at the right time</p> <p><b>2.3</b> Access to information about support options including self directed support</p>	<p><b>5.1</b> Access to support</p> <p><b>5.2</b> Assessing need, planning for individuals and delivering care and support</p> <p><b>5.3</b> Shared approach to protecting individuals who are at risk of harm, assessing risk and managing and mitigating risks</p> <p><b>5.4</b> Involvement of individuals and carers in directing their own support</p>	<p><b>6.1</b> Operational and strategic planning arrangements</p> <p><b>6.2</b> Partnership development of a range of early intervention and support services</p> <p><b>6.3</b> Self-evaluation and improvement</p> <p><b>6.4</b> Performance management and quality assurance</p> <p><b>6.5</b> Involving individuals who use services, carers and other stakeholders</p> <p><b>6.6</b> Commissioning arrangements</p>	<p><b>9.1</b> Vision ,values and culture across the partnership</p> <p><b>9.2</b> Leadership of strategy and direction</p> <p><b>9.3</b> Leadership of people across the partnership</p> <p><b>9.4</b> Leadership of change and improvement</p>
	3. Impact on staff		7. Management and support of staff	10. Capacity for improvement
	<p><b>3.1</b> Staff motivation and support</p>		<p><b>7.1</b> Recruitment and retention</p> <p><b>7.2</b> Deployment, joint working and team work</p> <p><b>7.3</b> Training, development and support</p>	<p><b>10.1</b> Judgement based on an evaluation of performance against the quality indicators</p>
	4. Impact on the community		8. Partnership working	
	<p><b>4.1</b> Public confidence in community services and community engagement</p>		<p><b>8.1</b> Management of resources</p> <p><b>8.2</b> Information systems</p> <p><b>8.3</b> Partnership arrangements</p>	
<div><div></div><div><i>What is our capacity for improvement?</i></div><div></div></div>				