



Council Offices, Almada Street
Hamilton, ML3 0AA

Wednesday, 26 May 2021

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, 02 June 2021
Time: 10:00
Venue: By Microsoft Teams,

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

Yours sincerely

Cleland Sneddon
Chief Executive

Members

John Bradley (Chair), Maureen Chalmers (Depute Chair), Walter Brogan, Robert Brown, Archie Buchanan, Janine Calikes, Graeme Campbell, Andy Carmichael, Margaret Cowie, Maureen Devlin, Mary Donnelly, Allan Falconer, Eric Holford, Mark Horsham, Katy Loudon, Joe Lowe, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, Carol Nugent, John Ross, Margaret B Walker, David Watson

Substitutes

Alex Allison, Gerry Convery, Margaret Cooper, Isobel Dorman, Fiona Dryburgh, Geri Gray, Graeme Horne, Ann Le Blond, Martin Lennon, Richard Lockhart, Eileen Logan, Davie McLachlan, Jared Wark, Josh Wilson

BUSINESS

1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 16
Minutes of the meeting of the Social Work Resources Committee held on 17 March 2021 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- | | | |
|----------|--|---------|
| 3 | Social Work Resources - Revenue Budget Monitoring 2020/2021 | 17 - 26 |
| | Joint report dated 29 March 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 4 | Social Work Resources - Capital Budget Monitoring 2020/2021 | 27 - 30 |
| | Joint report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 5 | Social Work Resources – Workforce Monitoring – January to March 2021 | 31 - 38 |
| | Joint report dated 26 April 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | |
| 6 | Social Work Resource Plan 2021-2022 | 39 - 60 |
| | Report dated 14 May 2021 by the Director, Health and Social Care. (Copy attached) | |

Item(s) for Decision

- | | | |
|-----------|---|-----------|
| 7 | Care and Support Service Review and Re-design | 61 - 82 |
| | Report dated 23 April 2021 by the Director, Health and Social Care. (Copy attached) | |
| 8 | Promise Posts | 83 - 88 |
| | Joint report dated 13 May 2021 by the Director, Health and Social Care and Executive Directors (Education Resources) and (Finance and Corporate Resources). (Copy attached) | |
| 9 | Additional Counselling Post | 89 - 92 |
| | Joint report dated 14 May 2021 by the Director, Health and Social Care and Executive Directors (Education Resources) and (Finance and Corporate Resources). (Copy attached) | |
| 10 | Additional Non-Recurring Section 27 Funding to Address the Backlog in Justice Social Work Delivery Due to the Pandemic | 93 - 100 |
| | Joint report dated 11 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 11 | Overtime Reduction Update | 101 - 104 |
| | Joint report dated 26 April 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 12 | Carer's Fund - Increase to Establishment | 105 - 108 |
| | Joint report dated 13 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 13 | SWISPlus Replacement | 109 - 116 |
| | Joint report dated 20 April 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached) | |

- 14 Self-Directed Support - Direct Payments Monitoring Review** 117 - 120
Joint report dated 24 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 15 Care at Home Service** 121 - 130
Joint report dated 21 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 16 Transformation and Service Improvement Programme** 131 - 140
Report dated 22 April 2021 by the Director, Health and Social Care. (Copy attached)
- 17 Autism Resources Co-ordination Hub (ARCH) Update** 141 - 160
Report dated 13 April 2021 by the Director, Health and Social Care. (Copy attached)
- 18 Notification of Contracts Awarded 1 October 2020 to 31 March 2021** 161 - 164
Report dated 30 April 2021 by the Director, Health and Social Care. (Copy attached)

Urgent Business

- 19 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 454719

Clerk Email: tracy.slater@southlanarkshire.gov.uk

SOCIAL WORK RESOURCES COMMITTEE

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Minutes of meeting held via Microsoft Teams on 17 March 2021

Chair:

Councillor John Bradley

Councillors Present:

Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Eric Holford, Councillor Graeme Horne (*substitute for Councillor Mark Horsham*), Councillor Richard Lockhart (*substitute for Councillor Richard Nelson*), Councillor Katy Loudon, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Carol Nugent, Councillor Margaret B Walker, Councillor David Watson

Councillors' Apologies:

Councillor Mark Horsham, Councillor Joe Lowe, Councillor Richard Nelson, Councillor John Ross (ex officio)

Attending:

Finance and Corporate Resources

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

Health and Social Care/Social Work Resources

V de Souza, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); D Dobbie, Service Manager (Children and Justice); M Kane, Service Development Manager; M Lynn, Community Living Manager; L Purdie, Head of Children and Justice Services

Chair's Opening Remarks

The Chair advised the Committee that Val de Souza, Director, Health and Social Care was retiring and that this would be her last meeting of the Social Work Resources Committee.

The Chair highlighted the significant contribution Val had made in taking the Service forward, particularly during the last difficult year and indicated that there would be an opportunity at the end of the meeting for anyone who wished to acknowledge the contribution she had made during her time at South Lanarkshire Council.

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 20 January 2021 were submitted for approval as a correct record.

Councillor Nailon advised that she had highlighted at the last meeting, under Urgent Business, that she had been removed from the meeting and this had not been recorded in the minutes. Councillor Nailon further advised that at item 15 of the minutes, she had objected to the terminology used and this had not been reflected in the minutes. Councillor Holford highlighted that there had been a lengthy discussion on this item and it had only been briefly summarised in the minutes and not all issues had been covered.

The Clerk advised that the purpose of the minutes was to outline what the report was asking the Committee to decide on, record any significant debate that resulted in an amendment that led to a decision and accurately record the decision. Discussion would not normally be minuted, however, as officers had agreed to take the issue forward in relation to broadening the Gender-Based Violence Partnership agenda, taking into consideration members' concerns that the Position Statement did not include male victims, this was included in the narrative and decision parts of the minutes.

In relation to Councillor Nailon's issue highlighted under Urgent Business, the Clerk advised that as this was not an issue for the Committee to consider or take a decision on, it would not be considered as an item of business. Actions had been taken to investigate the issue raised in collaboration with IT Services, and controls had been put in place to ensure that this would not happen in future. It was agreed that the previous minutes would be amended at item 15 to reflect that Councillor Nailon had been temporarily removed from the meeting during that item of business.

The Committee decided: that the minutes, subject to the amendment at item 15 to reflect that Councillor Nailon had been temporarily removed from the meeting during that item of business, be approved as a correct record.

3 Social Work Resources – Revenue Budget Monitoring 2020/2021

A joint report dated 16 February 2021 by the Executive Director (Finance and Corporate Resources) and the Director, Health and Social Care was submitted comparing actual expenditure at 29 January 2021 against budgeted expenditure for 2020/2021 for Social Work Resources, together with a forecast of the position for the year to 31 March 2021.

At 21 January 2020, there was an overspend position of £0.341 million against the phased budget. The financial forecast to 31 March 2021 was an overspend position of £0.379 million. Continued additional costs incurred in relation to Covid-19, totalling £15.812 million, were detailed separately in Appendix B to the report.

The Resource had also experienced a reduction in income of £1.275 million from services not provided as a result of Covid-19, as detailed in Appendix D to the report. To date, total additional costs to the Council as a result of Covid-19 were £17.087 million, with £11.010 million received from the Scottish Government through the Social Care Mobilisation Plan. A further £6.077 million would be required to meet the spend incurred and councils had been advised that all reasonable costs would be reimbursed.

The overspend forecast at 31 March 2021 of £0.379 million all related to additional Covid-19 expenditure for Children and Family Services. This would not be funded by the Scottish Government through its Mobilisation Plan as those services were not delegated to the Integration Joint Board.

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

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the overspend position on Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2021 of an overspend position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 20 January 2021 (Paragraph 3)]

Councillor Donnelly joined the meeting during this item of business

4 Social Work Resources – Capital Budget Monitoring 2020/2021

A joint report dated 24 February 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2020/2021 and summarising the expenditure position at 29 January 2021.

The Committee decided: that the Social Work Resources' capital programme of £0.844 million, and expenditure to date of £0.096 million, be noted.

[Reference: Minutes of 20 January 2021 (Paragraph 4)]

5 Social Work Resources – Workforce Monitoring – November and December 2020

A joint report dated 9 February 2021 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 November and December 2020:-

- ◆ 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 12 December 2020

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

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

Officers responded to members' questions on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 20 January 2021 (Paragraph 5)]

6 Integrated Safeguarding and Early Intervention Hub, Emergency Social Work and Parenting Pathway

A joint report dated 17 January 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted providing an update on:-

- ◆ a Scottish Government Initiative and additional funding to develop and enhance Community Mental Health and Wellbeing supports and services
- ◆ proposed efficiency savings in relation to Emergency Social Work Services
- ◆ the Parenting Support Pathway agreed through the Children's Services Strategy Group as part of the Children's Plan

The Scottish Government had made funding of £15 million per annum available for the financial year 2020/2021 for improving children's mental health and wellbeing. It was expected that, within the constraints of the annual spending review process, this funding would continue.

Police Scotland and Children and Family Services had agreed to collaborate on an Integrated Safeguarding and Early Intervention Hub model which would deliver a new model of managing all referrals and early intervention requests to Children and Family Services. The highest proportion of referrals were received from Police Scotland and were related to domestic violence, addictions issues and mental health referrals that ranged from low level to intense interventions. Currently, all 4 localities managed referrals regarding children, including child protection and early intervention and the Hub was seen as a model of intervention that would support a consistent response across all localities.

To support and build capacity within the Hub, it was proposed to establish the following posts:-

- ◆ 1 full-time equivalent (FTE) post of Fieldwork Manager on Grade 5, Level 1, SCP 96-97 (£53,780 to £54,601)
- ◆ 2 FTE posts of Team Leader on Grade 3, Level 8, SCP 79-80 (£41,771 to £42,410)
- ◆ 3 FTE posts of Family Support Worker on Grade 2, Level 2-4, SCP 39-48 (£23,139 to £26,425)

The costs of the Fieldwork Manager, Team Leader and Family Support Worker posts would be met from the Mental Health and Wellbeing funding from the Scottish Government, with the expectation that this funding would continue. However, if there was a change to that funding, the posts would be subsumed within the existing Social Work establishment as part of the SWITCH2 process. Turnover of staff would support this, with little risk to the staffing budget.

Through an efficiency savings exercise, a reduction in overtime had been targeted, replacing overtime with employment where possible. A review of the Emergency Social Work Services' (ESWS) overtime and workload had also taken place, taking into account the winter impact in 2019 and current spend related to additional staffing costs in meeting the increased demands for Care at Home, Adult and Childcare Services.

It had, initially, been agreed to meet this demand by offering current employees short-term additional hours, however, this had not been successful due to difficulties in locating available staff to cover weekend hours.

A review of the staffing requirements had been undertaken and it was proposed to establish the following posts to improve consistency of practice and provide a high standard of support:-

- ◆ 0.5 FTE post of Social Work Assistant on Grade 2, Level 2-4, SCP 39-48 (£30,151 to £34,431)
- ◆ 1.03 FTE posts of Social Worker on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)

The costs of the Social Work Assistant and Social Worker posts would be met from existing budgets.

The Lanarkshire Parenting Support Strategy had been launched in 2012 and set out 10 core commitments designed to build the capacity of staff to deliver timely, appropriate and proportionate support to parents and carers and improve the ability of parents to support their children's development.

The Inspection of Services for Children and Young People in 2015 noted some excellent practice in supporting parents, but also identified several areas for improvement related to the delivery of parenting support.

In 2016, as part of the Realigning Children's Services programme, the ambition was to provide the right services tailored to local need, using evidence-based programmes geared towards prevention and early intervention and by adopting a strategic commissioning approach to planning and delivery.

Information was provided on the current position of the Parenting Support Pathway, which was in the third phase of implementation. Inefficiencies of running multiple programmes had been reduced, greater coherence and confidence for practitioners in delivery and referral had been provided, together with a better evidence base for future evaluations.

To continue to build capacity and meet the need to deliver a minimum of 2 groups of each parenting pathway programme per locality per year, it was proposed to establish an initial 2-year fixed term post of Parenting Co-ordinator on Grade 3, Level 8, SCP 79-80 (£41,771 to £42,410). This would be reviewed by the Children's Services Strategy Group.

The costs of the Parenting Co-ordinator post would be met from a £25,000 per annum funding commitment from Health, Education Resources and Social Work Resources for an initial 2-year period.

The Committee decided:

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

7 Peer Support for Justice Services

A joint report dated 25 February 2021 by the Director Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted advising of a funding bid by the Alcohol and Drug Partnership (ADP) and Justice Social Work Services to the Drug Deaths Task Force (DDTF).

The DDTF was established in July 2019 by the Minister for Public Health and Sport and supported by the Cabinet Secretary for Justice.

The DDTF had offered funding to support several tests of change, one of which focused on a peer-delivered navigator model of support. As well as providing access to practical elements of support and building connections with community-based services, peer navigators, who had lived experience, would be skilled at developing trusting relationships with those who could be difficult to engage with.

The ADP had a strong focus on reducing drug related harm and deaths in the local area and a bid had been submitted for funding of 2 Support Assistants with lived experience to support persons with substance use issues who were also in the justice system. Persons recruited would be expected to complete standard Protecting Vulnerable Groups (PVG) checks and adhere to the Council's codes of practice.

Subject to the approval of funding, it was proposed that 2 full-time equivalent (FTE) posts of Peer Support Assistant on Grade 1, Level 4, SCP 30-31 (£20,292 to £20,603) be added to the Social Work Resources' staffing establishment for a fixed-term period of 18 months.

The Committee decided: that, subject to the approval of funding, 2 FTE posts of Peer Support Assistant, as detailed in the report, be added to the Social Work Resources' staffing establishment for a fixed-term period of 18 months.

8 Analogue to Digital Telecare Project

A joint report dated 23 February 2021 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted:-

- ◆ providing an update on Scottish Government funding to support the delivery of the Council's Transition from Analogue to Digital Telecare Project
- ◆ requesting approval for additions to the Social Work Resources' staffing establishment to support the delivery of the Project

Telecommunications companies were moving to newer digital technology known as 'Voice Over Internet Protocol' (VOIP) which could support both broadband and phone services. The Public Switched Telephone Network (PSTN) would then be switched off.

An Analogue to Digital (A2D) Project had been established with appropriate governance arrangements. This Project had to propose a service delivery model and oversee its implementation by 2023, in advance of PSTN being switched off.

Resources had been assigned to co-ordinate and deliver the transition from A2D Telecare Community Alarm Services, with Council and Health and Social Care Partnership staff actively moving forward with a range of preparatory work.

Understanding the current service and equipment provision was a key area in terms of preparation and it was proposed that the following posts be established for a fixed-term period of 12 months to carry out a detailed audit:-

- ◆ 3 full-time equivalent (FTE) posts of Technology Assistant on Grade 1, Level 1-2, SCP 20-23 (£17,519 to £18,332)
- ◆ 1 FTE post of Telecare Development Assistant on Grade 2, Level 2-4, SCP 39-57 (£23,169 to £30,147)

The costs of the Technology Assistant posts would be met from Scottish Government funding, with match funding from the Council and the cost of the Telecare Development Assistant post would be funded from a vacant 21-hour Telecare Development Worker post.

The Committee decided:

- (1) that the additions to the Social Work Resources' staffing establishment, as detailed in the report, be approved; and
- (2) that the reconfiguration of vacant hours to a fixed-term Telecare Development Assistant post, as detailed in the reported, be approved.

9 Establishment Changes

A joint report dated 2 March 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted:-

- ◆ providing an update on additional service demands on frontline and operational services and supports, due to the Covid-19 pandemic
- ◆ outlining proposals to strengthen the leadership, governance and management arrangements which supported the delivery of statutory social care services and would provide a more robust oversight of contracted services

Information was provided on the new demands, as a result of the pandemic, where services had to change and adapt their model of delivery, outlining additional resource requirements mainly pertaining to care homes, requirements to deliver a Personal Protective Equipment (PPE) service and expanded staff testing.

Information was also provided on proposed establishment changes in relation to substance misuse services, planning and development and public protection quality and audit capacity.

It was proposed that the following care home posts be added to the Social Work Resources' staffing establishment for a fixed-term period of 6 months:-

- ◆ 7 full-time equivalent (FTE) posts of Social Care Worker on Grade 2, Level 1-2, SCP 34-40 (£22,725 to £24,809)
- ◆ 20 FTE posts of Domestic (Housekeeping/Laundry) on Grade 1, Level 1, SCP 20 (£18,520)
- ◆ 3.5 FTE posts of Clerical Assistant on Grade 1, Level 2, SCP 22-23 (£19,098 to £20,256)
- ◆ 7 FTE posts of Facilities Assistant on Grade 1, Level 2, SCP 22-23 (£19,098 to £20,256)
- ◆ 7 FTE posts of Social Care Assistant on Grade 1, Level 2, SCP 22-23 (£19,098 to £20,256)
- ◆ 6 FTE posts of Social Care Worker (Nights) on Grade 2, Level 1-2 (plus 4), SCP 37-44 (£22,995 to £25,434)
- ◆ 1 FTE post of Community Living Manager on Grade 5, Level 1, SCP 96-97 (£53,799 to £54,601)

It was proposed, to fulfil the requirements of the PPE Hub, that the following posts be added to the Social Work Resources' staffing establishment for a fixed-term period of 6 months:-

- ◆ 1 FTE post of Team Leader on Grade 3, Level 8, SCP 79-80 (£41,771 to £42,410)
- ◆ 1 FTE post of Business Support Officer on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147)
- ◆ 6 FTE posts of Clerical Assistant on Grade 1, Level 4, SCP 30-31 (£20,292 to £20,603)

The following changes to the Social Work Resources' staffing establishment in relation to the Community Addiction Recovery Service (CAREs), Planning and Development and Adult Protection were proposed:-

- ◆ add 1 FTE post of Planning and Development Officer on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)
- ◆ add 0.5 FTE posts of Social Worker (Substance Misuse CAREs) on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)
- ◆ delete 0.63 FTE posts of Social Work Assistant (CAREs) on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147)
- ◆ add 1 FTE post of Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£43,651 to £47,775)
- ◆ delete 1.23 FTE posts of Social Worker (Locality Team) on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)

It was proposed that the following posts relating to Commissioning, Quality Assurance and Governance be added to the Social Work Resources' staffing establishment:-

- ◆ 1 FTE post of Service Manager on Grade 5, Level 8, SCP 107-108 (£63,379 to £64,346)
- ◆ 1 FTE post of Team Leader (Quality Assurance and Recommissioning (QA&R)) on Grade 3, Level 8, SCP 79-80 (£41,771 to £42,410)
- ◆ 4 FTE posts of Planning Officer (QA&R) on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)

It was proposed that 1 FTE post of Team Leader (Occupational Therapy) on Grade 3, Level 8, SCP 79-80 (£41,771 to £42,410) be added to the Social Work Resources' staffing establishment.

The costs of the care home and PPE hub posts were directly associated with the Covid-19 pandemic and would be met from the Scottish Government Mobilisation Plan.

The costs of the Community Addiction Recovery Service (CAREs), Planning and Development and Adult Protection posts would be met from 'See Hear' monies and the deletion of vacant posts.

The costs of the Commissioning, Quality Assurance and Governance posts would be funded for a period of 3 years from the Community Living Change Fund and it was anticipated that the redesign and recommissioning activity that the fund supported would provide a substantive funding solution.

The cost of the Occupational Therapy post would be funded from within existing budgets.

The Committee decided:

- (1) that the content of the report be noted;
- (2) that the changes to the Social Work Resources' staffing establishment, as detailed in the report, be approved; and
- (3) that the funding outlined to meet new service demands and deliver services differently, due to Covid-19, and realignment of existing resources be noted.

[Reference: Minutes of 20 February 2019 (Paragraph 7)]

10 Rates of Social Care Services 2021/2022

A report dated 17 February 2021 by the Director, Health and Social Care was submitted requesting delegated authority for the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree the 2021/2022 rates for Social Care Services.

Each year, Social Work Resources Committee approved the commissioned rates for social care services, including Care Home and community-based services. However, with the ongoing impact of Covid-19, negotiations around budget settlement for the Scottish Living Wage and the National Care Home Contract had not yet concluded.

The Council's social care providers continued to face unprecedented operational and financial challenges in responding to Covid-19, with sustainability arrangements in place in accordance with Scottish Government and COSLA guidance.

To ensure the Council could implement increased contractual rates for providers at the earliest opportunity, effective from 1 April 2021, it was proposed that the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) be authorised to agree amended rates as follows:-

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

The Committee decided: that the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) be authorised to agree the 2021/2022 rates for Social Care Services.

11 Adult and Older People Day Services Review Report

A report dated 10 February 2021 by the Director, Health and Social Care was submitted on the completion of the Adult and Older People Day Services Review.

The evidence-based review of Adult and Older People Day Services, which began in May 2019, had now been completed and the review group was now moving to a programme of designing a remodelling of the service.

Information was provided on the drivers for the review and highlighted the concerns from Audit Scotland about the lack of pace of change from traditional models of care since the implementation of the Social Care (Self-directed Support) (Scotland) Act 2013 and associated 10-year strategy.

The Review identified key principles for modernising the Service, which included fairness and equity; access to service based on priority need; robust assessment, support planning and review; flexibility and choice; and an enabling and asset-based approach.

The following findings and actions had also been established:-

- ◆ the delivery model must be better aligned with the Integration Joint Board's Strategic Commissioning Plan
- ◆ assessment and care management approaches must be strengthened to take account of the prioritisation framework and Self-directed Support (SDS) so that all service users and carers had a defined personal budget within which their Support Plan would be organised under their direction
- ◆ the current model was deficient in that it was based on services, not outcomes
- ◆ existing services were well run and well regarded
- ◆ given occupancy levels, existing service users could be accommodated within fewer buildings where a building model remained, without significant detriment
- ◆ there was merit in sustaining some building-based services in each locality, but the current number of bases was unnecessary and limited creative use of available budget
- ◆ there was unevenness in the distribution of resource across localities which must be remedied
- ◆ existing staffing models were out of date, relative to changing needs and demands and required to be reviewed
- ◆ the Stonehouse Lifestyles model worked well and could be further developed
- ◆ there was opportunity to develop rehabilitation, re-ablement and crisis intervention services into the model
- ◆ resources must be "unlocked" to support the evolution of SDS
- ◆ 2 buildings were less suitable and could be given up as a first step
- ◆ outreach services developed over the Covid 19 period had extended the range of options for service users and carers and should be maintained and developed
- ◆ service users and carers were asking for more flexible approaches to care for example, opening hours
- ◆ the current transport arrangements were costly and unhelpfully defined the service
- ◆ there was double funding of transport costs from the public purse

Further consultation would now be undertaken with stakeholders on the proposed future model which would focus on:-

- ◆ being fully compliant with the SDS legislation and strategic intentions
- ◆ maintaining an element of access to a building base service in each locality
- ◆ developing an individualised outreach model
- ◆ continuing to support those with complex needs to have access to specialist services where required

Officers responded to members' questions and clarification was provided that no changes to service provision would be made without a further report being submitted to this Committee for approval.

The Committee decided:

- (1) that the status of the Adult and Older People Day Services Review be noted;
- (2) that the key findings of the Review, which offered direction in relation to future modelling, be noted;
- (3) that the fundamental principles of a re-designed model be noted; and
- (4) that the proposed further consultation with stakeholders be noted.

[Reference: Minutes of 2 October 2019 (Paragraph 11)]

Councillor Buchanan left the meeting during this item of business

12 South Lanarkshire Alcohol and Drug Partnership Strategy 2020 to 2023

A report dated 8 February 2021 by the Director, Health and Social Care was submitted on the South Lanarkshire Alcohol and Drug Partnership Strategy 2020 to 2023.

The South Lanarkshire Alcohol and Drug Partnership (SLADP) was a multi-agency strategic partnership focused on alcohol and drug use issues in the local area. Members included agencies with an interest in providing treatment and intervention for people experiencing problem alcohol and drug use, and other key stakeholders.

The Scottish Government had requested that ADPs submit local 3-year strategies following the publication of the national strategy in November 2019. The SLADP Strategy set out an approach that reflected the 5 principles of the National Strategy, namely:-

- ◆ a recovery orientated approach which reduced harms and prevented alcohol and drug deaths
- ◆ a whole family approach on alcohol and drugs
- ◆ a public health approach to justice for alcohol and drugs
- ◆ education, prevention and early intervention on alcohol and drugs
- ◆ a reduction in the attractiveness, affordability and availability of alcohol

The Strategy had been written prior to the Covid-19 pandemic and advice had been sought from the Scottish Government as to whether to re-write the Strategy and re-issued for consultation. The Scottish Government advised to continue with the current Strategy as it would be issuing information on contingency planning in relation to the pandemic.

Figure8 Consultancy Services had been commissioned, however, to carry out an evidence-based review of commissioning processes to ensure that they best reflected the 5 principles of the National Strategy. Several of the commissioned services across South Lanarkshire were nearing completion of their existing contracts and this review would be used to inform a number of consultation events with communities, local third sector organisations and statutory partners.

The Committee decided: that the multi-agency commitment required to achieve the anticipated outcomes set within the South Lanarkshire Alcohol and Drug Partnership Strategy 2020 to 2023 be noted.

13 Transformation and Service Improvement Programme

A report dated 16 February 2021 by the Director, Health and Social Care was submitted providing an update on the Transformation and Service Improvement Programme and the impact of Covid-19 in relation to the following services:-

- ◆ Care and Support Service Re-design
- ◆ South Lanarkshire's Care Facilities Modernisation Programme
- ◆ Mental Health Strategy
- ◆ Care at Home Services Improvement Programme
- ◆ Adult and Older People Day Services Review
- ◆ Equipment and Adaptations

As part of the Council's commitment to improving later life for adults and older people and to meet the future needs and wishes of those people, a programme of Transformation and Service Improvement was being undertaken by the Health and Social Care Partnership (HSCP). This work supported the delivery of the Integrated Joint Board's Strategic Commissioning Plan and continued to strengthen community-based supports.

Covid-19 had continued to slow the progress of the Transformation Programme as resources had been re-deployed, however, work had continued and was taking account of the risks that Covid-19 had posed, the learning that was accruing and considering how services could be modified to meet those risks.

The programme of work endeavoured to put the people who used Social Care supports, their families and carers, and the people who worked in Social Care Services at the centre of care. It also provided the opportunity to align services focusing on the outcomes of the recently published Independent Review of Adult Social Care, which was likely to influence the ongoing programme in the future.

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

14 Care Inspectorate Updates for Registered Social Work Services

A report dated 22 February 2021 by the Director, Health and Social Care was submitted providing an update on inspections that had been undertaken by the Care Inspectorate on registered social work services.

South Lanarkshire had 42 registered services, which included 8 care homes for older people, 13 day centres for older people, 6 care homes for children and young people, 3 child and family services (fostering, adoption and support carers), 6 adult lifestyles centres, 2 adult community support services and 4 home care services. During 2019/2020, 19 inspections took place and details were provided in the Social Work Registered Care Service inspections summary, attached as Appendix 1 to the report.

It was highlighted that, due to the Covid-19 pandemic, inspection activity had significantly reduced and the attached appendix, therefore, showed the most recent inspection dates and grades. Notwithstanding the reduced scrutiny, the Care Inspectorate had conducted inspections on 2 South Lanarkshire Care at Home Services, Hamilton/Blantyre and Rutherglen/Cambuslang, as a result of poor inspection findings prior to lockdown. This had resulted in the Health and Social Care Partnership self-imposing temporary moratoriums on the 2 localities. This provided time to evaluate what was working well and what needed to be improved, while still ensuring that all people who required a home care service and all staff were supported to the highest possible standard. Work was continuing with the Care Inspectorate and staff to make improvements.

Following re-inspection, the Improvement Notice on the Hamilton/Blantyre Home Care Service had been lifted and the Care Inspectorate had indicated that the service would be re-graded. However, the grades could not be changed until the next annual inspection.

Following re-inspection of Rutherglen/Cambuslang, the Care Inspectorate had reported their assurance in the running of the service. Although, the final report was yet to be published, verbal feedback was that the grades would now be increased and the progress in relation to the improvements in this service had been recognised.

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

15 Urgent Business

There were no items of urgent business.

Closing Remarks

The Chair and members of the Committee wished Val de Souza, Director, Health and Social Care well in her retirement and thanked her for her services to the Social Work Resources Committee and raising the profile of South Lanarkshire's Integration Joint Board to the extent that it was used as an exemplar throughout Scotland.

Ms de Souza responded in suitable terms.

Report

3

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2020/2021
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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 2020 to 26 February 2021 for Social Work Resources
- ♦ provide a forecast for the year to 31 March 2021

2. Recommendation(s)

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

- (1) that the overspend of £0.309 million on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, be noted;
- (2) that the forecast to 31 March 2021 of £0.379m overspend position, be noted; and
- (3) that the proposed budget virement be approved.

3. Background

- 3.1. This is the fifth revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2020/2021.
- 3.2. The report details the financial position for Social Work Resources in Appendix A, and then details the individual services, along with variance explanations, in Appendices B to F.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. **Probable Outturn:** As at 31 March 2021, there is a forecast overspend of £0.379m against the annual budget, all of which relates to an additional COVID related expenditure for Children and Families Services, which will not be funded by the Scottish Government via the Mobilisation Plan as these services are not delegated to the IJB. These costs are being considered and reported as part of the Council's probable outturn position.
- 5.2 There has been confirmation that this year's additional costs of COVID-19 faced by services devolved to the IJB will be fully funded through the Mobilisation plan, therefore no account is taken of this pressure in the figures.

- 5.3. As at 26 February 2021, there is an overspend position of £0.309m against the phased budget.
- 5.4. The COVID-19 spend included in the services devolved to the Integrated Joint Board are being included in the Mobilisation Plan which the Scottish Government are using to allocate funds to the Health and Social Care Partnership. The additional cost includes expenditure on beds to facilitate discharge from hospital, expenditure on support for carers, PPE equipment and also staff overtime. These additional costs and income from Scottish Government are included in Appendix B and total £16.444m.
- 5.5. In addition to extra costs, Social Work Resources has lost income from services which are not being provided during the emergency and non-achievement of proposed savings. This totals £1.4m at period 12 and is included at Appendix D.
- 5.6. Taking the two figures together gives additional cost to the Council of £17.844m, which includes accrued costs.
- 5.7. The Social Care Mobilisation monies received to date have been fully spent. As at 26 February 2021, the Council has received £12.606m reflecting all the invoices raised to date for actual spend. A further £5.235m would be required to meet the spend of £17.841m incurred to that point. Invoices have been raised for these amounts.
- 5.8. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.
- 5.9 **Year end update:** The final position for the Resource is becoming clearer, it is likely that the services delegated to the IJB – including Adults and Older People Services and Substance Misuse - will underspend by £0.236m and it is proposed that the underspend will be transferred to reserves for use by the IJB in future years. In addition, the services not delegated to IJB – Children and Families, Performance and Support and Justice – will underspend by £0.758m and it proposed that the underspend will be transferred to reserves for use on budget pressures that are emerging in relation to an increase in external residential placements for young people .

6. Climate Change, Sustainability and Environmental Implications

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

7 Other Implications

- 7.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 7.2. There are no implications for sustainability in terms of the information contained in this report.

8 Equality Impact Assessment and Consultation Arrangements

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

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

Paul Manning
Executive Director (Finance and Corporate Resources)

Val de Souza
Director, Health and Social Care

29 March 2021

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 26 February 2021

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 26 February 2021 (No.12)

Social Work Resources Summary

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 26/2/21	Actual 26/2/21	Variance 26/2/21		% Variance 26/2/21	Note
	£000	£000	£004	£004	£000	£000	£000			
<u>Budget Category</u>										
Employee Costs	91,729	98,335	(6,606)	(6,606)	81,230	84,912	(3,682)	Over	-4.5%	
Property Costs	2,653	3,099	(446)	(446)	2,409	3,068	(659)	Over	-27.4%	
Supplies & Services	5,777	7,534	(1,757)	(1,757)	4,900	5,574	(674)	Over	-13.8%	
Transport & Plant	4,317	4,285	32	32	4,073	3,967	106	Under	2.62%	
Administration Costs	1,696	1,554	142	142	1,125	1,110	15	Under	1.38%	
Payments to Other Bodies	21,591	21,383	208	208	18,176	18,162	14	Under	0.1%	
Payments to Contractors	105,425	121,851	(16,426)	(16,426)	84,965	97,755	(12,790)	Over	-15.1%	
Transfer Payments	3,117	3,041	76	76	2,876	2,786	90	Under	3.1%	
Financing Charges	335	356	(21)	(21)	330	357	(27)	Over	-8.2%	
Total Controllable Exp.	236,640	261,438	(24,798)	(24,798)	181,744	198,526	(16,782)	Over	-9.2%	
Total Controllable Inc.	(63,481)	(87,900)	24,419	24,419	(51,371)	(68,669)	17,298	over recovered	-33.7%	
Net Controllable Exp.	173,159	173,538	(379)	(379)	148,713	149,022	(309)	Over	-0.2%	

Variance Explanations

Variance explanations are shown in Appendices B -F.

Budget Virements

Budget virements are shown in Appendices B-F.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 26 February 2021 (No.12)

Covid-19

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 26/2/21	Actual 26/2/21	Variance 26/2/21		% Variance 26/2/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	0	6,208	(6,208)	(6,208)	0	3,390	(3,390)	Over	n/a	1
Property Costs	0	536	(536)	(536)	0	716	(716)	Over	n/a	2
Supplies & Services	0	2,621	(2,621)	(2,621)	0	1,323	(1,323)	Over	n/a	3
Transport & Plant	0	180	(180)	(180)	0	69	(69)	Over	n/a	
Administration Costs	0	30	(30)	(30)	0	84	(84)	Over	n/a	
Payments to Other Bodies	0	321	(321)	(321)	0	477	(477)	Over	n/a	4
Payments to Contractors	0	13,877	(13,877)	(13,877)	0	10,650	(10,650)	Over	n/a	5
Transfer Payments	0	55	(55)	(55)	0	45	(45)	Over	n/a	
Financing Charges	0	0	0	0	0	2	(2)	Over	n/a	
Total Controllable Exp.	0	23,828	(23,828)	(23,828)	0	16,756	(16,756)	Over	n/a	
Total Controllable Inc.	0	(23,458)	23,458	23,458	0	(16,444)	16,444	Over recovered	n/a	6
Net Controllable Exp.	0	370	(370)	(370)	0	312	(312)	Over	n/a	

Variance Explanations**1 Employee Costs**

These costs relate to the response to COVID-19 to maintain existing service delivery and to support hospital discharge.

2 Property Costs

These costs related to expenditure on hygiene and cleaning products in response to COVID-19.

3 Supplies & Services

These costs relate to the additional requirement for PPE in responding to COVID-19

4 Payments to Other Bodies

This expenditure relates to payments to Voluntary Action South Lanarkshire to provide additional support during COVID-19.

5 Payment to Contractors

This expenditure relates to the response to COVID-19 to provide capacity in the system, payments to external providers in respect of sustainability, the Social Care Support Fund and additional costs incurred on PPE and infection and prevention control measures.

6 Income

This over recovery of income is currently offsetting the expenditure incurred in response to COVID-19.

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 26 February 2021 (No.12)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 26/2/21	Actual 26/2/21	Variance 26/2/21		% Variance 29/1/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	16,813	16,818	(5)	(5)	14,854	14,839	15	Under	0.1%	
Property Costs	333	311	22	22	304	293	11	Under	3.6%	
Supplies & Services	731	629	102	102	672	609	63	Under	9.4%	
Transport & Plant	624	463	161	161	512	373	139	Under	27.1%	1
Administration Costs	297	207	90	90	261	202	59	Under	22.6%	
Payments to Other Bodies	9,613	9,371	242	242	8,756	8,470	286	Under	3.3%	2
Payments to Contractors	6,065	7,514	(1,449)	(1,449)	5,181	6,440	(1,259)	Over	-24.3%	3
Transfer Payments	3,091	2,949	142	142	2,865	2,727	138	Under	4.8%	4
Financing Charges	19	30	(11)	(11)	19	31	(12)	Over	-63.2%	
Total Controllable Exp.	37,586	38,292	(706)	(706)	33,424	33,984	(560)	Over	-1.7%	
Total Controllable Inc.	(1,137)	(1,535)	398	398	(1,061)	(1,424)	363	over recovered	-34.2%	5
Net Controllable Exp.	36,449	36,757	(308)	(308)	32,363	32,560	(197)	Over	-0.6%	

Variance Explanations**1. Transport and Plant**

This underspend has arisen as a result of a reduction in service required and level of payment to providers.

2. Payment to Other Bodies

This underspend relates to services not being delivered due to COVID and as a result of the incorporation of new funding for mental health and wellbeing offset in part by an overspend in fostering related services.

3. Payment to Contractors

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

4. Transfer Payments

This underspend is based on the current cost of service and it is anticipated that the budget will be required in full by 31 March 21.

5. Income

This is in relation to the recovery of costs from the Home Office for services provided to unaccompanied asylum-seeking children in South Lanarkshire children's care facilities.

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 26 February 2021 (No.12)

Adults and Older People Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 26/2/21	Actual 26/2/21	Variance 26/2/21		% Variance 26/2/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	61,414	62,067	(653)	(653)	54,375	54,919	(544)	Over	-1.0%	1
Property Costs	1,716	1,736	(20)	(20)	1,536	1,547	(11)	Over	-0.7%	
Supplies & Services	4,493	3,692	801	801	3,723	3,102	621	Under	16.7%	2
Transport & Plant	3,346	3,368	(22)	(22)	3,236	3,250	(14)	Over	-0.4%	
Administration Costs	436	454	(18)	(18)	387	421	(34)	Over	-8.8%	
Payments to Other Bodies	11,489	11,082	407	407	8,954	8,639	315	Under	3.5%	
Payments to Contractors	99,287	100,391	(1104)	(1104)	79,722	80,602	(880)	Over	-1.1%	3
Transfer Payments	7	13	(6)	(6)	6	14	(8)	Over	-133.3%	
Financing Charges	42	45	(3)	(3)	40	47	(7)	Over	-175%	
Total Controllable Exp.	182,230	182,848	(618)	(618)	151,979	152,541	(562)	Over	-0.4%	
Total Controllable Inc.	(55,096)	(55,671)	575	575	(44,257)	(44,756)	499	Over recovered	-1.1%	4
Net Controllable Exp.	127,134	127,177	(43)	(43)	107,772	107,785	(63)	Over	-0.1%	

Variance Explanations1. **Employee Costs**

The overspend is attributable to: Home Care recruitment for future vacancies to maintain staffing levels and overtime to meet service delivery; additional posts to meet service improvements within Home Care; offset in part by a non-recurring underspend in residential services being a timing difference between the decommissioning of existing services and the opening of the new replacement facility.

2. **Supplies & Services**

The underspend is attributable to a reduction in adaptations and catering and supplies for day care services, both impacted by COVID. The underspend is offset in part by an overspend on the license costs associated with the new home care scheduling system. Additionally, within catering there has been a delay in implementing the 2020-21 savings and the cost of not achieving this savings is offset by COVID-19 funding from the Scottish Government.

3. **Payment to Contractors**

The overspend relates to additional home care hours called on to the external market as a result of an increase in demand.

3. **Income**

This over recovery relates to the expected mobilisation funding in relation to non-achievement of savings as a result of the response to COVID-19.

Budget Virements

- a. Realignment of budget for Direct Payments Net Effect £0, Payment to Other Bodies £0.367m, Payment to Contractors (£0.367m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 26 February 2021 (No.12)

Performance and Support Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 26/2/21	Actual 26/2/21	Variance 26/2/21		% Variance 26/2/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	6,882	6,765	117	117	6,117	6,021	96	Under	1.6%	1
Property Costs	527	439	88	88	449	437	62	Under	12.4%	
Supplies & Services	435	484	(49)	(49)	424	465	(41)	Over	-9.7%	
Transport & Plant	251	191	60	60	236	191	45	Under	19.1%	
Administration Costs	423	328	95	95	383	311	72	Under	18.8%	
Payments to Other Bodies	35	33	2	2	34	36	(2)	over	-5.9%	
Payments to Contractors	0	(4)	4	4	0	(4)	4	Under	n/a	
Transfer Payments	0	10	(10)	(10)	0	0	0	Under	n/a	
Financing Charges	262	257	5	5	259	254	5	Under	1.9%	
Total Controllable Exp.	8,815	8,503	312	312	7,952	7,711	241	Under	3.0%	
Total Controllable Inc.	(759)	(747)	(12)	(12)	(268)	(260)	(8)	Under recovered	3.0%	
Net Controllable Exp.	8,056	7,756	300	300	7,684	7,451	233	under	3.0%	

Variance Explanations

- The underspend in employee costs mainly relates to a reduction in physiotherapy sessions for employees as a result of COVID and a small number of vacancies.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 26 February 2021 (No.12)

Justice Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 26/2/21	Actual 26/2/21	Variance 26/2/21		% Variance 26/2/21	Note
	£000	£000	£000	£000	£000	£000	£004			
Employee Costs	6,620	6,477	143	143	5,884	5,742	141	Under	2.4%	1
Property Costs	77	77	0	0	70	75	(5)	Over	-7.19%	
Supplies & Services	118	108	10	10	81	75	6	Under	7.4%	
Transport & Plant	96	83	13	13	89	84	5	Under	5.6%	
Administration Costs	540	535	5	5	94	92	1	Under	2.1%	
Payments to Other Bodies	454	576	(122)	(122)	432	540	(108)	Over	-25.0%	
Payments to Contractors	73	73	0	0	62	67	(5)	Over	-8.1%	
Transfer Payments	19	14	5	5	5	0	5	Under	100.0%	
Financing Charges	12	24	(12)	(12)	12	23	(11)	Over	-91.7%	
Total Controllable Exp.	8,009	7,967	42	42	6,729	6,699	30	Under	0.4%	
Total Controllable Inc.	(6,489)	(6,489)	0	0	(5,785)	(5,785)	0	-	0.0%	
Net Controllable Exp.	1,520	1,478	42	42	944	914	30	Under	3.2%	

Variance Explanations**1. Employee Costs**

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

Budget Virements

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Capital Budget Monitoring 2020/2021
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1. Purpose of Report

1.1. The purpose of the report is to:

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April 2020 to 26 February 2021

2. Recommendation(s)

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

- (1) that the Social Work Resources capital programme of £0.844 million, and expenditure to date of £0.100 million be noted; and
- (2) that the projected outturn of £0.587 million be noted.

3. Background

3.1. This is the fifth capital monitoring report presented to the Social Work Resources Committee for the financial year 2020/2021. A final report will be presented following the end of the financial year.

3.2. As noted in the last report to this Committee (17 March 2021), the budget for Social Work Resources for financial year 2020/2021, including carry forward, was £0.844 million. There have been no other changes to this budget allocation since that meeting.

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

4. Employee Implications

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

5. Financial Implications

5.1. As detailed in Section 3.2, the revised capital programme for Social Work Resources for 2020/2021 is £0.844 million. Spend to 26 February 2021 totals £0.100 million.

5.2. 2020/2021 Outturn

As at period 12, the predicted spend position for this financial year, advised by Housing and Technical Resources, was anticipated to be an outturn of £0.587 million. This would be an underspend of £0.257 million. As reported to this Committee previously this mainly reflects the expected timing of project spend, resulting in budget being required in 2021/2022 rather than 2020/2021.

- 5.3. The progression of a number of projects has been impacted by the ongoing lockdowns due to Covid-19. Any underspend on these projects, along with the funding, will carry forward into next financial year.
- 5.4. The year-end position is currently being finalised and this will be reported to the Executive Committee on the 23 June 2021. The ongoing implications of COVID-19 continue to impact on the level of capital spend achieved this financial year. Current indications are that there will be a minor underspend on the period 12 predicted outturn. This is a timing issue only. The final position will be reported to the next Social Work Resources Committee on 1 September 2021.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

Val de Souza
Director, Health and Social Care

12 May 2021

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Social Work Resources, 17 March 2021

List of Background Papers

- Financial ledger to 26 February 2021

Contact for Further Information

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

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South Lanarkshire Council
Capital Expenditure 2020-2021
Social Work Resources Programme
For Period 1 April 2020 – 26 February 2021

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Actual Expenditure £000
Social Work - Care Facilities	744	0	0	744	100
Social Work - Other	100	0	0	100	-
TOTAL	844	0	0	844	100

Report

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources – Workforce Monitoring – January to March 2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for January to March 2021 relating to Social Work Resources

2. Recommendation(s)

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

(1) that the following employment information for January to March 2021 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 13 March 2021

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for January to March 2021.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of March 2021 for Social Work Resources.

The Resource absence figure for March 2021 was 6.6%, which represents a decrease of 1.0% when compared to the previous month and is 1.7% higher than the Council-wide figure. Compared to March 2020, the Resource absence figure has decreased by 0.8%.

Based on the absence figures at March 2021 and annual trends, the annual average absence for the Resource for 2020/2021 is 6.5%, compared to a Council-wide average figure of 4.2%.

For the financial year 2020/2021, the average days lost per employee equates to 14.2 days, compared with the overall figure for the Council of 9.9 days per employee.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. As this report was being prepared, at 28 April 2021, the Council overall absence level was 4.85% with 0.77% of this relating to Covid-19 for sickness and special leave.

Whilst the average absence rate for the Council for the financial year 2020/2021 is 4.2%, the figure excluding Covid-19 related absences was 3.7%. This is mainly accounted for by reductions in musculoskeletal absences although we have also seen a significant reduction in stomach related absences, due in some part to improved hand hygiene and reduction in social interaction.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 374 referrals were made this period, a decrease of 62 when compared with the same period last year.

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

There were 76 accidents/incidents recorded within the Resource this period, an increase of 52 when compared to the same period last year.

On further analysis of this data 50% related to minor injuries and 30% were due to physical incidents. It is worth noting that there was a backlog inputting into the system due to some information not provided within the required period and therefore some of these incidents took place outwith the reporting period.

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

There were 3 disciplinary hearings held within the Resource this period, which is a decrease of 6 when compared with the same period last year. There were no grievances raised within the Resource this period, which is a decrease of 1 when compared with the same period last year. There were no Dignity at Work complaints raised within the Resource this period, which is a decrease of 1 when compared with the same period last year.

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

There were 38 leavers in the Resource this period who were eligible for an exit interview, which remains unchanged when compared with the same period last year. Exit interviews were held with 29% of employees, compared with 37% for the same period last year.

4.6. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from four options:

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

- 4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period January to March 2021, 67 employees in total left employment and managers indicated that all 67 posts (51.54 FTE) are being replaced.

5. Staffing Watch

- 5.1. There has been a decrease of 10 in the number of employees in post from 12 December 2020 to 13 March 2021.

6 Employee Implications

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

- 8.1 There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Executive Director (Director, Health and Social Care)

26 April 2021

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 – 17 March 2021

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

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

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Ext: 4239 (Tel: 01698 454721)

E-mail: Laurane.Rhind@southlanarkshire.gov.uk

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	5.3	5.0	5.5	April	6.2	6.9	10.2	April	5.6	5.6	7.1	April	4.1	4.0	4.4
May	5.1	5.6	4.4	May	6.2	7.7	8.1	May	5.4	6.3	5.7	May	4.2	4.4	3.1
June	5.2	5.8	3.9	June	6.3	6.9	7.6	June	5.6	6.2	5.2	June	4.3	4.4	2.7
July	5.2	5.1	3.7	July	6.4	7.7	6.3	July	5.6	5.9	4.6	July	3.4	3.4	2.3
August	5.0	5.9	4.4	August	5.9	6.7	6.7	August	5.3	6.2	5.2	August	3.6	3.7	3.1
September	5.0	6.2	5.4	September	6.1	6.8	7.5	September	5.4	6.4	6.1	September	4.4	4.5	4.2
October	5.7	6.1	5.9	October	5.6	6.5	8.2	October	5.6	6.2	6.7	October	4.4	4.6	4.8
November	5.4	6.8	6.6	November	5.3	6.8	8.9	November	5.4	6.8	7.4	November	5.1	5.5	5.8
December	5.1	6.9	6.5	December	6.9	8.7	10.3	December	5.7	7.5	7.7	December	4.8	5.7	5.6
January	5.2	6.2	5.8	January	8.4	9.5	13.1	January	6.2	7.3	8.3	January	4.9	5.3	4.8
February	5.5	6.8	5.1	February	8.5	8.8	12.6	February	6.5	7.5	7.6	February	5.2	5.6	4.8
March	5.4	6.8	4.6	March	6.5	8.5	10.6	March	5.8	7.4	6.6	March	4.9	6.2	4.9
Annual Average	5.3	6.1	5.2	Annual Average	6.5	7.6	9.2	Annual Average	5.7	6.6	6.5	Annual Average	4.4	4.8	4.2
Average Apr-Mar	5.3	6.1	5.2	Average Apr-Mar	6.5	7.6	9.2	Average Apr-Mar	5.7	6.6	6.5	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 31 March 2021			1844	No of Employees at 31 March 2021			1095	No of Employees at 31 March 2021			2939	No of Employees at 31 March 2021			15903

For the financial year 2020/21, the average days lost per employee equates to 14.2 days.

SOCIAL WORK RESOURCES

	Jan-Mar 2020	Jan-Mar 2021
MEDICAL EXAMINATIONS		
Number of Employees Attending	136	145
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	23	19
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	140	115
REFERRALS TO EMPLOYEE SUPPORT OFFICER	109	82
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	28	13
TOTAL	436	374

CAUSE OF ACCIDENTS/INCIDENTS	Jan-Mar 2020	Jan-Mar 2021
Specified Injuries*	1	1
Over 7 day absences	3	6
Minor	13	36
Near Miss	0	1
Violent Incident: Physical****	5	23
Violent Incident: Verbal*****	2	9
Total Accidents/Incidents	24	76

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

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

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

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

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

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

RECORD OF DISCIPLINARY HEARINGS	Jan-Mar 2020	Jan-Mar 2021
Total Number of Hearings	9	3

Time Taken to Convene Hearing Jan - Mar 2021

0-3 Weeks
1

4-6 Weeks
2

Over 6 Weeks
0

RECORD OF GRIEVANCE HEARINGS	Jan-Mar 2020	Jan-Mar 2021
Number of Grievances	1	0
Number Resolved at Stage 2	1	0

RECORD OF DIGNITY AT WORK	Jan-Mar 2020	Jan-Mar 2021
Number of Incidents	1	0
Still in Process	1	0

ANALYSIS OF REASONS FOR LEAVING	Jan-Mar 2020	Jan-Mar 2021
Career Advancement	3	6
Poor Relationship with Manager/Colleagues	1	1
Moving Outwith Area	1	0
Travelling Difficulties	0	1
Further Education	1	0
Childcare/caring responsibilities	2	0
Other	6	3
Number of Exit Interviews conducted	14	11

Total Number of Leavers Eligible for Exit Interview	38	38
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Percentage of interviews conducted	37%	29%
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	Jan - Mar 2021		Reconciliation figure		Cumulative total	
			Apr - Dec 2020			
	FTE*	H/C**	FTE	H/C	FTE	H/C
Terminations/Leavers	51.54	67	126.74	170	178.28	237
Being replaced	51.54	67	120.40	161	171.94	228
Filled on fixed term basis	0.00	0	0.49	1	0.49	1
Plan to transfer this budget to another post	0.00	0	1.00	2	1.00	2
End of fixed term contract	0.00	0	3.85	5	3.85	5
Held pending service Review	0.00	0	1.00	1	1.00	1
Plan to remove for savings	0.00	0	0.00	0	0.00	0

* Full time equivalent

** Head count/number of employees

**Joint Staffing Watch Return
Social Work Resources**

1. As at 13 March 2021

Total Number of Employees				
Male		Female		Total
F/T	P/T	F/T	P/T	
210	200	989	1374	
2773				

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
1.00	1252.14	556.49	546.79	24.00	26.00	2.00	0.00	0.00	2408.42

1. As at 12 December 2020

Total Number of Employees				
Male		Female		Total
F/T	P/T	F/T	P/T	
213	203	983	1384	
2783				

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
1.00	1259.30	551.60	558.02	24.00	24.00	2.00	0.00	0.00	2419.92

Report

6

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care

Subject:	Social Work Resource Plan 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present the Social Work Resource Plan 2021-22 for consideration and monitoring

2. Recommendation(s)

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

- (1) that the Resource Plan 2021-2022, attached as Appendix 1, be noted;
- (2) that the Resource Plan 2021-2022 be uploaded onto the Council's website following consideration by this Committee; and
- (3) that a Quarter 2 Progress Report on the Resource Plan 2021-2022 be provided to a future meeting of this Committee.

3. Background

- 3.1. The Resource Plan sets out the outcomes, priorities and actions to be managed and delivered by the Resource for the financial 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 priorities set out in the Council Plan Connect 2017-2022.
- 3.3. The Resource Plans for all Resources were approved by Executive Committee on 28 April 2021, with a recommendation that the Plans be referred to Resource Committees for noting and performance monitoring at Q2 and Q4.
- 3.4. Performance management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front line service delivery.
- 3.5. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Community Plan 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.

- 3.6. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council priorities, statutory performance indicators and other key performance measures.
- 3.7. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Resource Plan 2021-2022

- 4.1. The Resource Plan 2021-2022 is attached as Appendix 1 and is structured around the following headings:
1. Introduction
 2. Key areas for the year ahead
 3. Resource outcomes
 4. Measures and actions
 5. Resourcing the plan
- 4.2. Resource Outcomes 2021-2022
The Resource has established a number of outcomes to support the delivery of the Connect priorities in 2021-2022. These are detailed in Appendix 2. To support these outcomes, the Resource has developed performance measures and an action plan which are set out in section 4 of the Resource Plan. A selection of these will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2021-2022, with the rest being monitored and reported at Resource level.
- 4.3. Monitoring and reporting
As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures in the Resource Plan – Quarter 2 Progress Report 2021-2022.

5. Employee Implications

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

6. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

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

8. Other Implications

- 8.1. The Community Plan 2017-2027 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 Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

9. Equality Impact Assessment and Consultation Arrangements

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

Val de Souza
Director, Health and Social Care

14 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ♦ The Resource Plan has been structured upon the Visions, Values, Ambitions and Objectives in the Council Plan Connect 2017-22

Previous References

- ♦ Executive Committee of 28 April 2021

List of Background Papers

- ♦ Council Plan [Connect](#) 2017-22

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

Social Work Resource Plan 2021-22

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year.

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will continue to be developed in parallel with the Resource Plans.

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 provide responsive and accessible services for vulnerable children, young people, adults and older people and their carers supporting them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System. The Resource is one of the key partners within the South Lanarkshire Health and Social Care Partnership.

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

Resource activities include: assessment, specialist assessment and support; provision of targeted services for vulnerable children, young people and adults **and their carers**; service provision including care at home; support services, day, respite and residential services; supervision and monitoring in the protection of vulnerable children and adults; and working with those subject to requirements within justice and mental health legislation. There are 3 service areas within Social Work Resources which ensure that the Council delivers its statutory duties and functions across 4 localities. During the pandemic service provision has had to be adapted to keep service users and staff safe, with safe systems of work being introduced.

Adult and Older People Services

Adult and Older People Services work with other council resources as well as partners in health, and the voluntary and independent sector. Staff fulfil duties under the law and the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults With Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered.

Older people services provide support in different ways. Assessment and care management services assess the care needs of service users and their carers and help plan services to meet those needs. Care at home services and day care services provide a range of support designed to help people remain as independent as possible within the community. Care home care is available for individuals who need support in such a setting on a short or long-term basis. Social Work also fund a wide range of commissioned services provided by the independent, voluntary, and private sector.

Children and Justice Services

Children's services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities. We work to provide family support to promote the welfare and development of children, young people and their families. Social Work Resources has a duty to protect children. Whilst this is a

shared responsibility with other agencies and the community, Social Work has particular responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures.

Justice staff work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime. Services are offered in courts, local offices and specialised teams to people referred by the courts, prisons and other agencies. We work with offenders to reduce their criminal behaviour and promote community safety. This is done by helping prisoners resettle following a period in prison, addressing responsibility for offending, providing programmes that offer realistic alternatives and raising awareness about how offending affects victims.

Performance and Support Services

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

Val de Souza
Director of Health and Social Care
Social Work Resources

Section Two – Key areas of focus for the year ahead

2. Overview

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

2.1 COVID - 19 Response and Recovery

The council continues to respond to the Global Pandemic ensuring that essential services are delivered safely. Social Work Resources priority remains protecting vulnerable children, young people, and adults in our communities by ensuring the effective delivery of critical services compliant with statutory legislation. Services have continued to be delivered to those assessed as most at risk with our focus on public protection. The introduction of agile working and the use of key IT solutions have been invaluable to service delivery and to the recovery process. Adult support and protection and child protection case conferences and key meetings have been arranged virtually as well as face to face contact where necessary. Families have been able to be included in care discussions remotely and Family Centres are being used to provide family contact. The unpaid work service has resumed operation and is building capacity. Many services are actively redesigning previous care pathways to include video consultations as a standard where possible. All working arrangements are reviewed on an ongoing basis as recovery takes place.

Care at home services, residential childcare services and residential older people's care continue to be delivered. A PPE hub was established, and the distribution of equipment has been expanded to include Education and Corporate Resources while continuing to distribute equipment to staff internally within Social Work and to externally commissioned services, as well as to carers.

Other services continue to be delivered with minimal cover arrangements to reduce footfall, or through agile means such as money matters advice, administration services, strategy, planning and performance, children, justice, court services and adult and older people assessment and care management. The model of delivery for day care for older people has been adapted from centre based to an outreach service and the learning from this will be considered as part of the transformation and service improvement.

2.2 Delivering the strategic commissioning plan intentions

Social Work Resources, a key partner of the Health and Social Care Partnership, will deliver the Strategic Commissioning Plan intentions through the directions issued by South Lanarkshire Integrated Joint Board.

2.3 Transformation and service improvement programme

The transformation and service improvement programme includes South Lanarkshire's care facilities modernisation programme, care and support service review, mental health strategy, care at home services improvement programme, and adult and older peoples' day services review. While the response to the COVID-19 pandemic has slowed the progress of the transformation programme there has been opportunity for learning from the experience of delivering services in different innovative ways.

From a social care perspective, the model of delivery in South Lanarkshire mirrors that across other areas of Scotland, in that it is a mixed economy of council, private, independent and voluntary provision. Social Work Resources will progress and strengthen

the links between commissioning, procurement and quality assurance in taking forward its service improvement agenda.

The Resource will continue to take forward the service improvement action plan following the children's services inspection in relation to corporate parenting including further development of the Champion's Board, and support to care leavers. Work continues developing the local implementation of the Promise of Transformational Change from the Independent Care Review for children and young people.

2.4 Independent review of adult social care

One of the actions from the Programme for Government Protecting Scotland, Renewing Scotland is to undertake an independent review of adult social care. The review will examine how adult social care can most effectively be reformed to deliver a national approach to care and support services. This review will include consideration of a national care service. The aim of the review is to recommend improvements to adult social care in Scotland, in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care. The review will take a human-rights based approach with a focus on the views of those with lived experience, about what needs to change to make real and lasting improvements. It began in September and will report its recommendations in January 2021. The recommendations of the review are likely to impact significantly on how adult social care services are delivered.

2.5 Challenges and service demand

There are a number of factors which present specific challenges to the Resource in relation to the demand for service provision. These include:

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

2.6 Top risks

Social Work Resources have reviewed their risk register and those risks which have been identified as very high or high include:

- The Council does not provide an adequate response to the pandemic; maintaining critical services; delivering emergency response commitments as a Category One Responder; and protecting wellbeing of employees and service users as far as reasonably practicable. Responding to the pandemic will impact on everything else the Council does
- Failure to evidence sufficient progress against Care Inspectorate requirements (Care at Home Service)
- Reduction in Council funding resulting in difficulties in achieving savings and maintaining frontline services.
- The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the IJB Strategic Commissioning Plan

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

2.7 Statutory requirements

Work undertaken by Social Work is statutory and must comply with regulatory requirements with the majority of services being regulated by the Care Inspectorate.

Section Three – Resource Outcomes

3.1. Resource Outcomes

Social Work Resources has established the following Resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Social Work Resources embeds sustainable development across services • Community Justice Outcome Improvement Plan is progressed • Disadvantaged people/groups are provided with access to timely support and interventions • For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • Tackling poverty and deprivation • Strengthen engagement with service users and carers
Get it right for children and young people	<ul style="list-style-type: none"> • Care and protect vulnerable children and young people
Improve health, care and wellbeing	<ul style="list-style-type: none"> • Deliver better health and social care outcomes for all • Promote good mental health and wellbeing • Promote, choice, control and flexibility in social care • Care and protect vulnerable adults

3.2. Delivering the Plan and achieving Best Value

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

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

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

Section Four – Measures and actions

4.0 Performance measures and action plan

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

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked “TBC” will be set once 2020-21 outturn figures are available.

Resource Outcome:	Social Work Resources embeds sustainable development across services			
Measure	Baseline	Annual Target	Links	Service
1. Make an annual saving from using recycled items as opposed to new through the joint store (Equipu)	£165k	£175k	C6.1	Performance and Support
Resource Outcome:	Community Justice Outcome Improvement Plan is progressed			
Measure	Baseline	Annual Target	Links	Service
2. 95% of clients are first seen within two working days of a DTTO commencing	95%	95%	C6.6	Children and Justice
Resource Outcome:	Disadvantaged people/groups are provided with access to timely support and interventions			
Measure	Baseline	Annual Target	Links	Service
3. 90% of drug/alcohol/clients start treatment/psychological intervention within three weeks of referral	90%	90%	C6.6	Adult and Older People
Resource Outcome:	For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all			
Measure	Baseline	Annual Target	Links	Service
4. 75% of offenders on CPO unpaid work requirement are seen within five working days by their case manager	75%	75%		Children and Justice
5. 75% of people starting their placement within seven days of a CPO unpaid work	75%	75%		Children and Justice
6. 95% of Criminal Justice Social	95%	95%	C6.6	Children and

Work reports submitted to Court by the due date				Justice
Resource Outcome:	Care and Protect vulnerable children and young people			
Measure	Baseline	Annual Target	Links	Service
7. Monitor the number of Child Protection referrals received and the conversion rate to Child Protection Investigation	90%			Children and Justice
8. Monitor the number of Child Protection Investigations completed that progress to Case Conference and the conversion rate to Registration	60%			Children and Justice
9. 75% of children seen by a supervising officer within 15 days	75%	75%		Children and Justice
10. 75% of reports submitted to the Children's Reporter within agreed timescales	75%	75%	C6.6	Children and Justice
11. Shift the balance of care and aim for no more than 12% of our looked after young people to be accommodated in residential placements	10%	12%	C2.2	Children and Justice
12. Report the number of young carers supported by Action for Children on a quarterly basis.			C2.3	Children and Justice
Resource Outcome:	Care and Protect vulnerable adults			
Measure	Baseline	Annual Target	Links	Service
13. 90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	90%	90%	C2.1	Adult and Older People
14. 90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	90%	90%	C2.1	Adult and Older People
Resource Outcome:	Deliver better health and social care outcomes for all			
Measure	Baseline	Annual Target	Links	Service
15. Monitor the percentage of	80%	80%	C2.1	Adult and

Planned Discharge Dates that are met				Older People
16. Monitor the ratio of planned/unplanned referrals received	70/30	70/30	C2.1	Adult and Older People
17. Discharge 10 patients from hospital per day	10	10	C2.1	Adult and Older People
Resource Outcome:	Promote, choice, control and flexibility in social care			
Measure	Baseline	Annual Target	Links	Service
18. Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	400	400	C8.3	Adult and Older People
19. Increase the number of carers supported by the commissioned carer support from Lanarkshire Carers on a quarterly basis.	780	800		Performance and Support
20. Measure the percentage of outcomes being achieved through reviewed support plans	75%	75%		Adult and Older People
Resource Outcome:	Tackling poverty and deprivation			
Measure	Baseline	Annual Target	Links	Service
21. Report on the number of new clients supported by the Money Matters Advice Service and monitor income generated for them (benefit awards/back dated benefits/debt advice) on a quarterly basis.	2,500	2,500		Performance and Support

4.b. What actions we will take in 2021-22

Resource Outcome:	Community Justice Outcome Improvement Plan is progressed		
Action	Steps we will take to deliver our actions	Links	Service
1. Embed the national model for Community Justice with our CJ partners in South Lanarkshire	Report on the developing priorities of the CJ Local Outcome Improvement Plan and develop the three prioritised Strategic Needs and Strengths Assessment areas Arrest		Children and Justice

	Referral, Diversion, Bail Supervision		
Resource Outcome:	For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all		
Action	Steps we will take to deliver our actions	Links	Service
2.Improve management of all offenders including high risk offenders	Produce and publish MAPPA annual report by 1 November 2021.		Children and Justice
Resource Outcome:	Care and protect vulnerable children and young people		
Action	Steps we will take to deliver our actions	Links	Service
3.Improve transition arrangements for young people	Develop and roll-out systems to record and monitor the number of young people with additional support needs transitioning from children's services to adult services and monitor their needs and outcomes met.		Children and Justice Services and Adult Services
Resource Outcome:	Care and protect vulnerable adults		
Action	Steps we will take to deliver our actions	Links	Service
4.Improve outcomes for people living in their own homes and communities	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4		Performance and Support
5.Monitor vulnerable adults' referrals/activity	Produce quarterly Adult Protection report for Adult Protection Committee and Chief Officers Group to monitor ASP activity	C2.1	Adult and Older People
Resource Outcome:	Deliver better health and social care outcomes for all		
Action	Steps we will take to deliver our actions	Links	Service
6.Implement the actions detailed within the Health and Social Care Delivery Plan	Report against trajectories for the six areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	-	Performance and Support
7.Support the implementation of the Integrated Joint Board Directions which	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	C3.2	Performance and Support

focus on the shifting the balance of care.			
8.Extend the range and choice of day opportunities for older people.	Consult on the review of day care services for older people	C3.7	Adult and Older People
9.Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability.	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	C2.7	Performance and Support
10.Progress South Lanarkshire's care Facilities Modernisation Programme	Complete the Tech project activity to support the fitting out of the campus and prep for the opening of the community hub		Adult and Older People
	Report quarterly on progress of workforce planning workstream.		Adult and Older People
	Finalise the detailed specification of admission criteria across the entire campus to support the commencement of the process of identifying occupants of the HSCP supported properties		Adult and Older People
11.Prepare for the Analogue to Digital Migration for Assistive Technology	Review all alert alarm service users by the end of 2021/22.		Adult and Older People/ Performance and Support
	Deliver staff training on Assistive and Consumer technology to staff group to promote use of technology enabled care to support people in their own homes.		
Resource Outcome:	Strengthen engagement with service users and carers		
Action	Steps we will take to deliver our actions	Links	Service
12.Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services.	Provide a quarterly update on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	-	Performance and Support
Resource Outcome:	Deliver and communicate the Council Plan and ensure high standards of governance		
Action	Steps we will take to deliver our actions	Links	Service
13.Ensure that high standards	Report to the Senior Management	C12.2	Performance

of governance are being exercised.	Team on the review of the Risk Register every 6 months and report to Social Work Committee annually		and Support
14.Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	C1.2	Performance and Support
15.Chief Social Work Officer will continue to provide professional advice and guidance to the Council in accordance with legislative duties	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions by September 2021	-	Performance and Support
Resource Outcome:	Develop improvement activity and promote scrutiny		
Action	Steps we will take to deliver our actions	Links	Service
16.Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	C12.8	Performance and Support
Resource Outcome:	Social Work Resources embeds sustainable development across services		
Action	Steps we will take to deliver our actions	Links	Service
17.Contribute to a fair, healthy and sustainable food system	Identify potential opportunities for small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	-	Performance and Support

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2021-22.

5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £175.763 million for 2021-22. The table below allocates this budget across the services:

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

5.2. Capital Budget 2021-22

The following capital budget of £6.839m is allocated to the Resource for 2021-22:

Capital Programme 2021-22	
Project	£ million
Replacement Care Facilities - Blantyre	6.539
Community Alarms	0.300
Total	6.839

5.3. Resource Employees

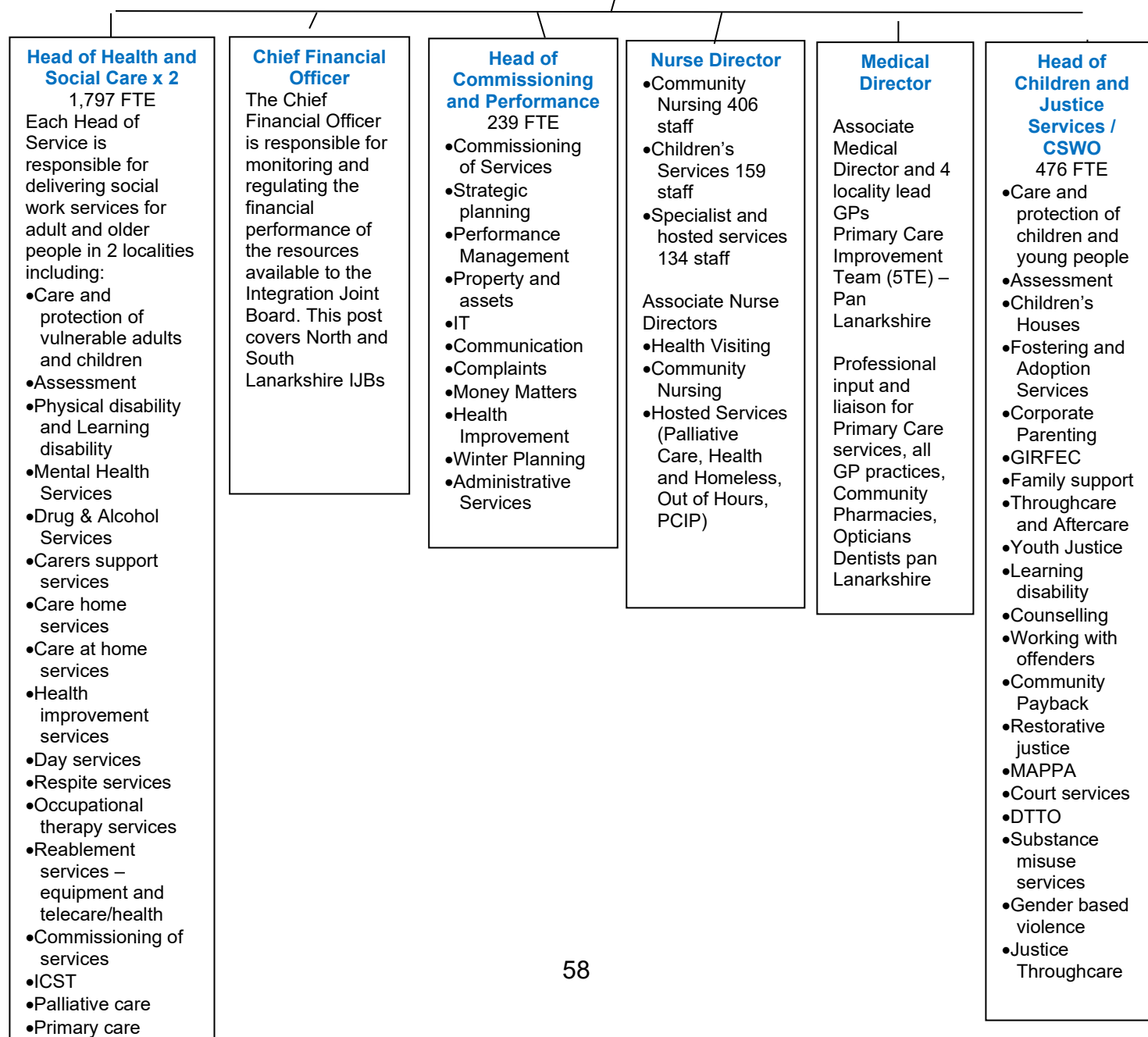
Social Work Resources has 2,944 employees as at March 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

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

Service	Number of employees
Adult and Older Peoples Services	2,116
Children and Justice Services	538
Performance and Support	290
Total	2,944

5.4. Organisational structure

Director of Health and Social Care



Resource Outcomes

6

Social Work Resources has established the following Resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Social Work Resources embeds sustainable development across services • Community Justice Outcome Improvement Plan is progressed • Disadvantaged people/groups are provided with access to timely support and interventions • For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • Tackling poverty and deprivation • Strengthen engagement with service users and carers
Get it right for children and young people	<ul style="list-style-type: none"> • Care and protect vulnerable children and young people
Improve health, care and wellbeing	<ul style="list-style-type: none"> • Deliver better health and social care outcomes for all • Promote good mental health and wellbeing • Promote, choice, control and flexibility in social care • Care and protect vulnerable adults

Report

7

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care

Subject:	Care and Support Service Review and Re-design
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ inform the Committee of the progress of the Care and Support Service Review and Re-design process
- ◆ provide members with an insight to efficiency savings achieved, to date, through the management restructure of the Service
- ◆ seek approval for progressing the recommendations

2. Recommendation(s)

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

- (1) that the findings of the Care and Support Service Review and Re-design are noted; and
- (2) that they approve the next phase of development of the Care and Support Service Review and Re-design process.

3. Background

3.1. South Lanarkshire Health and Social Care Partnership (SLHSCP) provide a Care and Support Service to adults with a learning disability to enable them to live safely in the community, in their own homes. The “Same as You” national learning disability strategy was implemented in Scotland during the period 2000 to 2012.

3.2. The Care and Support arrangements in place have changed little since inception of the Care and Support Service in 2004. The numbers of users have reduced year on year; in 2010 a decision was made that the Service would not be able to accept new referrals since, leading to a diminishing and changing profile of users. More than half of the service users are now aged between 50-80 years of age; some with increasing levels of dependency, others requiring more complex care and support, requiring additional resources, and putting pressure on finite resources available to deliver the Service.

4. Scope of Review

4.1. The Review commenced in 2019, and, as part of good governance and transparency a Review Group was established and led by the Head of Health and Social Care and included multi-disciplinary professional stakeholders both internal and external to the organisation.

4.2. The Service has continued to operate throughout the COVID-19 Pandemic. Progress with the Review slowed but was also progressed.

- 4.3. To identify drivers for change a PESTEL analysis was undertaken looking at political, economic, sociological, technological, environmental, and legal macro environments.
- 4.4. All areas of the Service were within the scope of the Review process including but not limited to:
 - ◆ Service User Profiling including robust review and reassessment of complexity of care needs, dependency levels, choices, preferences, and natural relationships
 - ◆ current and future requirements of the Service, business continuity, and workforce planning, including staffing structure and compliance with Working Time Directive
 - ◆ Legal Powers (Guardianship)
 - ◆ mapping the housing support model in tandem with service users' care and support needs and costs
 - ◆ the costs of the Service and an opportunity to release financial efficiencies

5. Findings of the Review

- 5.1. One of the most important areas for consideration is the need to update the Service Specification, which has not been done since inception of the service in 2004. This will be a critical driver in the re-design of the Care and Support Service.
- 5.2. Some of the challenges facing the Service around changing demographics and service users' profiles were:
 - ◆ the increasing age and complexity of service users' care needs and its impact on current service delivery
 - ◆ increase in single tenancy arrangements leading to less shared tenancies, losing economies of scale
 - ◆ geographic spread of service users across locality areas
 - ◆ the need to provide a sustainable, safe, person-centred and effective modern service
- 5.3. Opportunities presented to enhance and make the Service safe, effective and person-centred were identified as:
 - ◆ linking with Telecare and assistive technologies
 - ◆ an updated staffing model that was scaled appropriately and met overnight care needs
 - ◆ working in partnership with Housing colleagues to identify potential void tenancies and other possibilities suitable for a Core and Cluster Model
 - ◆ Review of Care and Assessment needs of service users' ensuring application of Eligibility Criteria and Self-Directed Support (SDS) Principles
 - ◆ make best use of physical, financial, and human resource assets

6. Next Steps

- 6.1. The Project Board seeks approval to proceed to the next stage of the Re-design Process. This phase will be based around the following recommendations:
 1. care planning needs to be led by SDS principles;
 2. support plans should be configured within the person's SDS budget to meet outcomes and not be service led;
 3. the Service Specification should be updated;
 4. further review is required of existing physical assets to potentially maximise and use void tenancies. This could offer individuals the opportunity to live with peer groups and friends whilst maximising their independence;

5. work with Housing colleagues to work towards a Core and Cluster housing model;
 6. complete Reviews of those service users with specialist and/or complex care needs to support informed choices about how to best deliver their care requirements;
 7. conclude AWI processes for relevant service users;
 8. consult on a review of shift patterns; and
 9. introduce assisted technology proportionately to support care requirements.
- 6.2. It is anticipated that the recommendations will take a three year period to fully implement and will be completed two phases. Further consultation and engagement with service users and stakeholders will take place regarding these recommendations and how they should be implemented.
- 7. Employee Implications**
- 7.1. There will be ongoing consultation and engagement with key stakeholders with regards to the revised staffing structure for the Service.
- 7.2. Further work is ongoing to review the overnight support requirements of service users and in doing so, address the issues detailed in the report around sleepover arrangements and compliance with the Working Time Directive.
- 8. Financial Implications**
- 8.1. Prior to the Review period, the costs of the Service had been exceeding the budget. The scoping of the Review identified there were opportunities to address this and to make efficiency savings of £550k. From 2021/22 the Service will operate within its revised budget. The reduced operating costs and efficiency has been achieved through, improved rostering, a staffing restructure, a reduction in staff cover from 27% to 20%, and on call arrangements and payments being discontinued.
- 9. Climate Change, Sustainability and Environmental Implications**
- 9.1. There are no implications for Climate Change in terms of the information contained in this report.
- 9.2. There are no implications for sustainability in terms of the information contained in this report.
- 9.3. There are no implications for the environment in terms of the information contained in this report.
- 10. Other Implications**
- 10.1. There is an ongoing risk of maintaining safe staffing levels due to ongoing recruitment challenges.
- 10.2. There are no sustainable development issues associated with this report.
- 10.3. There are no other issues associated with this report.
- 11. Equality Impact Assessment and Consultation Arrangements**
- 11.1. An equality impact assessment is part of the action plan moving forward

Val de Souza
Director, Health and Social Care

23 April 2021

Link(s) to Council Values/Ambitions/Objectives

- Deliver better health and social care outcomes for all

Previous References

- ♦ none

List of Background Papers

- ♦ Appendix 1 Care and Support Service - Review and Re-design Report

Contact for Further Information

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

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Email: ian.beattie@southlanarkshire.gov.uk

**Care and Support Service
Review and Re-design Report
May 2021**

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1. Context

1.1 Introduction

South Lanarkshire Health and Social Care Partnership (SLHSCP) provide a Care and Support service to adults with a learning disability to enable them to live safely in the community, in their own homes. The “Same as You” national learning disability strategy was implemented in Scotland during the period 2000 to 2012. This outlined an approach to end the separation of people with learning disability from the wider community with the closure of long-term institutional settings. Fifty-six service users transitioned from institutional settings across the Partnership to the Care and Support Service (Learning Disability) in 2004.

The Care and Support arrangements in place have changed little since inception of the Care and Support Service in 2004. The numbers of users have reduced year on year; with the service not taking new referrals since 2010 leading to a diminishing and changing profile of users. More than half of the service users are now aged between 50-80 years of age; some with increasing levels of dependency, others requiring more complex care and support, requiring additional resources, and putting pressure on finite resources available to deliver the service.

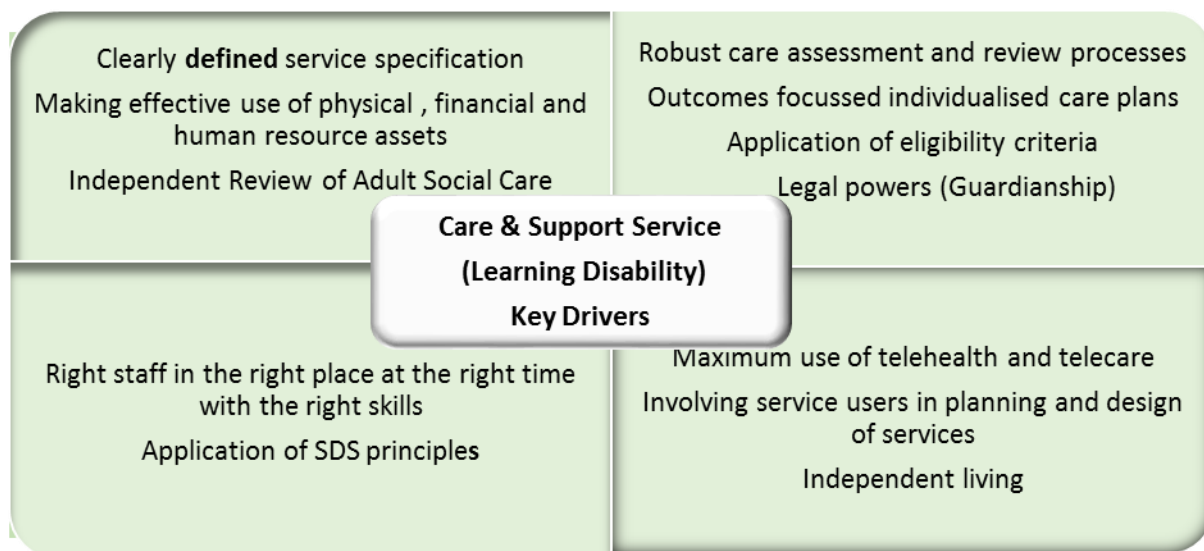
The review also recognised that the Self-Directed Support legislation that has been enacted after the service’s inception requires a move away from fitting people into a service towards establishing a Personal Budget which the Supported Person can use to tailor a service to meet their personal outcomes.

The Integrated Joint Board approved the review and re-design of the Care and Support Service on 3rd December 2019. Senior Management and other key stakeholders were tasked with reviewing the status of the service and identifying the key aims and outcomes required to have a service fit for the future.

This process was influenced by many challenging factors such as changes in the legislative landscape, service user’s needs, efficiency savings, staff recruitment challenges, and changes to working practices (sleepovers) to meet the Working Time Directive. A further driver was under occupancy levels, lost economies of scale through natural movements amongst service users leading to a reduction in shared tenancy options.

Alongside those challenges were opportunities to redesign the service to ensure individuals had enhanced choice and control over their care and to achieve outcomes that matter to them; whilst ensuring there is sufficient capacity and skilled staff to deliver cost effective, sustainable, safe person-centred care and support services.

Key areas identified were:



1.2 Background

1.2.1 Policy and Legislation

Throughout the process a PESTEL analyses was completed which sought to identify key risks and opportunities for re-designing the Care and Support Service. This involved scanning the macro environment identifying some of the key drivers for change as follows:

POLITICAL	ECONOMIC	SOCIOLOGICAL	TECHNOLOGICAL	ENVIRONMENTAL & LEGAL
<ul style="list-style-type: none"> • High performing Council run service • Valued by family members • Concern about change • Employee impact • Concerns about decommissioning in favour of external services • Reputation 	<ul style="list-style-type: none"> • Over budget • Efficiency Savings • Increase uptake of SDS • Best value: making best use of physical & human resource assets • Effective Commissioning • Scotland Excel Framework • Eligibility Framework • Supported Living Framework 	<ul style="list-style-type: none"> • Shared tenancies • Reduce isolation • Maintain independence • Changing profile of service users • Workforce Planning • Equalities • Right of access • Demographic and health inequalities • Employment • Housing 	<ul style="list-style-type: none"> • Assistive technology • Alarms • Use of mobile devices • Virtual appointments • Agile working 	<ul style="list-style-type: none"> • Adults with Incapacity Act • Regulated service • European Working Time Directive • Carbon footprint • Public Bodies (Joint Working) Act (Scotland) 2014 Shifting the balance of care • Same as You- National Disability Strategy • Self Directed Support Strategy: Person centred Outcomes focussed care • Best Value Guidance (2020) • See Hear Strategy • A Fairer Scotland for Disabled People • Scottish Strategy for Autism • Protecting Scotland- Renewing Scotland • Carers Act

irected Support Strategy 2010-2020 was a joint 10-year plan by the Scottish Government and COSLA to ensure individuals had choice and control over their care. The strategy offered a framework for local services to remodel care systems and shift current practice to focus on integrated personalised care.

The progress of Self-Directed Support in Scotland was reviewed by Audit Scotland in 2017 and followed by a thematic review by the Care Inspectorate in 2018; this involved six partnership areas including South Lanarkshire. The findings from both reports highlighted good¹ examples of effective outcomes for individuals through SDS, however there was inconsistency found across Council areas in terms of choice and control.

Since 2009, local authorities have had authority to adopt a common standard eligibility framework for people, in line with the Scottish Government and COSLA guidance under Section 5(1) of Social Work Scotland Act 1968. Eligibility criteria is used as part of the SDS assessment process to assess needs and then determine which needs will be met through the provision of the right services at the right time.

South Lanarkshire, guidance was issued in 2019 outlining four categories of risk within the eligibility criteria: low, moderate, substantial, and critical. For those assessed as having substantial or critical risks, the HSCP has a duty to provide funded support.

The partnership also has a duty to deliver best value across all its services. The Revised Guidance on Best Value was published by the Scottish Government on 4 March 2020 and it recognises the changing landscape for public services with individuals having greater choice in the design of their personal support plan and utilising individual budgets. Public services must set strategic priorities that reflect the needs of individuals and their communities; this can be seen throughout South Lanarkshire Health and Social Care Partnership Strategic Commissioning Plan 2019-2022.

Working Time Directive (WTD) regulations were enacted in UK Law in 1998. They provide support to workers by setting minimum requirements for working hours, rest periods and annual leave. The staffing structure within the service that was established in 2004 has remained unchanged since then. The review has identified that the model of staff sleeping over in the between late and early shifts presented a risk in terms of contravening the WTD.

1.2.2 Registration and Governance

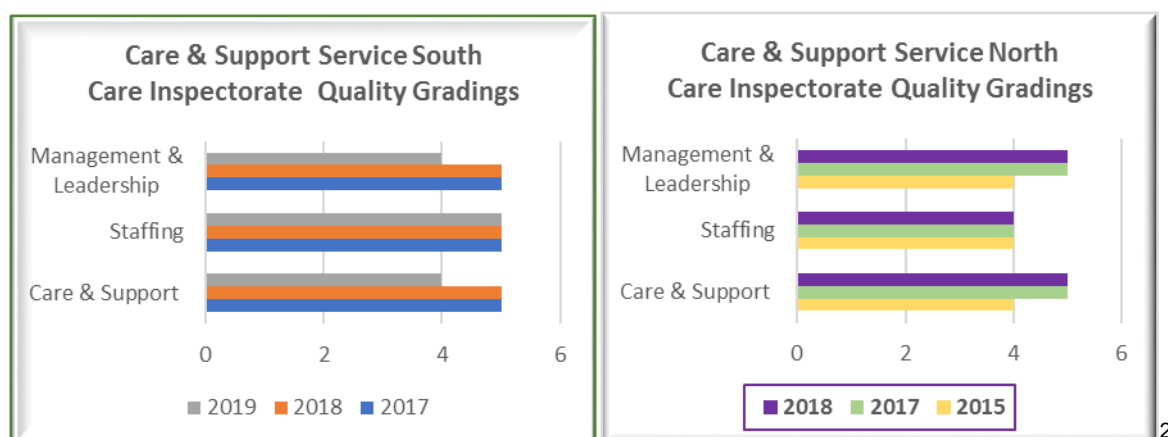
Scrutiny of the Care and Support service is undertaken by The Care Inspectorate. All registered services are subject to regular inspection; the frequency of inspections is directed by the level of risk associated with service and how well it is performing.



The framework for inspection is based on the National Health and Social Care Standards. Performance is measured against those standards and organisations are graded against key areas such as care and support, environment, staffing, and management and leadership

¹ (Thematic Review of Self-Directed Support in Scotland: South Lanarkshire Local Partnership Report, June 2019)

The Care and Support Service is registered with the Care Inspectorate now as one service; however, two services were originally registered for South Lanarkshire. Grading's have been rated consistently at 5, very good and 4, good.



2. Service Overview

2.1 Care and Support Service

The Care and Support Service offers care and support to 30 individuals with a learning disability to live as independently as possible within their own home and remain valued members of their community. Skilled care staff provide a full range of supports from practical tenancy support to helping manage finances. Staff also provide direct personal care and support, including medication management, continence support and promoting wellbeing and health improvement. Staff support individuals to achieve their potential whilst at times managing situations of challenging or distressed behaviour.

It is a high performing service that is valued by service users and their families. Many of the service users have complex levels of dependency and some can exhibit challenging behavior when experiencing stress or distress. Overall, the care team have supported the service users well over the past 17 years.

The service was created for a particular cohort of service users and consequently has had no new referrals since 2010. The number of service users has subsequently reduced from 56 to 30 with some making choices to transfer to other providers or moving to long term care and, others sadly dying. It is expected that following the completion of individual care reviews, and the application of the prioritisation framework to provide support to those with substantial or critical needs only, the number of service users will decrease further. By April 2021 we anticipate that the number of remaining service users will be 28.

As a result of changes to service users existing care and support plans the current models of care require to be re-designed. Some individuals now have increased complexity of care needs meaning that continuing to offer the same support and service may not meet the person's current needs or desired outcomes. Meanwhile others are now living in a single tenancy where previously they shared accommodation. This has resulted in previously shared care packages, such as overnight support, now being delivered to just one

² Care Inspectorate Reports

individual, leading to a significant increase in costs to the partnership, for the remaining service user.

It is important that those supported by the Care and Support Service are in receipt of Self-Directed Support. This enables regular assessment of any changing needs and helps service users contribute to their outcome-based and co-produced support plan. The assessment and support planning function for those in receipt of Care and Support services is undertaken by the locality Assessment and Care Management Teams. Assessments and reviews have been an ongoing feature throughout the timeline of this review and re-design.

2.2 Learning Disability Population Profile

Care and Support services offer support to adults with a learning disability. A learning disability occurs when a person's brain development is affected, either before they are born, during birth or in early childhood. Those diagnosed with Down's syndrome will have a learning disability, and so will many with cerebral palsy. People with autism may also have learning disabilities, and around 30% of people with epilepsy have a learning disability³.

Around 1.5 million people in the UK have a learning disability and for approximately 350,000 (23%) this can be severe.⁴ Within South Lanarkshire 1,072 people with learning disabilities were known to South Lanarkshire Council, the lowest number since 2007⁵.

South Lanarkshire has more people with a learning disability living in mainstream accommodation than is found in other areas of Scotland; meanwhile over half of those with a learning disability in South Lanarkshire live with a family carer compared to two fifths in Scotland. This is supported by a higher proportion of individuals in South Lanarkshire attending day services, at 29.9% compared to the Scottish average of 20%⁶.

2.3 Health facts and Inequalities

A national study undertaken by the UK Government in 2018, Learning disabilities: applying all our Health highlighted the impact of health inequalities for people with a learning disability. It was reported that those with a learning disability generally had more health care needs than the general population and estimated that about 50% of people with a learning disability will have at least one significant health problem.

Weight issues for adults with a learning disability is a health concern. Both over or under weight can be a significant problem and the study reported that less than 10% of individuals with a learning disability in supported accommodation had a balanced diet, with insufficient intake of fruit and vegetables.

Many individuals with a learning disability are likely to have eating, drinking and swallowing difficulties with 40% of people with dysphagia experiencing recurrent respiratory tract infections.

³ NHS 2021

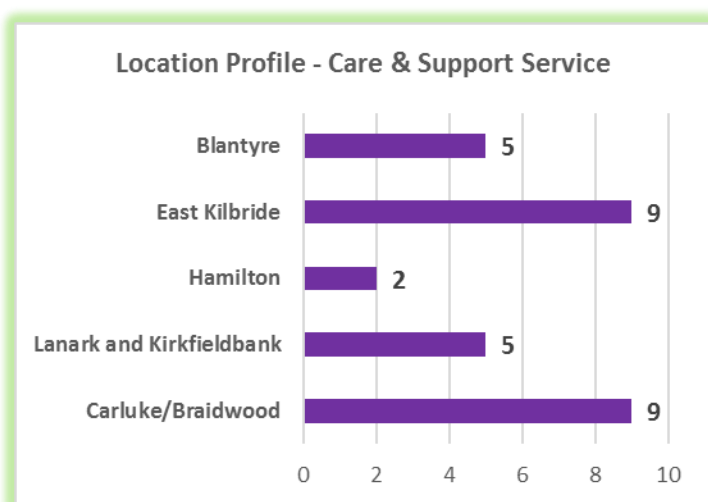
⁵ Statistical Information Notes: Learning Disabilities, South Lanarkshire Council, Central Research Unit, 2016)

⁶ Statistical Information Notes: Learning Disabilities, South Lanarkshire Council, Central Research Unit, 2016)

2.4 Service User Profiles

Location Profile

The Care and Support service is currently supporting 30 service users across the local authority area. The locality with the highest number of service users is Clydesdale with 14 (47%), followed by East Kilbride with 9 (30%) and, Hamilton/Blantyre with a total of 7 (23%). There are currently no service users in the Rutherglen/Cambuslang Locality.

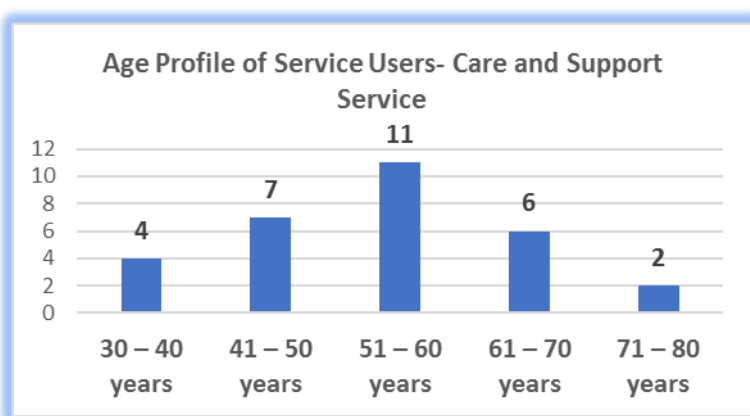


Age profile

19 service users (63%) are over 50 years of age. The dependencies of those remaining service users have also increased as service users are affected by health conditions related to age, increased falls risk and frailty.

Other considerations

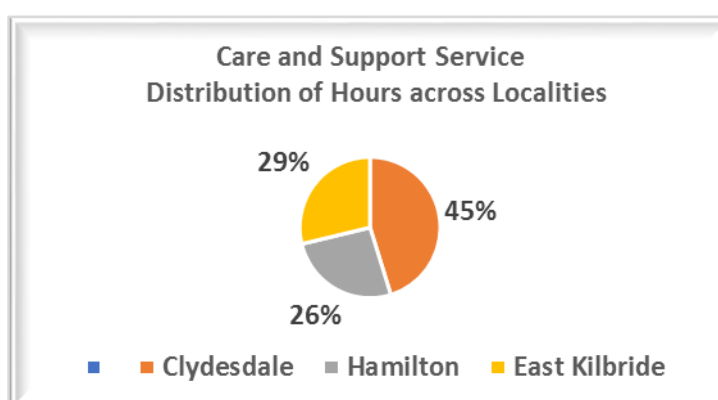
There are service users (13) who lack capacity and have no legal powers in place to safeguard their welfare. This is being addressed as part of the locality service review and re-design arrangements. Social Workers are engaging with family members to arrange Adults with Incapacity applications. This is a lengthy process but will ultimately enable Guardians to work with Social Workers to make Welfare decisions in the interests of the service users. 56% (17) of service users require the support and reassurance of over-night support currently through a sleep-over arrangement.



2.5 Distribution of hours

The distribution of Care and Support resources is split across the three localities. Clydesdale, with the greatest number of service users, has the highest proportion of hours (45%) allocated.

There are currently 17 sleepover shifts each week, which equates to almost a quarter of the available staffing hours. Each shift is 9 hours long and technically counts as working time under the Working Time Directive. During the Review it was determined that the regular requirement for workers to sleep-over, results in a technical breach of the directive, even though the staff member is not disturbed over-night.



Shift	Clydesdale	East Kilbride	Hamilton	Total
Days (hours)	1367	799	647	2813
Sleepovers (shifts)	42	42	35	119

2.6 Staffing Profile

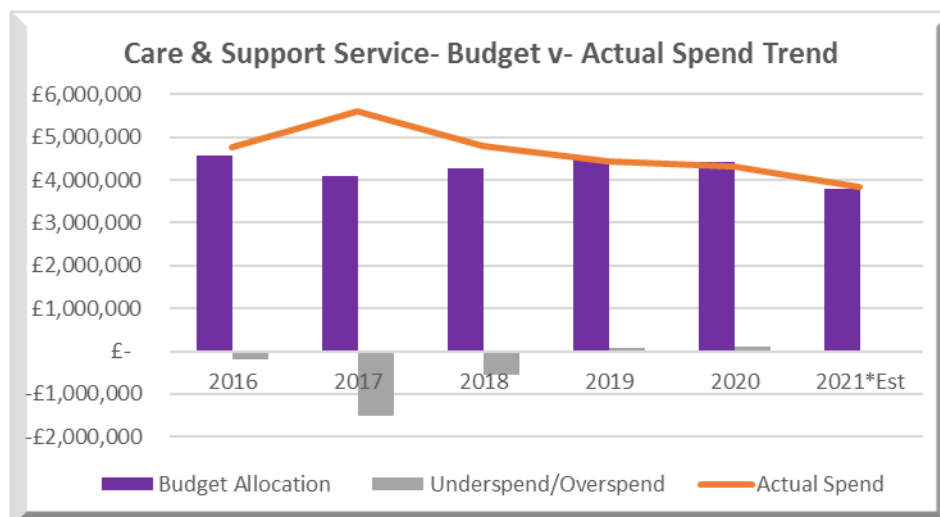
There continues to be ongoing discussions with staff and Trade Unions to ensure staff are supported positively during this period of change and transition.

The table below reflects changes made in the management structure that the review and redesign process has addressed. Five management and supervision posts have been removed from the structure and through vacancies and redeployment these can now be considered for deletion from the staffing establishment and enables efficiency savings.

	Restructured Care & Support Service	
Position Name	Budgeted Establishment	Current In post
Care & Support Manager	1	1
Care & Support Co-ordinator	10	8.3
Care & Support Worker (Nights)	6.83	3.62
Care & Support Worker	103.5	85.43
Clerical Assistant	0.5	0.5
Grand Total	122.73	99.25

2.7 Cost of Care and Support Services

The six-year budget trend graph below shows the actual spend against budget for the service and is based on financial years. An accumulated overspend amount of £2.251m was seen across 2016 (£201k), 2017 (£1.5m) and 2018 (£540k). However, due to work commenced in association with this review, 2019/20 and 2020/21 years came within budget.

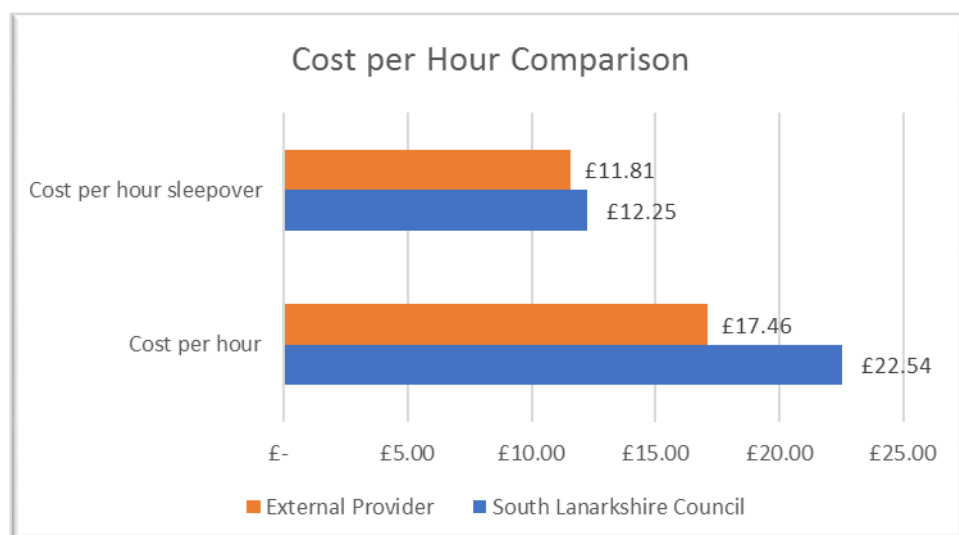


The ongoing review, and change in management structure outlined above, as well as changes to existing support and care arrangements for some service users has resulted in savings being made throughout 2019-2020 (approx. £250k). The full year efficiency (£500k) will be realised in 21/22.

We are confident that in 2021/22 we will be on target to achieve our savings commitment made to the Executive Committee and the Council at its meeting on 26th March 2020. It is important to note at this juncture, the budget allocated for 2021/22 is £3,799.980 and, has been reduced by the £500k savings requirement. Additional, re-design around the staffing model has resulted in a more cost effective model which ensures that there is sufficient peripatetic cover reducing the requirement for overtime. The model will be further refined to improve the need of staffing for the service and on call arrangements which were not required have been discontinued.

The operational management team will continue to progress the implementation plan arising from the review of the re-design of the Care and Support Service.

An early cost analysis of the hours of care delivered comparing the in-house service with contracted framework providers who deliver the same type of service provides a cost comparison for our in-house service against an external provider for 2021/22. The graph below shows that the current cost per hour with the external provider is 22.5% cheaper than our in-house rate; with external providers sleepover rate per hour is 44p per hour less than in-house rate equating to just under 3.6% less per hour.



3. Review and Re-design Process

3.1 Scope of the review and re-design

Following approval by the IJB on 3 December 2019 to undertake a review and redesign process of the Care and Support Service, a Review Project Board (PB) was established to provide direction and leadership around the activity of the Review and monitor progress. This group comprised of a range of individuals from across the South Lanarkshire Health and Social Care Partnership (SLHSCP), Housing, Finance, Telehealth and Telecare and Trade Union colleagues. The Team Leader from the Care Inspectorate was appraised of and kept updated on review and redesign activity, as were locality managers across SLHSCP.

Sub-groups were identified to support the PB and to take forward the work of the review and redesign. These groups included membership from key stakeholders including, Social Work, Housing, Finance, telehealth and telecare, personnel, and Trade Unions. The sub-groups focussed on seven key areas:

- Assessment and review of service users
- Workforce Planning
- Trade Union consultation and engagement
- Telehealth and Telecare
- Housing with Support
- Finance
- Consultation and Communication

At the outset of the review and redesign process, several external and internal factors were considered in establishing the scope of the activity, as outlined in the PESTEL analysis. All aspects of the service were within scope for review and re-design process. An important starting point was to look at the service specification to determine if it remained fit for purpose. Alongside this it was important to consider how to continue to sustain services throughout the re-design and change process through a robust business continuity plan.

3.2 Review Methodology

A Project Board led by the Head of Health and Social, and associated subgroups were established with key professional stakeholders and service experts. Terms of References were developed for good governance and to give focus around the various work streams arising from the review and re-design process.

A desktop review of service users' current care needs and dependencies was undertaken. A programme of individual care reviews was also planned by the locality Assessment and Care Management Teams to ensure that service user's reviews were obtained in line with SDS legislation and to determine the need for Guardianship (Adults with Incapacity Act). Housing arrangements and tenancy agreements also needed to be reviewed to ensure that they continued to meet the changing needs of service users.

3.3 Benchmarking

The benchmarking work confirmed that the Care and Support Service is very similar in nature to many registered housing support providers. Relatively speaking, it is a very small-scale service with a traditional and inflexible staffing model. As noted previously, the quality of the service stands up as a strong example of housing support but in terms of actual cost (pre-review) was amongst the more expensive examples.

3.4 Consultation, Communication and Covid-19

The impact of the Pandemic on the review and re-design process was challenging with respect to the level and degree of consultation that could be carried out effectively with service users and their carers/families. Correspondence was issued to service users advising and seeking feedback on the review and re-design process. An alternate option used by the Care Management Team was to seek views during the subsequent one to one review with Assessment and Care Management staff to enable progress to be made in this area.

Due to communication challenges of many service users, it was agreed that an opportunity for feedback on the re-design and review process could be shared with their Social Worker during the one-to-one personal care plan reviews that were taking place. Meanwhile, the aims and objectives, focus and timeline of the review would be communicated by letter. Questionnaires were issued to family and friends of service users' and staff to gather

feedback on their current experience of the service. Meetings of the Project Board and subgroups continued throughout the pandemic with regular attendance by all key stakeholders actively contributing throughout the process.

Drop-In sessions were set up for Care and Support staff in East Kilbride and Lanark localities to attend and share their views on the service and the ongoing review and re-design

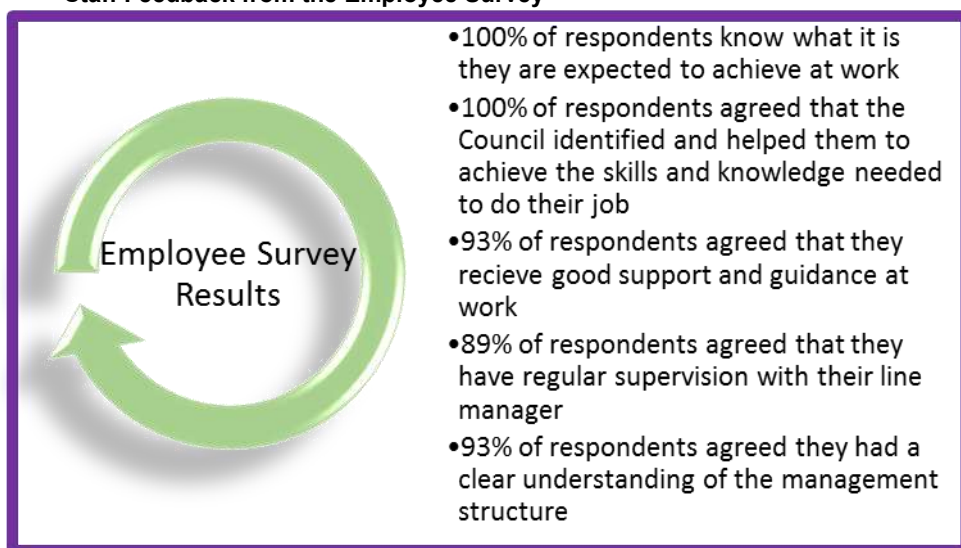
3.5 Consultation Feedback

Care and Support service users, carers and their families have previously been wary of change with a preference to maintain the status quo and to avoid any risk to their family member from changing services they were satisfied with. Whilst this is a position that could be expected, the prevailing circumstances have change materially. Service users are ageing, and the Resource wants to work with family members to ensure that a safe, reliable, and appropriate service is in place.

A questionnaire was issued to family and friends of service users during August 2020 to gather their views on their current experiences of the Care and Support service.



Staff Feedback from the Employee Survey



Although the surveys were issued during the period of the review and design process, and general comments were encouraged, there was no specific feedback shared by either the family and friends or staff in terms of the ongoing re-design of the service.

3.6 Assessment and Support Planning

The Care and Support Service is a provider of care. It was clear from the outset that any changes to a service user's care plan had to be addressed within the Locality Team's assessment and review process. This would bring a degree of independence, scrutiny and ensure appropriate advocacy to each care review. A further goal was to apply the Self-Directed Support principles of empowering people to have increased choice and options regarding how their care is provided in supporting their personal outcomes.

It was agreed that SDS principles and South Lanarkshire Eligibility Criteria would be applied and used to establish a personal budget for each individual which fund the Support Plan for each supported person. This is an important principle that moves away from fitting the adult into a fixed service led model towards consideration of how a personal budget can be used to develop a bespoke support plan.

4. Outcome

4.1 Key findings

Adults with learning disabilities are more likely to have other significant health conditions compared to the general population. This is likely to impact on their health and frailty at an earlier age. This has led to increased levels of need and complex care and care and support requirements for some service users currently supported by the Care and Support Service.

The original service specification is outdated and lacks clarity about the level of dependency that can be safely and sustainably supported. The current model of care was designed around supporting individuals within shared tenancies. Over time, the departure of fellow house mates resulted in a loss of long-term relationships and companionship. Consequently, this has caused individuals to feel more isolated and experience loneliness and anxiety. Tenancies are now spread throughout South Lanarkshire, increasing costs per person as service users are left as single tenants with a staffing model designed for sharing.

The impact of Care and Support service not accepting new referrals since 2010 has resulted in attaining a 50% occupancy against the original capacity and an ongoing trend for reduced usage but with fixed costs retained.

Review of overnight care arrangements

The overnight sleepover arrangements within the service and the associated work patterns are problematic in terms of full compliance with the European Working Time Directives (WTD). The 9-hour sleepover shift pattern counts as working time even though staff may not be needed or disturbed during the night, this could be a potential breach of the WTD. There is also evidence that this shift pattern has a negative impact on attracting people to vacancies. This presents an opportunity to design an alternative, sustainable waking night shift or sleepover model where the use of technology, such as the Care at Home Alert Model could be used to provide a safe response in the event of a service user needing support. This would complement the preferred core and cluster housing model. Further consideration is required to determining work base locations for staff undertaking night duty as a waking employee in the service user's home could be intrusive and disruptive to their sleep. Changes to night shift working will be subject to consultation with Trade Unions,

staff, service users their families and Guardians. The review has also done some benchmarking with other providers and has identified the potential to consider alternative work patterns that are WTD compliant that could provide part of the solution; however, this would require some renegotiation with existing employees and the trade unions should it be an option that is taken forward.

Housing

Housing options are being explored to determine the scope to move closer to a core and cluster accommodation model which would address several of the identified issues. Core and cluster arrangements would enable service users to live in their own flat or house within the same building or housing development as other people with learning disabilities. The new Blantyre Development which is spearheading the renewal of the older peoples care home estate is a good example of this approach. Staff would be based nearby to assist this group of individuals when required. This would provide some assurance to service users and their families' that support will be available whilst offering service users the opportunity to be as independent as they can be. This would reduce the number of stand-alone tenancies, enable a sharing of staff resources and provide a financially sustainable model. This option would offer a care service from a consistent staff group, built on existing staff and service user relationships.

4.2 Principles for Service Redesign

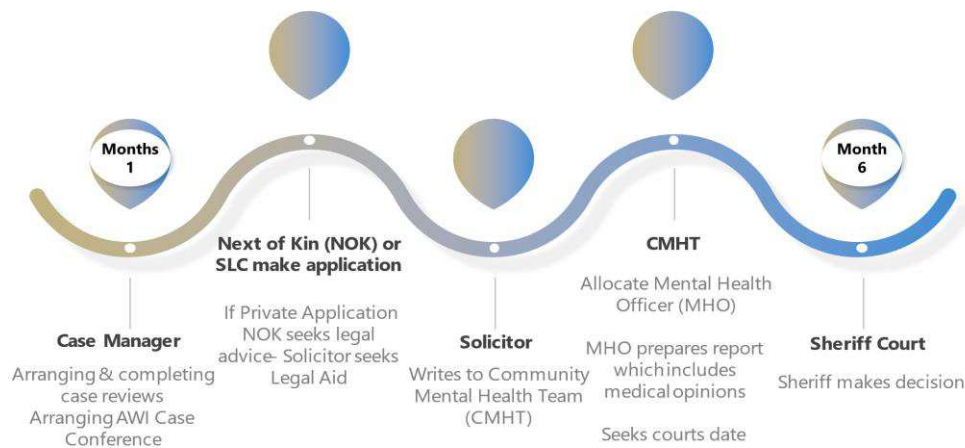
There is consensus between professional stakeholders on the key principles which should underpin service opportunities, development and redesign going forward. Those of highest priority included:

- Assessment and support planning must be undertaken to ensure that SDS is embedded
- Eligibility criteria should be used to access Care and Support services
- Outcomes focussed and individualised care plans are paramount
- Making use of telehealth and telecare
- A clearly defined service specification that can be flexible and responsive to meet people's needs
- Sustainable staffing model

It is noted that Care managers anticipate a level of concern and reluctance from some families to any change within Care and Support. The absence of legal powers for thirteen of the service users compounds this situation and imposes a delay in implementing the review objectives. An example of a timeline below is used here for illustration purposes:

Adults with Incapacity Application Process & Timelines

The following timeline is an example of how long an AWI application can take. The timeline can be positively and/or negatively impacted upon depending on complexity of the case, availability of staff and access to legal and medical personnel/and guardians etc



4.3 Potential Redesign Options/ Next Steps

The findings of this Review are consistent by the national Independent Review of Adult Social Care ensuring that individuals are given the appropriate care and support to meet their needs; they have choice and control over the care they receive; and they are supported to be active citizens within their community.

The redesign proposals are intended to deliver safe and sustainable care arrangements that are founded on the principle of the self-Directed Support Act and support people to participate in their community. The individual involved will be consulted on their wishes and preferences for delivering a support plan which meets their personal outcomes.

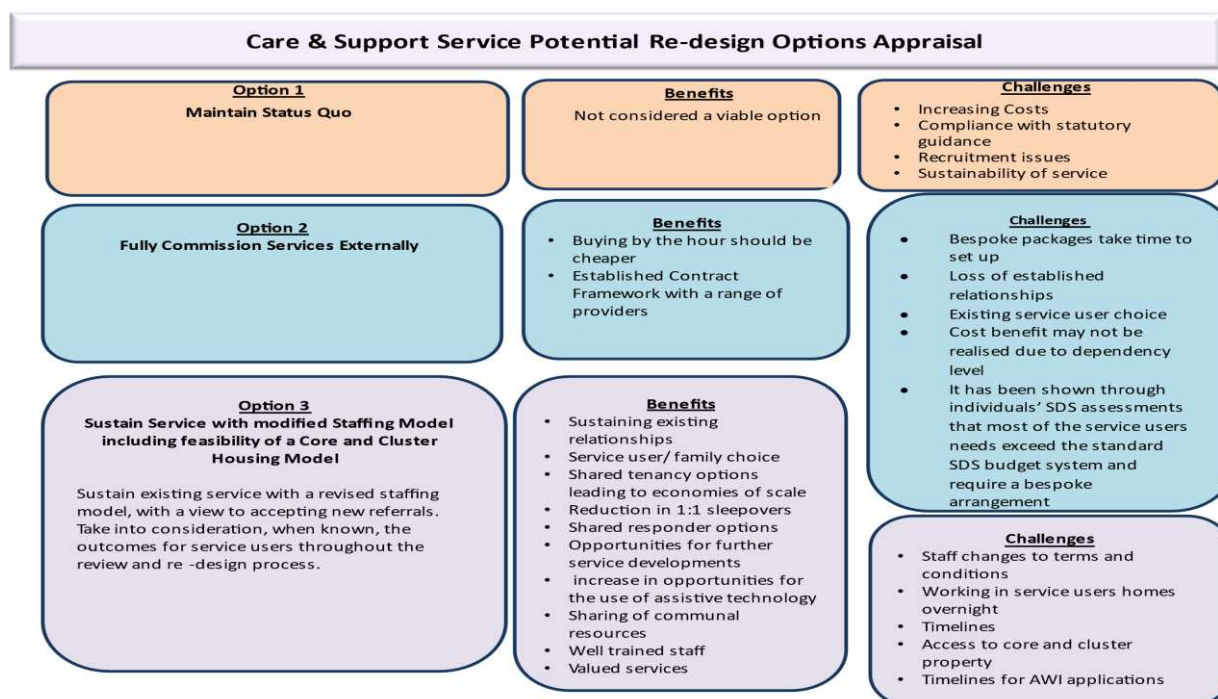
It will also be important to work in partnership with housing colleagues to realise the full potential of the proposed core and cluster housing model.

The review team has tried to consider all the dimensions referred to in this report in concluding that there are a set of key factors which should shape the future service:

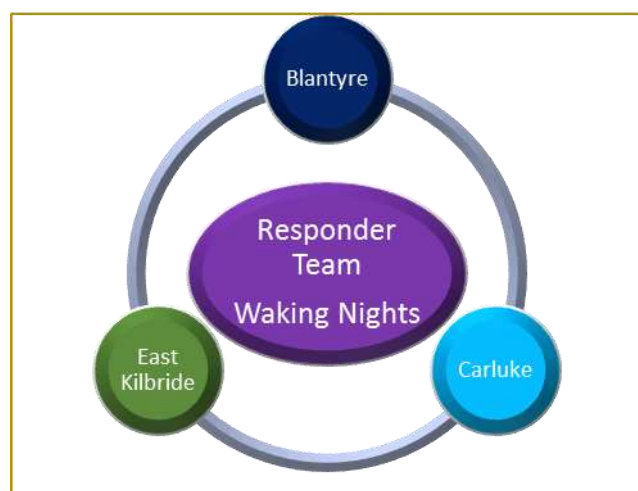
- The application of SDS with tailored support planning for each individual
- Use of indicative budgets to inform the support plan
- Refresh the Service specification
- Supporting service users whose dependency needs are beyond the scope of a supported housing model to access a more appropriate provision
- Commission more specialist support for those service users with the highest dependencies and complex needs
- Support service users who wish to move into potential core and cluster tenancies
- Review staffing model and working patterns to be fully compliant with the European Working to best meet service user's needs.

4.4 Potential options for appraisal

The review has considered *potential* options for the redesign of the Care and Support service, including:



Potential Example of Core & Cluster Housing Model



A potential *example* of Option 3 which would be to redesign the current service to provide a maximum of 1:1 care for service users with mild to moderate learning disabilities. This would take the form of Core and Cluster developments within Blantyre, Carluke and East Kilbride within the overall service capacity.

Each option will require individual assessment for each service user, ensuring appropriate legal powers are in place, and that housing arrangements be considered and agreed with service users' carers and guardians.

To further progress this and other potential options; a formal options appraisal process will need to be initiated.

An associated implementation plan and timeline would be developed in partnership for each locality.

A revised service specification and eligibility criteria would be central to this objective. The key factors will include individual SDS budgets being used to fund tailored Support Plans which meet individuals' outcomes.

In the interim period there will be a transition from the existing service model to include a reduction of the number of 1-1 sleepovers. The overnight care would be changed taking account of options including:

- the sharing of overnight support

- revised staff rota/contracts
- increase of waking nightshift
- Use of technology with a responder team.
- Any changes to existing arrangements would be based on review of service users' overnight needs and risk assessments.

5 Recommendations

In conclusion of the review and re-design process, there are several areas of the service which need updated to reflect the changing statutory, demographic, social and health equality profiles and care needs of its service users. It is recommended that:

1. Care planning needs to be led by SDS principles
2. Services should be configured within the person's SDS budget to meet outcomes and not be service led.
3. The Service Specification should be updated
4. Further review is required of existing physical assets to potentially maximise and use void tenancies. This could offer individuals the opportunity to live with peer groups and friends whilst maximising their independence
5. Work with Housing colleagues to work towards a Core and Cluster housing model
6. Complete Reviews of those service users with specialist and/or complex care needs to support informed choices about how to best deliver their care requirements.
7. Conclude AWI processes for relevant service users
8. Consult on a review of shift patterns to be WTD compliant
9. Introduce assisted technology proportionately to support care requirements
10. Further consultation and engagement with service users and stakeholders takes place regarding these recommendations and how they should be implemented.
11. A phased approach to implementing the recommendations will be required; it is anticipated that a period of three years be allocated to implementing the re-design process.

6. Proposed Next Steps

Phase 1: August 2021

- Complete the development of a service specification and eligibility criteria for the new service
- Initiate a formal options appraisal process
- Complete care reviews and consultation with those service users with complex needs
- Initiate and complete Adults with Incapacity applications
- Review and update service users care plans in line with SDS assessment outcomes
- Work in partnership with housing colleagues to scope the feasibility of the development of core and cluster housing models within localities
- Optimise service users' tenancy arrangements in accordance with their assessed needs and funded support plans
- Consult on potential revisions to the staffing model and staff terms and conditions
- Continue to review and update communications plans
- Establish implementation oversight arrangements

Phase 2 – September 2022

- Support service user and carers through transition arrangements
- Review and amend service level agreements
- Take forward future housing options
- Accept new referrals
- Develop communication and engagement approach for the new service

Report

8

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care Executive Director (Education Resources) Executive Director (Finance and Corporate Resources)

Subject: **Promise Posts**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Committee with an update on the implementation of the recommendations of the Care Review
- ♦ advise the Committee of the funding secured to fund the Promise Posts and request approval to add two FTE additional posts to the Social Work Resources establishment on a fixed term basis for 12 months.

2. Recommendation(s)

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

- (1) that the progress across the Partnership with the implementations of the Care Review recommendations be noted; and
- (2) that two FTE Development Worker (Promise) Posts be added to the establishment for 12 months, as detailed in section 4.0.

3. Background

- 3.1. Part 9 of the Children and Young People (Scotland) Act 2014 outlines a range of legislative duties for corporate parents across Scotland. These duties aim to ensure the attention and resources of corporate parents are focused on the task of safeguarding and promoting the wellbeing of Scotland's Looked after Children and care leavers.
- 3.2. In October 2016, after meeting with and listening to children and young people in care, Scotland's First Minister announced, "an independent, root and branch review of the care system" to look at "the underpinning legislation, practices, culture and ethos". This is called the Independent Care Review.
- 3.3. The Care Review is "an independent, root and branch review of Scotland's care system", the underpinning legislation, practices, culture, and ethos. The Care Review has been built on five foundations of voice; family; care; people and scaffolding and these must be at the heart of how Scotland thinks, plans, and prioritizes for its children and families. We recognise that the only way significant improvements can be made is by understanding the full extent of what it means to experience care. The lived experience and wisdom of people has been at the very heart of the Independent Care Review and will be at the very heart of the responses to share care review planning in South Lanarkshire. South Lanarkshire Council's

Children and Justice Services has already been involved in work of the Independent Care Review, specifically the stop: go and edges of care work.

- 3.4. In summary, the review has been published in six sections and an implementation framework is expected by the end of the year:
- ◆ The Promise: reflects what over 5,500 care experienced children and adults, families and the paid and unpaid workforce told the Care Review in the hope that Scotland is listening. It outlines what Scotland must do to make sure its most vulnerable children feel loved and have the childhood they deserve
 - ◆ The Plan: explains how this change must happen
 - ◆ The Money and Follow the Money: explain how Scotland can invest better in its children and families and explores the human and economic cost of failure in the current care system
 - ◆ The Rules: demonstrate the current legislative framework and how it must change to achieve The Promise
 - ◆ The Thank You: to the army of thousands who have contributed to the Care Review.
- 3.5. The Corporate Parenting Strategy Group have been developing a Champions Board approach co-designed with our network of care experienced young people supported by Who Cares? Scotland, who have been commissioned to support its development. This approach will create forums for care experience young people to meet with key decision makers, service leads and elected members to influence and be a part of design and delivery of services which directly affects them.
- 3.6. South Lanarkshire launched its Champions Board approach in an evening event on 10 December 2019. This provided an opportunity for a number of our care experienced young people to present their Champions Board approach to key partners and Elected Members who have Corporate Parenting responsibilities and provided a benchmark on how to take the approach forward in the future. This approach will facilitate more productive spaces/opportunities for discussions with young people and identification of areas for development as well as task driven action planning to achieve the required change.
- 3.7. These two new posts, supported by sessional workers, will be part of the Social Work team and they will be line managed jointly with Who Cares? Scotland. It is our ambition that the post will be restricted to care experienced people when advertised.
- 3.8. As a member of the Children and Families team, and in partnership with other services and agencies these posts will support the development of practice, culture and systems to improve outcomes for children and young people who are experiencing care or who have care experience. They will play a key role in supporting the delivery of the wider aspirations of the Independent Care Review “Keeping the Promise” to children, young people, and their families in South Lanarkshire, through the redesign of care and support services.
- 3.9. These posts will contribute to the development of approaches and systems that deliver across the five foundations of ‘The Promise’ and through their skills and experience ensure a particular focus on Voice:
- ◆ “children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring decision-making culture focussed on children and those they trust. You

will also help us to ensure that we build the foundation of 'Care' based on relationships characterised by love, care and stability"

- 3.10. These posts will work as part of a core team, reporting to a Team Leader, Social Work and the Who Cares Manager. They will also be required to build relationships and engage with a range of key stakeholders including children, young people, their families and carers, practitioners, and decision-makers, both within the service and the wider partnership.
- 3.11. There will also be flexibility built in with a sessional budget of £5000, which will allow for approximately 400 hours. Sessional staff will help collate the experiences and views of a wide group of care experienced people. We also hope to recruit a wide range of young people who will expand the nature and scope of the consultation and communication.

4. Employee Implications

- 4.1. The two FTE posts would initially be restricted to people who themselves were care experienced. If we are unable to fill both posts in this way, it would be readvertised to people with a strong working knowledge of the key issues that impact on care experienced young people.
- 4.2. In addition, we will create a pool of sessional staff to work alongside these posts to harness the voice of care experienced people across South Lanarkshire and use the lived experience to redesign service provision.
- 4.3. The following posts will require to be added to the Social Work establishment for a fixed term of 12 months as detailed below:

Post	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3	Total Cost inc on costs 30.3%
Development Worker (Promise)	2	Grade 2 Level 2 - 4	39 - 57	£12.68 - £16.52	£23,139 - £30,147	£30,151 - £39,282	£60,302 - £78,564

- 4.4. The grade for the post has been determined using the Council's Job Evaluation scheme.

5. Financial Implications

- 5.1. The total cost of the proposal is between £65,302 and £83,567 over a 12 month period for both the staffing and sessional budget. Total funding of £100,000 is available with NHS Lanarkshire having agreed to provide funding of £50,000 and £50,000 is available from the Mental Health and Wellbeing monies over financial years 2021/22 and 2022/23.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

- 7.1. There are no additional 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 or procedure and there is no requirement to undertake an equality impact assessment.

8.2. Consultation and engagement with care experienced children and young people took place as outlined at 3.3 and 3.5 above.

Val de Souza

Director, Health and Social Care

Tony McDaid

Executive Director (Education Resources)

Paul Manning

Executive Director (Finance and Corporate Resources)

13 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Focused on people and their needs
- ◆ Working with and respecting others
- ◆ Deliver on better health and social care outcomes for all

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

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

Aine McCrea, Service Manager, Child and Family Services

Ext: 3943 (Phone: 01698 453943)

Email: aine.mccrea@southlanarkshire.gov.uk

Terms of Reference			
Group Title	Corporate Parenting Partnership Board		
Chair	Cleland Sneddon, Chief Executive, South Lanarkshire Council	Vice Chair	TBC
Remit Purpose	<p>The Corporate Parenting Board has the responsibility to steer the Community Planning Partnership in its legal obligations to fulfil its responsibilities towards looked after children and care leavers. Primarily the need for cultural and behavioural change to promote better outcomes for looked after children and care leavers.</p> <p>It will be the forum for senior officers to monitor and challenge the effectiveness and quality of service delivery for all looked after children and care leavers, and oversee the implementation of the South Lanarkshire Corporate Parenting Strategy and the achievement of continuous improvements of the actions identified.</p> <p>The Corporate Parenting Board (CPB) acts strategically to ensure that looked after children and care leavers are effectively supported to reach their potential through the provision of excellent parenting, high quality education, and opportunities to develop their talents and skills, and effective support for their transition to adulthood and independent living.</p> <p>The Corporate Parenting Board key objectives;</p> <ul style="list-style-type: none"> • To raise awareness of the CPPs corporate parenting strategy and responsibilities and ensure all looked after children and care leavers have a positive experience and that the strategy enhances their lives • To ensure that looked after children, care leavers and their carers are listened to and engaged with, and to ensure that their views influence new policy and service development. • To encourage all partners, across the partnership work in an integrated manner in the best interests of looked after children and care leavers; to ensure that every child and young person looked after is supported to be safe, happy and healthy and to achieve their full potential • To lead cultural and behavioural change to promote better outcomes for looked after children and care leavers; • To hold all partners to account for their role in the delivery of services to looked after children and care leavers and unlock opportunities for all care experienced young people. 		
Publications Reference:	<ul style="list-style-type: none"> • Corporate Parenting Plan and Annual Reports • Children Service Plan and Annual Reports • Community Planning Partnership Plan and Annual Reports • Turning legislation into practice together 		
Meeting Frequency	2 meetings per year		
Reporting & Administration Arrangements	<ul style="list-style-type: none"> • A standard agenda and minute template will be set • Reports will be presented to the group in the standard format. • A meeting Action Log will be maintained to ensure actions are taken forward and implemented 		
Version dated	December 2020		

Report

9

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care Partnership Executive Director (Education Resources) Executive Director (Finance and Corporate Resources)

Subject:	Additional Counselling Post
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee of the funding secured through the mental health and wellbeing grant from Scottish Government to fund an additional counselling post to be aligned to our family support services

2. Recommendation(s)

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

- (1) that the importance of building capacity within the family support model by providing additional therapeutic counselling is noted; and
- (2) that one FTE Counsellor post be added to the establishment for 23 months as detailed below.

3. Background

- 3.1. The Care Review carried out an independent, root and branch review of Scotland's care system during 2017 – 2020. The review concluded in March 2020 and produced an ambitious vision entitled The Promise.
- 3.2. The Promise has been developed around five foundations, voice; family; care; people and scaffolding and these must be at the heart of how Scotland thinks, plans, and prioritises for its children and families. The review concludes that transformation can only be made, by understanding the full extent of what it means to experience care and placing love at the heart of the system.
- 3.3. The Promise received cross party support and herald as being the start of a journey to bring about transformational changes to the lives of care experienced children, young people and families. The Promise advocates that more children and young people should be supported to remain with their families where there is love and it is safe. The Promise alludes to that highly skilled, strengths-based family support which offers flexibility and accessibility, with a high focus on improving relationships when families need it, to enable more young people to remain at home where it is safe to do so.

- 3.4. Children & Justice services are currently reviewing how we can meet this challenge to support even more of our most distressed young people stay within their communities. We are currently in the early stages of redesigning our family-based support services as our renewed approach to strengthening families. As part of our proposal we are currently looking at the re-introduction of family group conferencing to South Lanarkshire as a strengths based, and highly participative model of helping the family network develop a family plan, detailing ways how the family network can reduce risk and keep children safe.
- 3.5. We are currently rethinking how we and key partners can then offer the support that families need, and how the network of support will resource the family plan. We are looking to align a dedicated therapeutic counsellor to the new model so that staff and families have access to therapeutic support and supervision.
- 3.6. Aligning therapeutic input to the family support model will enhance the team's ability to understand and work alongside families differently and support a family's ability to overcome issues they face, helping families and children to recover from those adverse experiences.

4. Employee Implications

- 4.1. This need will be met by adding the following post to the Social Work establishment for a fixed term of 23 months as detailed below:

Post	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Counsellor	1	Grade 3 Level 4	72 - 74	£20.61 - £21.25	£37,611 - £38,779	£49,007 - £50,529

- 4.2. The grade for the post has been determined using the Council's Job Evaluation scheme.

5. Financial Implications

- 5.1. The annual cost is £50,529 with cost being incurred as follows based on a 1 October 2021 start date: 2021/22 - £25,265, 2022/23 - £50,529, 2023/24 - £21,054 and will be met from the Mental Health & Wellbeing funding. South Lanarkshire Council has received a share of the national £15M in 2021-22, with the expectation, within the constraints of the annual spending review process, that funding will continue.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

- 7.1. There are no issues in terms of risk 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 or procedure and there is no requirement to undertake an equality impact assessment.

Val de Souza
Director, Health and Social Care

Tony McDaid
Executive Director (Education Resources)

Paul Manning
Executive Director (Finance and Corporate Resources)

14 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ deliver on better health and social care outcomes for all
- ◆ encourage participation in physical and cultural activities
- ◆ improve achievement, raise educational attainment and support lifelong learning

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

10

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Additional Non-Recurring Section 27 Funding to Address the Backlog in Justice Social Work Delivery Due to the Pandemic
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on the additional funding allocated to Justice Services and the third sector to address the backlog and projected increase in demand for Justice Services
- ◆ outline the proposed expenditure in South Lanarkshire Council to reduce the backlog and increased demand on Justice Social Work Service provision that has arisen due to COVID
- ◆ outline the breakdown in expenditure to the third sector to support the recovery plan

2. Recommendation(s)

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

- (1) that the additions to the Social Work Resources establishment on a fixed term basis, as outlined in section 5.1 be approved to address the backlog and new demand in Justice Social Work Services that has arisen due to the pandemic; and
- (2) that the additions to the Social Work Resources establishment on a permanent basis as outlined in section 5.2 are approved.

3. Background

3.1. Mapping undertaken by the Justice Board at the Scottish Government identified that the backlog generated by the pandemic may take a decade to clear. The backlog has adversely impacted on the delivery of business in all aspects of the justice system including the Crown Office and Procurator Fiscal Service (COPFS), Scottish Courts and Tribunal Service (SCTS) and Justice Social Work Services. The Justice Board have also indicated that the pandemic has had an adverse impact on the Scottish Prison Service who report an increase in the volume of persons remanded to and/or sentenced to custody over the past year. The national Justice Strategy emphasises the importance of early, intervention, prevention and reducing and managing high risk behaviours. All facets of the Justice Strategy have relevance to supporting the recovery of Justice Services as the country moves forward from tier 4 restrictions.

4. Current Circumstances

4.1. South Lanarkshire Council Justice Services Backlog

◆ Unpaid Work

Nationally, due to Tier 4 restrictions and public health guidance the unpaid work service has been unable to deliver a service in the regular manner to persons sentenced to this disposal by the court between March 2020 and April 2021. Over the past 12 months the service has been suspended at times or, when it has been operational, has been due to social distancing and health and safety guidelines which means we have only been able to deliver a service at a reduced capacity. For example, the service has been unable to utilise vans to transport service users or have had to reduce the ratio of staff to supervisors from 5 to 3. Additional hand washing and welfare facilities have had to be accessed which has led to barriers to the delivery of community-based work. Where possible, “other activity” has been creatively and legally introduced and expanded to include rag rug making and the creation of safety blankets. The introduction of the Corona Virus Regulations 2020 and updated in 2021 has enabled the legal extension of orders by a 12-month period and reduced the backlog in hours by 35% with certain conditions attached (excluding for example, sexual or domestic abuse offences). On 8 April 2021 with the reduction of 35% in orders, there was a backlog of 52,000 hours. The backlog is reported on and monitored at a national level. The local backlog in hours is consistent with the national picture in accordance with the size of the locality.

4.2. Additional Demand and non-recurring funding

4.2.1. Justice Social Work Service delivery is significantly influenced by business in the COPFS and the SCTS. All these services have been affected by the pandemic. The SCTS have at times suspended most court business other than solemn cases and when they have resumed have reduced capacity and applied new approaches to delivery such as virtual custody courts. As restrictions ease, all these factors are projected by Justice analytics to lead to a spike in court activity by approximately 40%.

The Scottish Government Justice Board have been allocated an additional £40 million to address the backlog and new demand for orders. South Lanarkshire Justice Social Work Services have been allocated nonrecurring funding of £742k to address this demand. Of this funding, £130k must be spent on the third sector. Local authorities are being requested to report on the progress with addressing the backlog twice annually, firstly, in October 2021 and then in March 2022.

4.3. Proposed spend in SLC to Support a reduction in the Backlog

4.3.1. Unpaid Work Service

To help reduce the volume of unpaid work orders in rural communities it is proposed that an additional base to deliver unpaid work is added to the Lanark area. The additional base would support social distancing and include sanitary facilities to support the delivery of unpaid work in the local community. It is proposed that a base at Lanark with an approximate cost of £0.075m is identified. A Placement Coordinator is added to the service to promote the organisation of unpaid work. An additional social work assistant will help support developments such as the kitchen learning hub where attendees can learn skills in for example, bread making and can acquire a health and safety qualification to promote employability. Additional support for unpaid work from the third sector is outlined in section 4.6.

- 4.3.2. Additional support for the delivery of Community Payback Orders in localities to enhance the ability to respond to an increase in demand for court reports and Community Payback Orders (CPOs) it is proposed that 4 additional Social Work Assistants are added to the localities. Social Work Assistants will help to advocate for service users and support their attendance at appointments where required. This may involve accompanying service users to appointments to maximise their income, secure housing and promote employability. Social Workers will then have the capacity to deliver statutory tasks such as completing court reports, risk assessments and on supervising programmatic work for those subject to statutory interventions. An additional Social Worker will also be added to this service to add capacity to for example, complete court reports.
- 4.3.3. The Caledonian Programme
The Caledonian Programme is introduced as a condition of a CPO for persons convicted of domestic abuse offences. Statistical modelling predicts that programme requirements for domestic abuse interventions as a condition of a CPO will also increase. It is therefore proposed that an additional Social Worker is added to the Justice team delivering the Caledonian Programme to enable the team to respond to the projected increased demand for court reports and group work interventions.
- 4.3.4. Drug Treatment and Testing Orders
Drug Treatment and Testing Orders (DTTO) are stand-alone orders and used as an alternative to custody for persons with frequent substance related offending behaviours. To enable the team to respond to an increase in demand for these orders it is proposed that an additional Social Worker is added to the DTTO team to enhance the ability to respond to an increase in community-based disposals for this service user group.
- 4.3.5. Moving Forward Making Changes
Moving Forward Making Changes (MFMC) is a nationally accredited treatment programme to address the behaviours of registered sex offenders subject to MAPPA and/or license conditions and is usually delivered on a group work basis. Health and Safety and social distancing issues have prevented these group work programmes from taking place during the pandemic. Scottish guidance has been followed in terms of adapting this programme to delivery on a one-to-one basis. One-to-one work has not been possible for all cases and as such there is a backlog in delivery of this work which has impacted on the ability to fully evidence management of risks as interventions are not being undertaken. It is therefore proposed that an additional senior practitioner accredited to deliver the MFMC programme is added to the establishment.
- 4.4. Court Social Work Services
- 4.4.1. Bail Supervision
To enhance our ability to respond to an increase in demand for bail supervision it is proposed that an additional Social Work Assistant is added to the bail supervision team. The national recovery programme is emphasising the importance of enhancing bail options and new legislation has been introduced to support electronic monitoring options for service users. Financial incentives have also been introduced with increases in the use of bail supervision being retrospectively matched with additional funding.

4.4.2. Diversion from prosecution

The national recovery board has emphasised that there will continue to be an increased emphasis on diverting cases from prosecution to reduce wider demand in the Justice Service. To enhance our ability to deliver on increased demand for diversion from prosecution we would propose adding one additional Social Worker to the diversion from prosecution team.

4.4.3. Whole System Approach Team

The Whole System Approach team leads on the delivery of Structured Deferred Sentencing. To support an increase in Structured Deferred Sentencing referrals it is proposed that an additional Social Worker is added to the establishment to support an increase in demand in this area.

4.4.4. Third Sector Spend Expenditure

Third sector partners supplement the work provided by statutory agencies in getting it right for persons either on the cusp of or involved in the Justice system. To support recovery and an increased demand for Justice Services, third sector monies have been allocated to support statutory Justice Services in the following areas:

- ◆ Unpaid Work

SACRO expand on their additional unpaid work service and offer 7-day provision of supervisors to oversee workshops and community-based activities. Action for Children, who work with young people on Structured Deferred Sentences expand their service to working with young people sentenced to unpaid work. Action for Children have workers skilled in engaging with young people and will offer opportunities such as acquiring skills in the building industry to promote future employment in this area.

- ◆ Bail Housing and Mentoring

In partnership with South Lanarkshire Housing, we have reserved a flat provided by the Blue Triangle Housing Association (BTA). The flat will serve the dual purpose of reducing the likelihood of bail for those who do not have a suitable community-based address. Individuals utilising this accommodation will be promptly directed to ongoing housing supports to reduce the risk of homelessness

- ◆ Mentoring Support

Mentoring supports are required to prevent breaches of bail. It is proposed that a suitable mentoring and support service are commissioned to deliver mentoring that will help to support, guide, and offer practical assistance to persons in conflict with the law. In the longer term it is intended that mentoring support would help persons find a stable lifestyle including access to employability, housing, and family support to help prevent a return to offending and support a stable lifestyle

- ◆ Women affected by Domestic Abuse

The increase in demand for the delivery of the Caledonian Programme for men will also add additional demands for support for women. To meet this demand, we would propose adding an additional women's worker to the service to expand the Women's Aid service to support the delivery of Caledonian, and;

- ◆ Turning Point

To support the additional demand for intervention to DTTO service users with complex needs it is proposed that Turning Point offer additional support to DTTO service users

4.5. Planning and Performance Capacity

- 4.5.1. Separate from the funding outlined in this report and linked from a strategic planning perspective. It has been recognised that existing capacity and skill – mix from a support services perspective for Justice Services needs to also be re-considered given the increasing number of national strategic agendas for Justice Services. The need to have sufficient capacity on an ongoing basis to understand the implications of this and how this organised and translated into project plans and strategic plans has been identified as a resource gap. To mitigate against this, it is proposed to convert, on a permanent basis, an existing Planning and Development Officer post to a Planning and Performance Manager to provide additional leadership capacity, as detailed in section 5.2.

4.6. Third Sector

- 4.6.1. The breakdown in spending allocated to third sector partner agencies is outlined in the table below.

Third Sector organisation	Costs
Blue Triangle Housing Support	£0.040m
SACRO	£0.102m
Action for Children	£0.020m
Turning Point	£0.020m
Mentoring for Bail	£0.030m
Women's Aid	£0.030m
Total	£0.242m

5. Employee Implications

- 5.1. Due to the non-recurring nature of the funding it is proposed that the following posts are established on a fixed term basis for 9 months.

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross Cost	Total cost
Social Worker	5	G3 L4	72 – 74	£20.61- £21.25	£37,611 - £38,779	£49,074 - £50,529	£245,035 - £252,645
Social Work Assistant	6	G2 L4	55 – 57	£16.03- £16.52	£29,253 - £30,147	£38,117 - £39,282	£228,702 - £235,692
Senior Practitioner	1	G3 L8	79 – 80	£22,89 - £23.24	£44,159 - £42,411	£54,429 - £55,261	£54,429 - £55,261
Placement Coordinator	1	G2 L4	55 – 57	£16.03- £16.52	£29,253 - £30,147	£38,117 - £39,282	£38,117 - £39,282
Total Cost							£566,283 - £582,880

- 5.2. The following additions and adjustments are made to the Social Work Resources establishment on a permanent basis.

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross Cost	Total cost
Planning and Development Officer	-1	G3 L4	72 - 74	£20.61 -	£37,611 -	£49,007 -	(£49,007 -
				£21.25	£38,779	£50,529	£50,529)
Planning and Performance Manager	1	G4 L2-5	82 - 88	£23.92 -	£43,651 -	£56,878 -	£56,878 -
				£26.18	£47,776	£62,215	£62,215
Total Cost (net)							£7,871 - £11,686

6. Financial Implications

- 6.1. The Scottish Government Justice Board have been allocated an additional £40 million to address the backlog and new demand for orders. South Lanarkshire Justice Social Work Services have been allocated funding of £0.742m on non-recurring basis to address this demand, of which a minimum of £0.130m must be spent on the third sector.
- 6.2. The total cost of the proposals is £0.742m: staffing £0.425m (nine months); third sector £0.242m and unpaid work base £0.075m, all of which will be funded from the additional monies allocated.
- 6.3. The Scottish Government has increased the funding to support collaborative working across Community Justice Partnerships from £50,000 to £62,500. This funding has been used for the Planning Officer post and will now fund the Planning and Performance Manager post.

7. Climate Change, Sustainability and Environmental Implications

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

8. Other Implications

- 8.1. There are no additional risk implications associated with this report.
- 8.2. There are no sustainable development issues associated with this report.
- 8.3. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy, or recommend a change to existing policy, function or strategy and, therefore, no impact assessment is required.
- 9.2. Consultation has taken place with the Trade unions regarding the report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

11 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ 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

Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
	Director, Health and Social Care
	Executive Director (Finance and Corporate Resources)

Subject:	Overtime Reduction Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on overtime reduction proposals within Children's Residential Services

2. Recommendation(s)

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

- (1) That the addition to the establishment of 5.1 FTE posts detailed at Section 6 be approved.

3. Background

- 3.1. The Council agreed to reduce overtime costs by £500,000 each year as part of the savings exercise for 2016/17 and 2017/18. The overtime reduction review progressed in conjunction with Resources and the Trade Unions and the outcome was reported to the Executive Committee in each year with the savings being achieved.
- 3.2. Similarly in 2018/2019 and 2019/2020 Resources were required to develop action plans that supported achievable savings and improved working arrangements, including replacing premium rate overtime with plain time. This would be achieved through employing additional staff, alternative ways of working and changes to terms and conditions, as appropriate.
- 3.3. South Lanarkshire has six residential children's houses which require to be staffed 24 hours per day. Staffing levels are maintained in accordance with minimal staffing, as stipulated by the registration requirements of the Care Inspectorate. Rotas require to accommodate annual Leave, public holiday entitlement, staff training, sickness and flexible working arrangements such as reduced hours, flexible retirement etc.
- 3.4. The Council has a responsibility to ensure that the working time directive is strictly adhered to thereby to ensure that the safety and wellbeing of residential staff is protected.
- 3.5. Current staffing levels have resulted in overtime being used to address gaps generated by staff vacancies, sickness and annual leave as well as staff training.

- 3.6. As part of Social Work Resources reduction in overtime plan it was agreed in 2018, as the first phase, to recruit 5 FTE peripatetic staff to reduce the costs of premium rate overtime. Recruitment activity took place, however the Service has not retained the additional 5 FTE posts due to staff moving into existing core vacancies across the service.
- 3.7. During 2019, the overtime reduction target was partially met with the resource further reviewing its position in seeking further improvements in working arrangements and achievable savings. It was noted during this period that there were less demands on staff to cover additional hours when the numbers of peripatetic staff were high. There was also a reduction in overtime spend noted during that period.
- 3.8. A further analysis was undertaken to look at the hours required to be covered due to annual leave, absence and training in 2019, this equated to an additional 375 hours per week. In order to cover these additional hours the service would require in total an additional 5 FTE. Including the 5 FTE approved in 2018, a total of 10 FTE posts would be required, dedicated to a peripatetic model of working.

4 Current Position

- 4.1. An analysis of the overtime hours showed that in total an additional 25,000 hours were paid in 19/20, of which approximately 17,000 of these hours were attributable to vacant hours throughout the financial year. If all vacancies are filled and the service can maintain full establishment then by creating a further 5.1 FTE posts in the peripatetic team, there will be minimal requirement for overtime. Overall, there will be 10.1 FTE posts in the peripatetic support team.

5. Proposed model of how the full complement of additional staff would operate

- 5.1. Experience of implementing a peripatetic type model with the previous additional posts has proved challenging, retention of staff willing to work within a model of peripatetic (roving) between residential establishments appears to be a significant factor alongside how the resource is managed across six establishments.
- 5.2. The implementation plan would be to create a central residential support team, managed and co-ordinated by the operations managers for residential care. Creating an identity of a centralised support service that offers cover for all types of absences and offers flexibility (posts will cover the range of shift including weekend/ night shift that is required). The team members will not have a fixed location and will be deployed in a planned way to meet the demands created by absences. Annual Leave will be planned and taken in a co-ordinated way across establishments.

6. Employee Implications

- 6.1. Employee Implications are detailed below and are required to be established on a permanent basis:

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross Cost inc 30.3% on costs	Total cost
Residential Worker - Support Staff (flexible, days/nights)	5.1	Grade 2, Level 3 (plus 4)	46 - 57	£14,05 - £16.52	£27,105 - £31,870	£35,318 - £41,527	£180,122* - £211,789*

- This reflects up to plus 4 unsocial hours increment which is dependant on how the posts are deployed

6.2. This post has been evaluated using the Council's Job Evaluation scheme.

7. Finance Implications

7.1. The cost of the further 5.1 FTE residential worker posts (peripatetic/support) will be met through existing budgets and a reduction in overtime costs.

8. Climate Change, Sustainability and Environmental Implications

8.1. There are no implications for climate change associated with this report.

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

8.3. There are no environment Implications associated with this report.

9. Other Implications

9.1. The implications of not creating the posts will mean continued levels of overtime being paid at enhanced rates. There is less continuity of service, where provision is made on an overtime basis and different employees used to cover this.

10. Equality Impact Assessment and Consultation Arrangements

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

10.2. Consultation has taken place with the Trade Unions regarding the report.

Val de Souza

Director, Health and Social Care

Paul Manning

Executive Director, Finance and Corporate Resources

26 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve later life
- ◆ Deliver better Health and Social Care outcomes for all

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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Report

12

Report to: **Social Work Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Director, Health and Social Care**
Executive Director (Finance and Corporate Resources)

Subject: **Carer's Fund - Increase to Establishment**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval to increase assessment and care management capacity using the Carer's Fund and thereby support the implementation of the Carers Act

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the changes in establishment detailed at section nine of this report be approved.

3. Background

3.1. As has been noted at this Committee previously, there has been several changes to the legislation which underpins Adult Care Services in recent years. Most recently the Carers Act and the introduction of Free Personal Care for adults aged under 65 have followed on from the changes brought about by the Self-Directed Support Act. Along with demographic pressures the cumulative impact has been to increase both the demand and complexity of Assessment and Care Management services that are delivered by the Health and Social Care Partnership's (HSCP) four locality teams.

3.2. Further to the above, Carers is one of the Integrated Joint Board (IJB) 13 strategic priorities as outlined in the current Strategic Commissioning Plan 2019-2022 and there is an existing 'Direction' issued by the IJB previously which covers the following:

Implement the requirements of the Carers (Scotland) Act 2016 pertaining to:

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

- 3.3. Committee members will be aware that the HSCP's transformation workstreams have identified the need to focus and develop the assessment and care management capacity to ensure that statutory and regulatory duties are being met and that effective and personalised models of care are in place. Effective Care Management supports the intentions to direct resources to both early and preventative work as well as to supporting service users and carers to achieve outcomes assessed as requiring ongoing support.
- 3.4. These transformation workstreams such as Day Care and Care at Home provide interventions which support carers as well as the supported person. A key outcome for this work is to ensure that there is range, depth and choice of supports in accordance with the four Self Directed Support options.
- 3.5. The assessment and care management teams need to have an appropriate skill mix to meet these statutory responsibilities and deal with the volumes of activity. There is a finite availability of registered Social Workers to draw from and a large proportion of the time available to South Lanarkshire's Social Workers is taken up responding to complex care needs and statutory interventions, such as supervision of guardianships and Adult Support and Protection work. Whilst it is correct that qualified professionals should be working to "the top of their licence" it does mean that the Service is increasingly challenged to respond to the more straightforward community care assessment, co-ordination, and review activity.
- 3.6. The HSCP is committed to ensuring that carers are supported effectively and there are several elements of improvement work which are intended to have a positive impact for carers. A key element of this is the relatively new contract with Lanarkshire Carers (previous known as Lanarkshire Carers Centre) and the development of stronger operational links. Lanarkshire Carers is undertaking Carers Support plans for those with low to moderate needs and thereby allowing the Social Work team to focus on more complex situations. There is a Lanarkshire Carers worker successfully linked with each of the four localities. Positive relationships between the HSCP and Lanarkshire Carers provide a strong base to build further improvement activity.
- 3.7. This report is primarily focused on the care management capacity in the fieldwork teams. It is evident from engagement with Carers that significant frustrations relate to timescales for accessing supports and the systems supporting this. This report recommends the establishment of additional capacity to address this. The intention being to both improve access to supports which meet needs and outcomes along with ensuring resources are targeted effectively through a regular and effective review processes. This is being matched by work to improve current systems pending the introduction of a more modern IT solution and further work to update information and guidance for both care managers and carers.
- 3.8. The Council has received a further tranche of new funding from the Scottish Government to support the implementation of the Carers Act. The Integrated Joint Board approved on 19 May 2021 that some of this funding is used to increase capacity in the Locality teams by establishing 16 additional Social Work Assistant (Assessment and Review) posts in each of the Locality teams.

- 3.9. These posts will be deployed across the operational teams under the supervision of Social Work Qualified Team Leaders and provide additional capacity to support the team to deliver the Council's statutory duties in relation to care management activity. Once the new post holders are in place, carers will have access to a range of contact points and assessments will be carried out by a range of practitioners according to individual circumstances. This will range, for example, from early and more preventative approaches offered by Carers Support Services, through to Social Work Assistants providing initial access to Personal Budgets, through less complex assessments, up to Social Workers supporting both the service user and carer with more complex issues.

4. Employee Implications

- 4.1. The employee implications are detailed below and are permanent posts:

Post (Social Work)	Current No of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP range	Hourly rate	Annual salary	Annual salary with on costs	Gross Cost inc on costs 30.3%
Social Work Assistant (Assessment and Review)	10	26	Grade 2 Level 4	55 – 57	£16.03 - £16.52	£29,253 - £30,147	£38,117 - £39,282	£609,872 - £628,512
Total	10	26						£609,872 - £628,512

5. Financial Implications

- 5.1. The cost of the proposal is between £609,872 and £628,512 and will be met from new funding from the Carers Act. Full year funding will not be required in 2021/22 due to timeline to fully recruit into the posts.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

- 7.1. These posts are required to ensure that the Council continues to meet its statutory duties to provide assessment and care management functions for supported people and carers.
- 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. Consultation has taken place with the Trade Unions regarding the recommendations contained within this report.

Val de Souza

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

13 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ improve health, care, and wellbeing
- ◆ make communities safe, stronger and sustainable

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

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

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Report

13

Report to:	Social Work Resources Committee
Date of Meeting:	2 June, 2021
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	SWiSPlus Replacement
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1. Purpose of report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of proposals to replace the Social Work and Social Care information system SWiSplus
- ◆ give background to the current system and its now limited shelf life and options for the purchase and funding of a new system

2. Recommendation(s)

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

- (1) that the content of the report be noted;
- (2) that the timescales as identified at section 5.3 of the report are noted;
- (3) that the capital costs of the project will be included as part of the Capital programme report to the Executive Committee in June, be noted;
- (4) that the Project Team posts as detailed at section 5.6 are established, subject to the capital funding being approved by the Executive Committee in June; and
- (5) that the proposal around reducing posts as identified in section 9 to support the re-payment of capital costs and ongoing revenue costs are approved.

3. Background

- 3.1. Currently, the system which supports social care case recording in South Lanarkshire is SWiSplus. This system has been in situ since 1994 and was carried over from Strathclyde Region to the inception of South Lanarkshire Council (SLC) in 1996.
- 3.2. The system has been continually developed over the last 20+ years to take account of legislative changes and operational requirements through IT support from South SLCs IT Service.
- 3.3. It is noted that the system is now outdated and in relation to a modern electronic information system its effectiveness to support practice and reporting requirements are now limited.
- 3.4. A similar version of this report has already been presented to the Integration Joint Board (IJB) at its meeting on 29 March 2021 and will also be noted within the capital update to Executive Committee in June, 2021.

4. SWiSplus

- 4.1. From a current system perspective, SWiSplus has been utilised in social care since the early 1990s and is now very dated when compared with the technological advances other products on the market offer. This creates a level of inefficiency as it is not straightforward to access a quick overview of the service users' journey in terms of their care and support. Modern systems by comparison are predominantly cloud hosted as opposed to the on-premises servers which SWiSplus operates on which provides efficiency.
- 4.2. From a care management and worker efficiency perspective, a key success factor in managing risk is predicated on social care staff having regular contact with service users and carers to build up a better understanding of the individual circumstances and personal outcomes. Frontline staff have provided feedback through a staff survey that over 40% of their day is spent on case recording and navigating the system. With services already stretched, clawing back this time to undertake more direct work and see more cases would support the current and growing demand on the service.
- 4.3. Building on the above points and recognising frontline staff feedback, 'the importance of modern and efficient I.T systems as an enabler to supporting frontline practice cannot be overstated'. The workforce, which is being recruited today and, in the future, has been shaped by advances in IT over the last 20 years which are unrecognisable when compared with what was available prior to the millennium. Recent studies, for example, one undertaken by Dell in 2016 points to staff highlighting the importance of having good information systems to support their practice and is a factor in whether they choose to remain with an employer or for that matter elect to go and work with a particular organisation. A staff survey was undertaken in October 2020 across South Lanarkshire Social Care Services and from the 347 responses received, a majority of frontline staff reported that they were spending up to 40% of their time on a daily basis inputting to SWiSplus. Within many of the comments and feedback, staff cited the current system being an inhibitor to overall job satisfaction levels. If a modest 10% of this time could be re-directed to frontline delivery, this could have benefits with regards to recruitment and retention of staff.
- 4.4. Staff benefits; A new system will mean that the existing workforce will be more productive in terms of direct service user contact and thereby mitigating against the need to over invest in frontline resources, as may be the case with an inefficient system.
- 4.5. Extracting and analysing performance information from SWiSplus can be very time consuming, requiring complex queries to be developed. New systems have the flexibility to interface with strategic performance reporting tools and allow future demand profiles and performance to be more easily analysed. This should ensure resources are targeted more effectively on the basis of easier access to management information.

5. System Replacement Costs

- 5.1. The costs to procure a replacement for SWiSplus can be broadly categorised into two main areas as follows:
 - ◆ the capital and revenue funding to purchase, develop and maintain a new system; and
 - ◆ the project management costs associated with procurement and implementation of a new system, inclusive of retiring the current system.

- 5.2. Taking each of the two elements in turn, a cost profile has been worked up through engagement with other Councils and discussions with providers who are in the market to supply new social care systems. In summary the estimates to purchase the system a cost of up to £1.2 million would be anticipated, depending on the level of specification required with ongoing annual revenue costs in the region of £150,000 per annum. Over and above this and given the size and scale of change involved in this project, a Project Implementation Team is recommended to be in place for up to three years at a cost of £428,000 per annum. The details of the skill – mix and composition of this team is outlined in section 5.6 of this report
- 5.3. The phasing of these capital and revenue costs across the life cycle of this project would be as outlined in the table below:

Category of Cost	Area of Spend	Year				2025/26	2026/27
		2021/22	2022/23	2023/24	2024/25		
Capital	Purchase of the system	-	£1.2m	-	-		
	Project Team	£0.428m	£0.428m	£0.428m	-		
Revenue	Support Costs	-	-	£0.150m	£0.150m	£0.150m	£0.150m
	Social Care Efficiency (SWiSPlus Team)	-	-	-	(£0.150m)	(£0.150m)	(£0.150m)

- 5.4. Considering all of the above, a total cost across five years for this project would be approximately £1.2m for the system purchase and development. A further £1.284m for the project team costs brings the total costs to totalling £2.484m. Support Costs re licences are estimated at £0.150m per annum however this can be offset with the loss of the SWiSPlus Support Team. A new system would negate the need for this team. These costs can then be transferred to the support costs of the new system. The overall budget would then be £2.484m plus a transition year of the support team at £0.150m giving and overall total of £2.634m.
- 5.5. The note of caution around this is that the full and exact costs of this will not be fully known until a full specification for system replacement is worked up and bids come back from suppliers in the market in response to this specification. This will be the initial task of the Project Manager in 2021 to scope and start the tender process for confirmation of the capital costs for purchase as well as recruitment to the project team. The costs therefore will only be part year cost as part of the preparation tasks.
- 5.6. Taking account of the above points this is an area of work that goes beyond merely procuring and implementing a new system to one which also impacts significantly on operational practice change. It stands to reason that a multi-disciplinary project team is required to lead and implement this to secure maximum efficiency. From this viewpoint, the £0.428m project costs would comprise of a team with the following skill – mix:

Post	Detail
1 x Project Manager	Will lead the project on a day-to-day basis from the operational/service requirements perspective in relation to children and justice, adults and older people and performance and support, including data transfer
3 X Project Officers	One officer to scope each area of service's requirements for children and justice, adult and older people and performance and support
1 x I.T Team Leader and up to 3 I.T Business Systems Engineers (BSE's)	IT BSE's to support the IT Project Manager to compile the specification of requirements, run the tender process and finally implement the solution (data migration, system set up etc).
0.5 x Finance Officer	To specifically scope out the finance requirements, both from a transaction and also care planning perspective. The council currently commission circa £104M for care packages. A new system that this is aligned to Case Management systems and ledger authorisations and payments will support efficiencies.
Training and System Testing Support	Will be coordinated through the existing SWiSplus training team resource
Staff and workforce testing and user acceptance	Staff/practitioner time freed up to test new system to validate that each phase supports operational practice

- 5.7. Over and above this, consideration should also be given to releasing or ring-fencing protected time for a member of Senior Management Team (SMT) to oversee this project.
- 5.8. From a timescale perspective, it is estimated, that this resource will be required for 24 - 36 months; it will be a team that is phased in and then phased out as the programme is established and then concluded. It will need to take account of the following phases of activity:
- ◆ creation of a Project Initiation Document
 - ◆ Project Governance Infrastructure including a Project Review Board and Steering Group
 - ◆ assimilation of a service specification that will be used to support the procurement process
 - ◆ procurement process – although indications suggest that there will be a Scotland Excel Framework available from February 2021, which will have already undertaken much of the groundwork with regards to recognised market providers
 - ◆ data migration – by all accounts this is potentially the most complex and time-consuming aspect of the project
 - ◆ testing and validation
 - ◆ securing buy – in for what will be a major cultural shift and change management process from a practice perspective.
 - ◆ training, implementation, and wider roll – out
 - ◆ embedding as a core service

6. Demand Management Considerations

- 6.1. A more modern system and infrastructure will bring the service into the 21st century and result in the Social Care Service being able to direct more time to face to face frontline delivery and manage demand which has significantly increased in recent years. This re-direction of worker time will increase the quality and performance of the service, whilst providing the opportunity to recruit and retain staff.
- 6.2. All of this is extremely important as public sector finances will face significant challenges in the years ahead. If the Health and Social Care Partnership (HSCP) continues with the current system, the downtime created through the inefficiencies in the current system will continue to increase. Moreover, current demand trends continue to outstrip financial growth as evidenced by the data below over the last 10 years:
- ◆ referrals to adult social care have risen by 57%
 - ◆ Adult Support and Protection inquiries have risen by 337%
 - ◆ demands around Adults with Incapacity have seen the number of visits being required to be undertaken by Council Offices increase by 58%
 - ◆ the number of service users who have a welfare guardian has equally risen steeply by 121%
 - ◆ referrals to child and family teams has grown by 309%
 - ◆ the numbers of looked after children has grown by 60%
 - ◆ child protection referrals have fluctuated year on year, but average growth of the period has been 4%
 - ◆ the number of referrals for justice services has increased by 67%
- 6.3. The reinvestment of social worker time accrued from a new system should therefore be directed to managing these significant increases in demand, given that demographic forecasts also point to a continuation of increased demand.
- 6.4. On top of this, and whilst harder to accurately predict, there will be a legacy from the COVID pandemic, particularly with regards to increased demand for mental health support and levels of poverty. There is also the impact of people who already had a long-term condition not receiving the same levels of support as they otherwise would have if there was not a pandemic. The impact of this is harder to fully define, but it is safe to conclude that there will be a larger number of people with increased levels of dependency.

7. Leadership and Management

- 7.1. As referred to above, this piece of work lends itself to a project management approach and this will be led by a Project Board and Project Steering Group.
- 7.2. It is proposed the Project Sponsors for this will be the Chief Officer/Director of Health and Social Care and Executive Director of Finance and Corporate, with the Chief Social Work Officer and Head of Health and Social Care and Head of Information Technology Services leading the programme.
- 7.3. There have also been early discussions with colleagues in North Lanarkshire HSCP as they too are at a similar stage of scoping out replacement of their system. They are supportive of any future tender to be noted as an interested party to the tender and vice versa in order to progress as a possible pan Lanarkshire Social Work and Social care system. This could present an opportunity to look at shared procurement going forward.

8. Employee Implications

- 8.1. The employee implications are as outlined below; in that it is proposed the dedicated Project Team posts are added to the Social Work Resources establishment for a 3-year period. This is subject to the project's capital funding being approved (as discussed at Section 9.3. In addition to this, staff time will be drawn upon to provide the necessary operational expertise regarding the future system requirements.

Post	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%	Total Costs
Project Manager	1	Grade 4 Level 2-5	82 - 88	£23.92 - £26.18	£43,651 - £47,775	£56,878 - £62,251	£56,878 - £62,251
Project Officers	3	Grade 3 Level 4	72 - 74	£20.61 - £21.25	£37,611 - £38,779	£49,007 - £50,529	£147,021 - £151,587
I.T Team Leader	1	Grade 3 Level 8	79 - 80	£22.89 - £23.24	£43,651 - £44,345	£56,878 - £57,781	£56,878 - £57,781
I.T Business Systems Engineers (BSE's)	3	Grade 3 Level 4	72 - 74	£20.61 - £21.25	£37,611 - £38,779	£49,007 - £50,529	£147,021 - £151,587
Finance Officer	0.5	Grade 3 Level 4	72 - 74	£20.61 - £21.25	£37,611 - £38,779	£49,007 - £50,529	£24,503 - £25,264

- 8.2. Perhaps more importantly, is the business gain to be accrued in terms of staff time from the implementation of a new system. This will help to re-balance the split of face-to-face practice time/contact with service users and carers vis a vis time spent navigating an ageing IT system to undertake case recording activity.
- 8.3. A new system will still require a level of training support. Currently, there is a small training team which supports current systems training requirements with regards to teaching staff how to orientate the current system and also any new developments. A new system should provide the opportunity to look at how this resource is configured in the future, given that modern systems are generally more intuitive and do not require the same level of face-to-face intensive training, coupled with the fact that many come with in-built online training solutions.

9. Financial Implications

- 9.1. The overall capital cost of the project is estimated at around £2.634m (see sections 5.3 and 5.4). This will need to be added to the Council's General Services Capital Programme in the following financial years: 2021/2022: £0.428m, 2022/2023: £1.628m and 2023/2024 £0.578m.
- 9.2. As detailed at section 4.3 it is expected that there are a significant number of hours of staff time that can be released through moving to a new, modern system. It would be for Social Work Resources to consider how that efficiency realised from staff time is best reinvested.
- 9.3. It is intended that the council borrows £2.6m to fund these capital costs. This borrowing is subject to the approval of the Executive Committee. The capital costs of the project, as well as the funding, will be included as part of the Capital Programme report to the Executive Committee in June. The costs of borrowing to meet the costs of the project would be approximately £0.250m per annum. It is proposed that these costs could be met through diverting some of the efficiencies detailed above (approximately 5 social worker posts in total which would equate to

£0.250m pa). This reduction in staffing would be required from 2023/24 when it is expected the system would be nearing full implementation.

- 9.4. No further funds would be required from the capital programme going forward under this funding solution.
- 9.5. In relation to future running costs the SWiSPlus Support team (£0.150m); would then transfer as a funding solution for support costs of a new system estimated at £0.150m pa as identified at Section 5.3.
- 9.6. Given the potential for some of the £0.250m to impact on the IJB delegated budget, this report has already been presented to the March IJB and was approved.

10. Climate Change, Sustainability and Environmental Implications

- 10.1. There are no implications for Climate Change, sustainability and the natural environment in terms of the content of this report.

11. Other Implications

- 11.1. There are a number of risks associated with the content of this report, including 1) failure to source a new replacement system for SWiSplus which meets the requirements of the service for the next 10 years and beyond; 2) lack of resourcing and a structured approach for this piece of work could result in delays to implementation and the quality of the overall system; and 3) reputational risks to the Council with a system that is not fit for purpose for a modern workforce.
- 11.2. From a sustainable development perspective, a new system has the potential to offer more efficient and effective ways of working, thus ensuring that the time and resource of frontline staff is better balanced towards service/carer direct work.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. There is no requirement to carry out an impact assessment as this does not introduce a new policy or strategy.
- 12.2. From a consultation perspective, frontline staff and end users will be fully involved in the sourcing, specification, and functionality of any future social care information system.

Val de Souza
Director of Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

20 April 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

♦ none

List of Background Papers

♦ none

Contact for Further Information

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

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Report

14

Report to: **Social Work Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Director, Health and Social Care**
Executive Director (Finance and Corporate Resources)

Subject: **Self-Directed Support - Direct Payments Monitoring Review**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on the requirements for additional resource to monitor and review direct payments (SDS option 1)
- ◆ to recognise the need for additional governance and oversight by the Council in relation to the monitoring and control of direct payments
- ◆ set out proposals to strengthen the leadership, governance and management arrangements to support the delivery of Self-directed Support

2. Recommendation(s)

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

- (1) that the Committee approves the report;
- (2) that the changes and additional posts are added to the establishment as outlined in Section 4.1; and
- (3) that the funding outlined to meet the service demands and the re-alignment of existing resources be noted.

3. Background

- 3.1. The council currently pay-out approximately £7m annually to supported persons and carers who have chosen SDS option 1 - Direct Payments. This sum will increase in future years as more people exercise this choice. Direct payment agreements include a requirement for the council to monitor and review the payment at specific periods.
- 3.2. The Statutory guidance to accompany the Social Care (Self-directed Support) (Scotland) Act 2013, states that each authority should consider the relevant CIPFA guidance on financial monitoring of direct payments. The CIPFA guidance provides advice on efficient, effective and proportionate monitoring arrangements, focused on outcomes and further recommends a collaborative and co-ordinated social work and finance approach to monitoring direct payments.
- 3.3. There are two distinct types of monitoring arrangements necessary: welfare monitoring (ensuring that the supported person's needs are being met), and; financial monitoring (proportionate steps to satisfy that public funds are spent in line with the assessment, support plan and supported person's agreement).

- 3.4. Historically, social work practitioners have had the responsibility of managing a person's assessment, support plan and review. This responsibility has included the financial review and monitoring of the direct payment. Evidence and audits to date have shown that the governance and monitoring of direct payments are not being consistently reviewed in line with existing policy and procedures. This is in part due to the competing demands on social work frontline staff, which has impacted on the capacity to complete the financial review of Direct payments. In addition to this, it is recognised that there is a knowledge and skills gap across frontline social worker staff in carrying out this task confidently. Furthermore, as "completed" cases are transferred from the Lead Worker to a 'care coordination' system, there is reduced ability to oversee direct payment cases and required monitoring arrangements.
- 3.5. Structural and staff changes within the Council have also created an unintended consequence to direct payments and compounded the challenges with regards to existing knowledge and expertise. Frontline staff have basic support and guidance on finance related activities and issues, however this is not deemed sufficient in itself to fully discharge all the necessary duties review role required.
- 3.6. The challenges of monitoring and reviewing direct payments has resulted in potential overpayments to supported persons, as well as a limited visibility over excess funds building up in direct payment accounts, which, if identified through a review, should be returned to the public purse. Early work has already demonstrated that where there has been increased oversight of cases, then the potential to accrue funding back into the budget for redistribution to other areas of need is achievable. This work has been tested on a limited basis by the SDS Team and Finance staff.
- 3.7. In light of this, it has been considered that the monitoring and review of direct payments should therefore be the responsibility of the existing SDS Team, who would work collaboratively with fieldwork colleagues, and provide a more forensic support and audit activity incorporating a framework based on the CIPFA monitoring matrix.
- 3.8. The SDS Team consists of a Fieldwork Manager (SDS Lead, as well as a Finance Officer and Team Leader post). The team lead on all aspects of SDS legislation, developments in practice and process, including finance and operations, as well as ensuring full compliance, quality, monitoring and control mechanisms are in place.
- 3.9. There has to be an increased focus on financial governance in transparency and protection of public monies which should be at the forefront at this time. COVID has also brought many challenges and an agreement from Scottish Government to continue to pay direct payments to supported people and their carers has continued over the past year. This has required a more responsive and flexible use of direct payments, as many supported persons have had to try and meet agreed outcomes in different ways due to the closure of day centres and restrictions on community-based activities. With this flexibility, comes added responsibility for the authority to ensure the payments are monitored and reviewed accordingly.
- 3.10. Direct Payments Monitoring
The Table in 4.1 sets out a proposal to establish new posts within the SDS Team to take forward all aspects of Direct Payment reviews in collaboration with social work staff. The additional resource will come from the re-alignment of current staff and the establishment of two new SDS posts. An SDS Adviser role, with a responsibility to oversee the direct payments function as well as continue to lead, develop and provide an advisory role on all related SDS requirements. This will provide additional

professional capacity, leadership, and knowledge within the current social care part of the integrated management arrangements as well as ensuring a robust approach to quality assurance, audit, review, and continuous improvement. The team will be directly managed by the SDS Lead Officer.

4. Employee Implications

- 4.1 The posts outlined below should be added as permanent posts on the establishment as detailed below.

Post	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc. on costs 30.3%	Total Costs
SDS Adviser	0.8	G4 L2 - 5	82 - 88	£23.92 - £26.18	£34,849 - £38,220	£45,502 - £49,800	£45,502 - £49,800
SDS Assistant	1	G2 L3	46-48	£14.05 - £14.48	£25,640 - £26,425	£33,409 - £34,432	£33,409 - £34,432
Total Costs							£78,911 - £84,232

5. Financial Implications

- 5.1. It is anticipated that the costs of the posts will be offset by the recovery of excess funds through the effective review of direct payments. A recovery of 5% of the value of Direct Payments, currently circa £350,000 is anticipated. The costs of the posts above will be met from the recovery of funds, and £0.250m of recovery has been targeted within the IJB budget for 2021/22. A recovery of surplus payments will occur on an ongoing basis and provides a substantive funding solution for these posts.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no Climate change, Sustainability or Environmental Implications associated with this report.

7. Other Implications

- 7.1. The proposal outlined in this report will assist in reducing the potential risks to the council and ensure greater governance of public monies. It will also ensure any issues arising such as potential mis-use of public monies are highlighted at an early stage allowing appropriate actions to be taken to protect the council and supported persons and carers. Furthermore, any funding recovered can then be re-distributed to other areas of need.
- 7.2. The provision of the additional resource will ensure the ethos of SDS is embedded in practice with parameters to influence the implementation journey and full compliance with SDS legislation and statutory guidance.
- 7.3. There are no sustainable development issues associated with this report.
- 7.4. There are no other issues associated with this report.

8. Equality Impact Assessment and Consultation Arrangements

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

Val de Souza

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

24 May 2021

Link(s) to Council Values/Objectives

- ◆ Deliver better health and social care outcomes for all
- ◆ Protect vulnerable Children, Young People and Adults

Previous References

- ◆ none

List of Background Papers

- ◆ Scottish Government: Statutory Guidance to accompany the Social Care (Self-directed Support) (Scotland) Act 2013
- ◆ CIPFA Self-directed Support: Direct Payments – A Guide for Local Authority Finance Managers

Contact for Further Information

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

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Report

15

Report to: **Social Work Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Director, Health and Social Care**
Executive Director (Finance and Corporate Resources)

Subject: **Care at Home Services**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ update the Committee on the implementation of the new electronic scheduling system within Care at Home Services and to seek approval for the establishment of an infrastructure to improve support, management and co-ordination and monitoring of scheduling, aligned to the times in which services are delivered

2. Recommendation(s)

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

- (1) that the contents of this report be noted;
- (2) that the proposal to redesign the management arrangements for scheduling and response within the Service over extended working hours be approved;
- (3) that the proposal to transfer the Out of Hours management responsibility for the Service from Emergency Social Work Services to the new extended Care at Home Service be approved;
- (4) that £2.658m that had previously been approved for future budget strategies, including supporting the costs of transitional change in the Care at Home Service be utilised to support the transition towards the proposals outlined within this report;
- (5) that the changes to the Care at Home Establishment as detailed in Section 7.0. are approved; and
- (6) that a further report detailing the proposals for the wider redesign on the service be presented to a future committee.

3. Current Position

- 3.1. Care at Home Services are pivotal in supporting older adults and people with long term health conditions to live at home safely. The South Lanarkshire service directly employs almost 1000 mostly local people, who in turn support over 1600 service users each week.
- 3.2. The Service currently undertakes over 25,000 visits to service users each week. In-line with changing demographics, the Service is increasingly supporting individuals with complex needs who require multiple supports each day, with the proportion of services delivered in evenings and at weekends increasing year-to-year as a result.

- 3.3. The scheduling of visits has long been a challenge within the service due to an outdated IT system. Our current legacy system, SWISPlus has been in operation for over 25 years and while electronic, it relies heavily on the manual scheduling of visits. This leads to significant inefficiencies both in the terms of the scheduling process and in the way that staffing capacity is utilised. Such inefficiencies result in increased costs, downtime, increased use of overtime to cover services and more staff time spent traveling which diverts staff time from service user contact.
- 3.4. Feedback from frontline staff indicates that they do not feel fully supported via the current model of delivery as a significantly reduced management presence operates out of hours, at weekends and on public holidays. There is therefore a need to ensure future models provide adequate management support at the times that services are provided to support the operational delivery of services and the health and safety of a staff group who routinely work alone in communities.
- 3.5. Prior to the Pandemic, the Service procured Total Mobile, a new, sector leading, computer system that will transform and modernise the way it operates. The system offers a range of benefits to service users and staff:
- ◆ **Dynamic scheduling** – the systems technology dynamically schedules visits based on settings, minimising the need for manual intervention
 - ◆ **Improved continuity** – the system enables improved service user matching and enables us to monitor and report on continuity
 - ◆ **More localised working** – the system optimises the best use of Home Carer time and minimises the time they have to travel, giving them more time to concentrate on supporting service users
 - ◆ **Real time service monitoring** – the system provides the Care at Home Service with significantly improved information that enables us to ensure we can monitor service delivery in real time. This enables us to respond to changes quickly. Enabling us to react when staff are running late and prevent visits being missed
 - ◆ **Communication** – the new system provides Home Carers with access to much better information about service users and their needs. Information is available via an app on staff mobile phones and they will also be able to record information electronically, meaning that other professionals will be able to respond more quickly to the needs of service users
- 3.6. The implementation of the system has been delayed as a result of the Pandemic but is now being implemented across the Service. A pilot commenced in the Bothwell and Uddingston areas on 01 March 2021. The pilot has proved very successful and has exceeded our expectations, and as a result, work is now underway to extend the systems use to the remainder of the Hamilton locality. This is scheduled to be completed by the end of May 2021. Following implementation in Hamilton, the system will be extended to Rutherglen/Cambuslang, Clydesdale and East Kilbride localities, in that order, by the end of 2021.
- 3.7. The introduction of the new technology significantly changes the focus of how the service operates. In particular, it enables the service to be managed in a less reactive way, providing managers with real-time information that facilitates decision making and enables significantly improved support to both staff and service users.

- 3.8. The implementation of the system is at an early stage and it is difficult to quantify benefits. However, there is already confidence that the introduction of the system will result in efficiencies in the future. Early indications suggest that the system manages the use of available resources considerably better than the current processes. This is achieved by improved route planning, accurate identification of availability and a reduction in time spent travelling between service users.
- 3.9. The introduction of the new system introduces genuine opportunities to transform the operations of the service and address longstanding issues in relation to efficiency, transparency and staff and service user support. Ultimately, it is believed that the system will reduce downtime within the service, with less time spent travelling between service users and a reduction in the reliance on overtime.
- 3.10. The significant growth in volume and complexity of Care at Home delivery is projected to continue. Care Inspectorate activity over recent years has highlighted concerns about the capacity of the Service to meet this demand, particularly the ability to meet complex health needs with the current staffing model. The supporting infrastructure has remained relatively static for almost 10 years and the model of service delivery needs to change to meet the challenges and requirements of the new decade.

4. Current Model of Delivery

- 4.1. South Lanarkshire Council (SLC) operates a registered Care at Home Service in each of its four localities. The current model became operational in 2012 and brought together Home Help Organiser and Social Work Assistant roles into an integrated team. A hybrid role of Community Support Co-ordinator (CSC) was established as part of this model. This role has been responsible for:
- ◆ scheduling care
 - ◆ supervising staff
 - ◆ statutory service review functions
 - ◆ statutory Social Work tasks of assessment and care management
- 4.2. The current Community Support Coordinator role encompasses a broad range of responsibilities making the roles exceptionally demanding given the fast pace of the Care at Home environment. Recent inspection activity has highlighted the need for the services structure to modernise and for roles to be redesigned to make them more manageable for staff and to reflect a career structure that encourages progression within the service.
- 4.3. Amongst other things, each locality team undertakes a scheduling and a duty function. This function largely operates between the hours of 7:00am and 4:45pm (4.15pm on Friday). A limited Out of Hour's response is then provided by the Emergency Social Work Service (ESWS) in evenings, weekends and on public holidays.
- 4.4. Essentially, the scheduling and duty functions are responsible for the allocation of work to staff and responding to issues that arise during the course of the day. This would include arranging staff cover in the event of absence, supporting staff that are running late, responding to service user or staff concerns. This is a critical role that ensures the Service responds to changing situations. However, the function is very reactive and tends to respond to calls from staff or service users. This is particularly true Out of Hours, where the volume of Care at Home related calls dominates the business of ESWS. On average, over 34,000 calls taken by ESWS are Care at

Home related, accounting for over 75% of all calls. This poses significant risks to both ESWS and to the Care at Home Service.

- 4.5. As a result, there are significant limitations to the support that the Service offers to staff and service users. The introduction of Total Mobile provides an opportunity to introduce significant improvements to this if infrastructure is realigned.
- 4.6. The current staffing resource allocated to scheduling and duty is as follows:
 - ◆ 30.85 FTE Community Support Co-Ordinators
 - ◆ 3.78 FTE Home Care Support Workers
 - ◆ 3.5 FTE Social Work Assistants
- 4.7. There is also currently an establishment of 24.6 FTE Home Care Support Workers, These posts are graded on par with Home Carers and their use has been flexible and directed to meet local frontline operational needs. As a result, 15.14 FTE Home Care Support Workers are currently in post and budgeted for and the funding for the remaining 9.46 FTE posts has been directed towards frontline posts.
- 4.8. Of the 15.14 FTE posts that remain, 3.78 FTE support the current scheduling and duty arrangements. The other posts provide a varied support to the service and the tasks associated with the role are being incorporated into the new roles outlined within this report and other roles, like Social Work Assistants that are being developed within the Service.

5. Proposed Model of Delivery

- 5.1. In October 2019 and March 2020, Social Work Committee supported a review of the Care at Home Service which considered the changing circumstances; increasing demand; complexity; and new opportunities. This report provides further detail about the proposed new model. The Pandemic and the advent of the new electronic scheduling system has led to a shift in priorities for the redesign of the Service as it has become increasingly evident that the model currently in operation is insufficient to support the real-time monitoring and response required to support staff and service users going forward.
- 5.2. The Care at Home Service has changed significantly in recent years. Twenty years ago the Service provided a significant proportion of its services during office hours. However, the changing need of service users has resulted in a seismic shift towards seven day services that are provided during the day, in evenings and at weekends. The supporting infrastructure has not kept pace and the majority of management support continues to be provided during legacy office hours during weekdays.
- 5.3. There is a critical need to align the scheduling and response function to the times that services are delivered to ensure that the Service is responsive to the support needs of service users and staff and the increasing need for services to be arranged over seven days to support the hospital discharge function. There is a widely held view that the current Out of Hour's arrangements are insufficient and present risks to both ESWS and Care at Home Services and there is an urgent need to address this.
- 5.4. The technology that is now available both via Total Mobile and other Council systems provide significant opportunities to work differently. The last year has seen a significant shift towards agile working and it is believed that a new scheduling and response model could capitalise on this to facilitate a number of benefits:
 - ◆ Care at Home Services assuming responsibility for the scheduling and response co-ordination during the hours of 6:30am to 11:00pm every day of the year

- ◆ ESWS being released to focus on its key statutory functions out of hours
 - ◆ a blended approach to locality based scheduling and response services, with staff being office based during the day and working from home out of hours
 - ◆ significantly improved management support for staff and service users aligned to the times that services are delivered
- 5.5. It is proposed that new arrangements are implemented on a phased basis to coincide with the implementation of Total Mobile across locality teams. This would see the new model fully implemented by the end of 2021, with Care at Home assuming responsibility for Out of Hours from ESWS in the same phased way.
- 5.6. The nature of the role required of staff working within the new model is different from that of a Community Support Co-ordinator. It is therefore proposed that two new roles are created, a Support Scheduling Assistant, who will be responsible for the scheduling of services and response to low level enquiries and a Scheduling Support Supervisor, who will take responsibility for the co-ordination of the service and respond to more complex situations. The proposed staffing is:
- ◆ 2 FTE Team Leaders
 - ◆ 14.4 FTE Scheduling Supervisors
 - ◆ 46.8 FTE Scheduling Assistants
- 5.7. The Team Leader posts will operate outwith normal working hours and provide management and support to the service across localities. The Scheduling Supervisor and Scheduling Assistant posts will operate over a shift rota that will ensure operational response between the hours of 6.30am and 11pm.
- 5.8. The volume and potential complexity of enquiries that will be received via the teams requires supervisory support to be in place during all hours of operation and this is reflected in the proposed span of control.
- 5.9. The new roles that are being introduced will incorporate and replace the roles currently undertaken by the Community Support Co-ordinator and Home Care Support Worker posts outlined earlier in this report and as such, it is proposed that these posts are deleted from the establishment as outlined at 7.1
- 5.10. The changes will be monitored as the scheduling systems is embedded. As further efficiencies are identified the impact on the wider Care at Home structure will be reported to a future committee.

6. Project Support Team

- 6.1. The scale of the implementation of the new scheduling system is significant with the programme of work well underway rolling the system out across the Service. At the end of implementation, the requirement for ongoing support will be critical to the continued success. An ongoing programme of upgrades to the system takes place on a minimum quarterly basis with the requirement for user testing and updating of processes and procedures within the Care at Home Service. The development and delivery of training to all staff within the Care at Home Service will be required on an ongoing basis in-line with recruitment requirements to ensure continuity of service. Development of reporting tools to support the Service will be crucial as the system is fully implemented.
- 6.2. Engagement with other councils who implemented the system reported failures when support was withdrawn too quickly following implementation.

- 6.3. In order to ensure the continued success of the scheduling system, it is proposed to extend of the Project Support Team up to a maximum of a further 24 months with support being withdrawn on a gradual basis during this period.

7. Employee Implications

- 7.1. The employee implications are detailed below. The scheduling posts will be created on a permanent basis with the Project Team posts remaining temporary for up to a further two years.

Post (Social Work)	Current No. of Posts (FTE)	Proposed Number of Posts (FTE)	Change	Grade	SCP range	Hourly rate	Annual salary	Annual salary with on costs	Gross Cost inc on costs 30.3%
Team Leader Out of Hours	0	2	2	G3 L8 plus 4	85 - 86	£25.03 - £25.39	£45,677 - £46,334	£59,517 - £60,373	£119,034 - £120,746
Scheduling Supervisors	0	14.4	14.4	G2 L4 plus 2	59 – 61	£17.03 – £17.55	£31,078 - £32,027	£40,495 - £41,731	£583,128 - £600,926
Scheduling Assistants	0	46.8	46.8	G2 L1 plus 2	36 - 37	£12.14 - £12.33	£22,154 - £22,499	£28,867 - £29,317	£1,350,976 - £1,372,036
									£2,053,138 - £2,093,708
Community Support Co- ordinators	66.4	35.55	-30.85	G3 L2	63 – 65	£18.08 – £18.60	£32,994 - £33,943	£42,991 - £44,228	(£1,326,272 - £1,364,434)
Home Care Support Workers	24.6	0	-24.6	G1 L4	30 – 31	£11.12 - £11.29	£21,452 - £21,780	£27,953 - £28,380	(£423,208 - £429,673)
Social Work Assistant (ESWS)	6.19	2.69	-3.5	G2 L4 plus 4	63 – 65	£18.08 – £18.60	£32,994 - £33,943	£42,991 - £44,228	(£150,469 - £154,798)
									(£1,899,947 - £1,948,905)
Performance & Support Officer	1.0	1.0	0.0	G3 L4	72 - 74	£20.61 - £21.25	£37,611 - £38,779	£49,007 - £50,529	£49,007 - £50,529
Performance & Support Assistant	2.0	2.0	0.0	G2 L1	34 - 35	£11.78 - £11.98	£21,497 - £21,862	£28,011 - £28,487	£56,022 - £56,974
									£105,029 - £107,503
Total	100.19	104.44	4.25						£258,221 - £252,307

- 7.2. The proposals contained within this report reflect a permanent change to the structure of the service. All posts except the Project Team would be created on a permanent basis. The Project Team would be temporary for up to a maximum of two years.
- 7.3. Given the scale of the change proposed, in depth consultation will take place with staff and trade unions both collectively and individually throughout the process, to ensure that the best outcomes can be achieved for staff and the service as new posts are established and the posts of Home Care Support Worker and Community Support Coordinator are deleted from the establishment.
- 7.4. There will also be a requirement to consult with staff from Emergency Social Work Services to facilitate the transfer of 3.5 FTE Social Work Assistant posts to the Care at Home service.
- 7.5. As part of the wider programme of consultation, alternative options will be explored with existing staff as part of a collective matching process. This will include consideration of the Support Scheduling Supervisor and Support Scheduling Assistant posts contained within this report. In addition, the establishment of Social Work Assistant posts, which are the focus of a separate report to Social Work Committee, will also provide another option for staff impacted by the proposals. The matching process will also seek to give early consideration to posts that will form part of the future report to Committee.

8. Financial Implications

- 8.1. At both the Council meeting on 26 February 20 and the Executive Committee on the same day, it was agreed that the council underspend of £2.658m in its revenue budget would be used for future budget strategies, including supporting the costs of transitional change in the Care at Home Service.
- 8.2. Previous reports on 04 March 20 and 07 August 20 have sought funding for a Project Team and Hospital Discharge Team totalling £0.509 per annum, this cost was to be included in the £2.658m provision to support the Care at Home Service.
- 8.3. In respect of the staffing restructure to support scheduling the current cost of the existing service is £1.949m and the recurring costs of the proposal will be £2.094m, resulting in a net cost of £0.145m.
- 8.4. The cost of extending the project implementation team will be £0.108m per annum and up to a maximum of £0.216m over a two year period.
- 8.5. It is anticipated that the posts will be appointed to during the third quarter of the 2021/22 financial year, with an estimated six month cost of £0.126m.
- 8.6. It is proposed that funding is drawn down from the £2.6m transitional funding allocated to support the redesign of the service as outlined at 8.3 and 8.4. The forecast drawdown in 2021/22 is £0.635m.
- 8.7. In summary, the £2.658m temporary commitment to support the Care at Home Services, will meet the costs of the Project Team, the Hospital Discharge Team, the Scheduling restructure and the Project Scheduling Team.

8.8. It was previously agreed that efficiencies realised as a result of the implementation of the new system would fund its ongoing costs. However, as part of the Integrated Joint Board's financial plan, £0.156m has been allocated for the cost of the scheduling system for 2021/22. Discussions are ongoing with the Chief Financial Officer to confirm the permanency of this funding. Once this position has been confirmed, should funding still be required the intention is to convert up to 11.6 FTE Home Carer posts to meet the ongoing cost of the system. This will be released as a result of more efficient use of staff time and a reduction in the use of overtime.

8.9. In addition, future reports will be brought to Committee, setting out the future proposals for the use of the transitional money and a longer term strategy and structure for the Services, which will also include recommendations about financial sustainability of the remodelled service. These reports will cover financial implications and requirement for investment. In the interim, the Resource will take forward the proposed incremental changes, requiring recruitment to key roles to support this transition. The request is to approve these posts on a permanent basis, should the longer term remodelling impact on this, there is scope to minimise employee impact and deploy employees to other posts available within the resource as a result of natural turnover. The posts approved on a permanent basis to date total £0.470m and if there are no further requests for the use of this funding then monies will be available until 2025 to fund the permanent posts.

9. Climate Change, Sustainability and Environmental Implications

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

10. Other Implications

10.1. Currently the Service is failing in a number of areas associated with the current model of delivery as well as capacity in the Service to meet the statutory requirements of safe delivery of services. These posts are required to ensure that the Council meets its statutory duties to provide assessment and care management functions for supported people and carers.

10.2. There is a requirement to ensure that as a Council we demonstrate a commitment to redesign of Services and investment to ensure safe practice in accordance with the Regulations for a Registered Care at Home Service.

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

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

11. Equality Impact Assessment and Consultation Arrangements

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

11.2. Consultation has taken place with the Trade unions regarding the report

Val de Souza
Director, Health and Social Care

Paul Manning,
Executive Director (Finance and Corporate Resources)

21 May 2021

Link(s) to Council Values/Objectives

- ◆ improve later life
- ◆ deliver better Health and Social Care outcomes for all

Previous References

- ◆ Social Work Committee report, 04 March 2020

List of Background Papers

- ◆ None

Contact for Further Information

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

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Report

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Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care

Subject:	Transformation and Service Improvement Programme
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update of progress of the Transformation and Service Improvement Programme in relation to the following services and the impact the Coronavirus (COVID-19) has had on these services:
- ◆ Care and Support Service Redesign
- ◆ South Lanarkshire's Care Facilities Modernisation Programme
- ◆ Mental Health Strategy
- ◆ Care at Home Services Improvement Programme
- ◆ Adult and Older Peoples Day Services Review
- ◆ Equipment and Adaptations
- ◆ SWiSplus Replacement

2. Recommendation(s)

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

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

3. Background

- 3.1. This report provides a progress update on the Programme of Transformation and Service Improvement being undertaken by the Health and Social Care Partnership (HSCP). This work supports the delivery of the Integrated Joint Board's (IJBs) Strategic Commissioning Plan (SCP) and continues to strengthen many of our community-based supports.
- 3.2. The response to the Coronavirus (COVID-19) Pandemic continues to slow the progress of the Transformation Programme as resources have been redeployed. The work streams affected are the Care Facilities Modernisation Programme; the evidence-based Review of Adult and Older Peoples Day Services; Care at Home Improvement Programme; Care and Support Review, Mental Health Services and varying service improvement plans.
- 3.3. However, the work on the Transformation agenda has continued and is taking account of the risks that COVID-19 has posed, the learning that is accruing and is considering how we modify services to meet these risks.

- 3.4. This programme of work endeavours to put the people who use Social Care supports, their families and carers and the people who work in Social Care Services at the centre of care. It also gives us the opportunity to align services focussing on the outcomes of the recently published Independent Review of Adult Social Care, which is likely to influence the ongoing programme into the future.

4. Current Position

4.1. Care and Support Service Review

- 4.1.1. The outcome of the Review of the Care and Support Service has identified a number of key themes which need addressed and the recommendations for sustaining and modernising the service in the context of the IJB's Strategic commissioning and financial planning.

- 4.1.2. In concluding the Review, there are areas of the service which need updated to reflect the changing demographic, Social and Health equality profiles and care needs of its service users. One of the most important areas for consideration is the need to undertake a review of the Service Specification, which has not been done since inception of the service in 2004. This will be a critical driver in the re-design of the Care and Support Service which will take account of SDS principles and operate with a cost effective and safe staffing model.

- 4.1.3. The implementation of the outcomes of the Service Review and Service Redesign will require continued engagement with service users and carers along with key stakeholders across the HSCP, the Council, staff and trade unions. This can be seen in detail within the Care and Support paper.

4.2. Care Facilities Programme

- 4.2.1. Work is progressing well on Phase 1 of the Blantyre development and it is anticipated that eight of the technology enabled homes will be complete late October 2021, with a further block of six flats complete in November 2021. The final block of flats and care facility are scheduled for completion by April 2022.

- 4.2.2. Work streams are progressing well and work is continuing in these areas with input from partners including the carer's organisation and the third sector to enable an inclusive Health and Wellbeing Hub to enhance and support the delivery of Health and Social Care. These supports are not restricted to the people within the Hub, but also includes tenants from the technology enabled homes within the campus and the wider community.

- 4.2.3. As the Intermediate Care Service has proven to be very successful, in many ways, this affirms the rationale behind Phase 1 of the project which aims to deliver a similar model within the new custom-built facility in Blantyre which should achieve similar and potentially better results. There is no doubt a new facility with concentrated expertise on the on-site, has the potential to be a centre of excellence from a practice, care and outcomes perspective.

- 4.2.4. Canderavon House continues to provide Intermediate Care Service in the meantime and is providing valuable learning opportunities to inform the Blantyre model and building on the COVID response work that evolved at McWhirters House. This further underpins the evidence that delivering Intermediate Care within the new custom-built facility will deliver better outcomes for people.

- 4.2.5. Communication is key to the programme and in particular within the vicinity of the site, this continues to be of a high priority with a further Newsletter being issued by the contractor to neighbours surrounding the site, including the school and church. This proactive approach has helped to alleviate any issues arising within the development.
- 4.2.6. As part of the programme Cruden Construction are looking to work with the HSCP to add value to the area by donating skills, resources and equipment to help important local community projects. Work is underway within the Hamilton Locality Group to identify a worthwhile project who would benefit from this offer.
- 4.2.7. In response to the COVID-19 Pandemic the HSCP has had to refocus its priorities and this has had an impact on Phase 2 of the programme. The strategic and operational focus has changed significantly, we know the demand for traditional care home services has further decreased and we now need to think about the whole system in the context of this changing landscape. There is a need for the Strategic Commissioning Group to review our existing commissioning assumptions and update the IJB's strategic plan taking into account the consequences of and future risks posed by COVID-19. A further paper will be brought forward to detail the emerging options.
- 4.3. Mental Health
- 4.3.1. Remobilisation and Recovery
In February 2021, the Scottish Government announced the provision of additional non-recurring funding of £20 million for Mental Health Recovery and Renewal allocated as a result of Barnett Covid-19 consequential funding.
- 4.3.2. The key priorities for allocation of this funding source are:
1. promoting and supporting the conditions for good mental health and wellbeing at population level;
 2. providing accessible signposting to help, advice and support;
 3. providing a rapid and easily accessible response to those in distress; and
 4. ensuring safe, effective treatment and care of people living with mental illness.
- 4.3.3. Initial discussions with North Lanarkshire HSCP colleagues will focus on the needs of South Lanarkshire residents in relation to these priorities and how South Lanarkshire HSCP can collaborate, influence and contribute to the service improvement and development that will be required to respond and achieve the key priorities within this additional funding
- 4.3.4. Improving Access to Mental Health Services and Supports – Action 15 Programme
The Primary Care Mental Health Liaison Nurse service provides people experiencing mild to moderate mental health problems of a short term nature within GP practices. Work is now underway for the service to expand into more GP practices across Lanarkshire and to develop the non-clinical aspect of the stepped/matched care Primary Care Mental Health and Wellbeing service model.

4.3.5. Mental Health in Primary Care

Recently a national Mental Health Primary Care (MHPC) Development Group was established by the Scottish Government and the group is working towards an options appraisal to discuss options for funding MHPC Teams to increase mental health capacity in primary care. Part of the additional Mental Health Funding announced in the Finance Secretary's budget update on 16 February 2021 will focus on supporting improvements in Primary Care. From a Lanarkshire perspective, we feel that this options appraisal process and accompanying additional funding resource will enable the development of robust enhanced pathways to and from Mental Health Services. By developing a MHPC Team we will bring together primary care mental health, community mental health and community based psychological therapy services within Lanarkshire.

4.3.6. Integration of Community Mental Teams in South Lanarkshire

The proposed Integrated Community Mental Health (CMH) Service model for South Lanarkshire HSCP will provide integrated locality based Mental Health and Addictions Services within South Lanarkshire HSCP by 2022.

4.3.7. The advent of COVID-19 delayed the initial Community Mental Health Service transfer date of April 2020. Recently it has been agreed that North HSCP Chief Officer will present a report to both North and South Lanarkshire IJBs supporting the proposed transfer of responsibility and accountability for South Lanarkshire Community Mental Health Services to South Lanarkshire HSCP.

4.3.8. Access to Unscheduled Care

Similar to Accident and Emergency services, we are changing the way that people with mental health needs engage with services when they do not have an appointment with a health care professional. Initial implementation of these changes in Lanarkshire began in December 2020. The aim is to make sure that people get to the most appropriate service as quickly as possible.

4.3.9. The main change will be that a person who would previously have arrived at ED, will instead phone NHS24 and talk to a CPN (Community Psychiatric Nurse) or Psychological Wellbeing Practitioner. If it is decided that a more detailed Mental Health Assessment will be needed, the caller is handed over to the flow centre. The flow centre is an assessment area only, with no follow up or treatment capacity. It will be staffed by senior clinical decision makers who will assess and determine the correct next step. This could include a routine referral to a CMHT, an urgent appointment with a CMHT, a crisis response or signposting/referral to local mental health supports. This change in mental health unscheduled care response is in the very early stages of development in Lanarkshire and is part of the Scottish Government intention that Mental Health Services broaden their approach to unscheduled care access and responding to distress. Aligned with this principle, the recent National Distress Brief Intervention (DBI) Programme progress report, highlighted the expansion and development of the DBI Programme which now offers NHS 24 staff the additional DBI pathway to person-centred support for people who contact them in distress and don't require a clinical response.

4.3.10. Mental Health Prevention and Early Intervention – Launch of Well-Connected App **'Well connected'** is Lanarkshire's social prescribing programme that makes it easier for us to take part in and benefit from activities and services we know improve our wellbeing.

4.3.11. The Well Connected programme has been shown to help people by:

- ◆ improving self-confidence and self esteem
- ◆ reducing low mood
- ◆ reduce feelings of stress
- ◆ helping people deal with some of the problems that are causing low mood such as money worries, loneliness and unemployment
- ◆ helping people develop positive ways of coping with the challenges of life
- ◆ increasing opportunities for social contact
- ◆ learning new and useful skills
- ◆ improving community spirit
- ◆ increasing the number of people taking part in arts, leisure, education, volunteering, sports and other activities

4.3.12. The Well Connected App is free to download on the App Store, just search for Well Connected Lanarkshire.

4.4. Care at Home Service

4.4.1. Care at Home Services continue to operate as normal, delivering essential services to some of the most vulnerable service users in our communities. As expected, staff absence has increased sharply as a result of increased COVID transmission, staff self-isolating and general illness. This has limited capacity within the Service. However, absence has reduced slightly over the last four weeks and this is expected to decrease further when staff in shielding categories return to work after the 26 April 2021.

4.4.2. A Community Meals service was introduced on temporary basis to provide reliance during the Pandemic. This service enabled Care at Home resources to be directed to those in greatest need while ensuring individuals with lower level needs continued to receive support with meals.

4.4.3. The service was stood down on the 19 April 2021, coinciding with the easing of COVID-19 restrictions that will see Home Carers return to work and the staff supporting the service from South Lanarkshire Leisure and Culture Ltd and Housing and Technical Resources returning to their own roles as services are reinstated.

4.4.4. A successful pilot of the Total Mobile, electronic scheduling system has recently taken place within the Bothwell and Uddingston areas. Work is now underway to fully implement the system throughout Hamilton locality by the end of May 2021, with implementation then taking place within Rutherglen, Clydesdale then East Kilbride localities by the end of the year.

4.4.5. As part of the implementation of the scheduling system, Home Carers are being issued with new mobile devices. The roll-out of these new devices will also see Home Carers receiving access to organisational email and Microsoft Teams providing the service with significant improvements in the way it communicates with staff.

4.4.6. Vaccination roll-out is now well underway and uptake has been exceptionally high. Across Lanarkshire, over 5,400 internal and external Care at Home staff have now received their first dose vaccination and the programme of second dose vaccinations is at an advanced stage.

- 4.4.7. Weekly staff testing arrangements have recently been finalised and were implemented across the Care at Home sector on 08 February 2021. Staff uptake has been good and we have experienced minimal numbers of positive cases as a result of the testing.
- 4.4.8. Improvement activity within the Service is ongoing but capacity has fluctuated in parallel with the Pandemic waves and response activity. As noted in previous reports, the Care at Home Improvement Board is overseeing a number work streams that have responsibility for taking forward the redesign of the Service. The COVID response, improvement activity in Hamilton/Rutherglen and the work to implement the scheduling tool have been prioritised. It is hope that the COVID related demands on the Service will ease and allow the Service to be refocused on this programme. It is anticipated that a fuller report on this Review will be brought to the IJB in early autumn.
- 4.5. Adult and Older People Day Service Review
- 4.5.1. Findings and recommendations from the Review of Adult and Older People Day Services were reported to the IJB on 2 March 2021 and Social Work Resources Committee on 17 March 2021.
- 4.5.2. The review identified shared key principles across all stakeholders that should underpin service access, opportunities and redesigning of a modern, fit for purpose support service for adults and older people. These are,
- ◆ fairness and equity
 - ◆ access to service based on priority need
 - ◆ robust assessment, support planning and review
 - ◆ flexibility and choice
 - ◆ an enabling and asset-based approach
- 4.5.3. Whilst the review found that there was no optimal model for redesign, it evidenced that ending separation from the communities that people live in by moving away from segregated building bases was best practice. A three-level model of support is recommended and should include.
- ◆ individualised tailored support
 - ◆ a reablement focus
 - ◆ intensive support for those with the most complex needs
- 4.5.4. A commitment to involve stakeholders in both the review and redesign of Adult and Older People Day Services was made at the outset of the review. It is proposed that consultation on options arising from the review should be the next stage of review activity. This consultation will focus on:
- ◆ being fully compliant with the SDS legislation and strategic intentions
 - ◆ maintaining an element of access to a building base in each locality,
 - ◆ developing an individualised outreach model and
 - ◆ continuing to support those with complex needs to have access to specialist services where required
- 4.5.5. This redesign will deliver on all three elements of a best practice model.

- 4.5.6. Plans are in place to commence re-opening of Day Service buildings for adult and older people as part of the COVID recovery planning. Plans for re-opening will be in line with the Scottish Government's route map out of COVID and some building based services will be available from 17 May. Services will be limited in line with the general population guidance for safe contact with others and social distancing, the use of PPE and adherence to infection prevention and control measures will remain in place. Regular COVID Testing of Day Service employees is now in place which will add an additional layer of protection.
- 4.5.7. Initial re-opening will see one Day Service building opening in each locality and will actively use the live learning opportunities which this presents, to inform how to expand access to the Service safely.
- 4.5.8. The Outreach Service, which was developed in response to the COVID situation, will continue and will become a permanent feature of the redesign of Day Services.
- 4.6. SWiSplus Replacement
- 4.6.1. The HSCP is in the final stages of securing approval and the budget to replace the current Social Care Information System (SWiSplus). This proposal represents an excellent opportunity to transform practice and also re-direct more frontline staff time to working with service users and carers. The current system, whilst serving the Partnership well over a long period of time (1994 to present) does not now meet the business requirements of today and tomorrow. Agile working and the ability to undertake efficient case recording require the HSCP to have a system which will service this delivery model of the next 10 years and beyond. Once final sign off is secured, the project will start in earnest in June 2021 with an expected full implementation realised over the next 24-36 months. The focus of this project will not be restricted to replacing an IT system, it will and perhaps more importantly, seek to bring about a cultural shift in Social Care practice and also how individual service user information is used and aggregated to drive future commissioning priorities. A multi-disciplinary Project Team including a Project Manager, frontline practitioners, IT business support and finance expertise will be recruited to oversee implementation. Overall, this will be a £2.6m infrastructure investment for the HSCP.

5. Reporting timetable

- 5.1. As indicated above, the HSCP intends to bring forward a series of reports providing more detail on the outputs of the review and transformation activity and to seek approval from the IJB for further actions.
- ◆ This cycle: Care and Support
 - ◆ Future 2021 cycles:
 - Care at Home
 - Mental Health
 - Care Facilities
 - Equipment
 - Day Care
 - SWiSplus

6. Employee Implications

- 6.1. The employee implications associated with this report will be individual to each work stream. However, the work streams referred involve service redesign intended to reshape services and have associated workforce issues. The work streams will continue to be the subject of consultation with the trade unions.

7. Financial Implications

- 7.1. There are no direct financial implications associated with this report. The transformation and improvement work streams are intended to support the HSCP to deliver the IJB's Strategic Commissioning Plan within the available resources and in accordance with the Financial Plan.
- 7.2. There is a significant element of financial risk associated with the ongoing response and consequences of the COVID Pandemic. The Chief Finance Officer has identified costs to be set against the Mobilisation Plan for the Scottish Government. However, there remains a risk that COVID will impact adversely upon the financial position and consequently the transformation and improvement programme.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

- 9.1. At this moment the risk implications associated with this report are being monitored through a COVID-19 Risk Report.
- 9.2. There are no sustainable development issues associated with this report.
- 9.3. This work has strategic fit with other transformational change work streams currently being progressed, for example primary care transformation.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. A full equality impact assessment will be developed in conjunction with the future strategy for Residential Care Homes.
- 10.2. There has been significant consultation and engagement with stakeholders as outlined throughout the report. This will continue to be intrinsic to this programme of work.

Val de Souza
Director, Health and Social Care

22 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve Later Life
- ◆ Deliver better Health and Social Care outcomes for all

Previous References

- ◆ Social Work Resources Committee of 20 January 2021

List of Background Papers

- ◆ none

Contact for Further Information

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

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Report

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Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care

Subject:	Autism Resources Co-ordination Hub (ARCH) Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of the background and current progress of the development of ARCH since the last update to committee
- ◆ advise re: development of the South Lanarkshire Local Autism Action Plan to sit within the Scottish Strategy for Autism
- ◆ outline ARCH's role in supporting the Autism community during the COVID-19 Pandemic: March 2020-March 2021

2. Recommendation(s)

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

- (1) that they note the progress made as highlighted in the present report; and
- (2) that they note the Resource Plan to develop the revised and updated Local Autism Action Plan outcomes during the post-COVID-19 recovery and transformation period post COVID-19.

3. Brief Background (Recap)

- 3.1. Following the closure of the pan-Lanarkshire One Stop Shop based in Motherwell, which was managed by Scottish Autism in May 2016, interim arrangements were put in place to deliver an alternative South Lanarkshire autism-specific support service.
- 3.2. Following the school summer holidays in 2016 the ARCH service moved to its own premises in Burnbank, Hamilton where it remains.
- 3.3. The model of service delivery adopted in ARCH continues to promote and embody the Asset Based Community Development (ABCD) approach which seeks to engage and mobilise the capacities of all autism partners in the Private, Statutory, Voluntary and Parent Led sectors within South Lanarkshire.

When the ARCH was established it was the intention as noted in the Executive Committee Report dated March 2017 that 'the aim is to establish the ARCH as a South Lanarkshire resource that reaches out to all parts of the local authority through existing groups and to work towards supporting the Autism community to assume the running of the resource on behalf of the community.'

- 3.4. The ARCH remains the flagship of South Lanarkshire's commitment to promoting and implementing the four strategic outcomes outlined in the revised Scottish Strategy for Autism – Outcomes Approach (2015) and Revised Outcomes and

Priorities 2018-2021 as well as the five overarching themes in the South Lanarkshire Local Autism Action Plan 2018-2023.

- 3.5. ARCH has remained pro-active in facilitating the development of services within the community; many of which are designed and delivered in partnership with the community itself alongside partners in the statutory, private and third sectors. Parent Carer support groups are arranged and delivered collaboratively between parent carer volunteers in two autism charities working from ARCH; COAST (Champions of Autism Spectrum Together) and SAIL (Supporting Autism In Lanarkshire) alongside ARCH staff who deliver guidance, signposting and support to autistic children, young people and adults as well as their parent carers. Pre-COVID lockdown restrictions, Lanarkshire Carers was commissioned to provide a staff member to co-work/facilitate one of the weekly parent carer support groups held in the centre.
- 3.6. A range of autism stakeholders remain actively involved in collaborating on designing and delivering supports based within ARCH.

4. Development of the ARCH Service – March 2020-March 2021

- 4.1. The implementation of the strategic themes outlined in the South Lanarkshire Local Autism Action Plan 2018-2023 have continued to be progressed throughout the Pandemic and subsequent lockdown restrictions via regular meetings between ARCH and autism stakeholders in the third, statutory and private sectors.
- 4.2. ARCH has also represented the South Lanarkshire Autism voice within an unprecedented number of vitally important national developments relating to The Post-Scottish Strategy for Autism (2011-2021) proposals published by the National Autism Implementation Team (NAIT) (Appendix 1 outlines the graphic produced following the ARCH consultation event), the Scottish Government post COVID-19 Transformation and Recovery plans, publication of the Cross Party Group on Autism report; 'The Accountability Gap' (link to report in background papers) , publication of the review into Scotland's ASN Education provision chaired by Angela Morgan, including the Scottish Government's unanimous acceptance of the recommendations therein, and the proposed Disabled Children and Young People (transition to adulthood) (Scotland) bill by Johann Lamont MSP.
- 4.3. At the same time, ARCH has continued to be guided by the South Lanarkshire Autism community's vision statement encapsulated by the phrase; "Think National - Act Local" by ensuring that the autism-informed supports and services offered within South Lanarkshire continue to meet the needs identified by our community throughout the Pandemic period.
- 4.4. ARCH has also been instrumental in furthering the primary strategic objective of raising autism awareness and informed practice throughout the South Lanarkshire workforce and community via public events including flag raising outside Headquarters for Autism Pride day in 2020 and Autism Awareness Week 29 March-04 April 2021 as well as online training and development sessions with, amongst others a wide range of stakeholders in; Health, Scottish Ambulance Service, Education, Further Education, Money Matters, Housing and Social Work Resources (Adult, Justice, Children's Houses and Children and Families).

- 4.5. ARCH continues to facilitate ongoing workforce development via nominations onto the SVQ Level 2 and 3 in Understanding Autism offered by the West of Scotland College. This has resulted in over 300 professionals in all services obtaining the award. ARCH has also contributed to revised Child Protection documents and is currently collaborating with Housing colleagues on a focus group to inform revised Housing policy.

5. Further Developments

- 5.1. ARCH has developed an innovative Autism profiling tool specifically designed for ease of use by the autism community itself, as well as informing professionals engaged in supporting autistic people in all sectors. This is called the 'My Autism Profile' tool, and has been approved by the Senior Management Team within the Health and Social Care Partnership (HSCP), as well as being incorporated into the newly constructed South Lanarkshire Autism Internet page developed and produced by ARCH in partnership with Planning and Communications Team colleagues (link to report in background papers).
- 5.2. Throughout the Pandemic, from the initial announcement of lockdown in March 2020, ARCH immediately set about collaborating with centre user charities to obtain access to online platforms which allowed the support offered to our community to remain unbroken. This has allowed many online groups and workshops to being hosted via ZOOM and Microsoft (MS)Teams. This provision has been described by many as 'a real lifeline' throughout what has otherwise been a very isolating experience for the community as a whole and autistic people specifically.
- 5.3. ARCH also continues to undertake staff development session via these online platforms.
- 5.4. In a very real sense ARCH adapted in response to the COVID reactive needs of the South Lanarkshire autism community by also offering our phone and email advice and support lines, throughout. Alongside the ZOOM and MS Teams Social Media platforms, ARCH has received an unprecedented number of 'crisis calls' from autistic people and their parent carers struggling with the implications of lockdown restrictions. Whilst never intended to be or established as a crisis intervention service, ARCH has supported autism families through very difficult situations which would have otherwise been referred on to statutory, targeted services who by their own acknowledgement, would have undoubtedly struggled to provide autism-informed responses. The 2019-2020 statistics reflect this ongoing work and support. (Appendix 2).
- 5.5. The ARCH mailing list has continued to steadily increase during lockdown and now totals 1,549 recipients.
- 5.6. ARCH continues to collaborate with Education Inclusion Services in ensuring the ongoing provision of the National Autistic Society's 'Early Bird' programme throughout South Lanarkshire during lockdown.
- 5.7. ARCH is currently involved in participating as a Pathfinder authority in a pilot programme using the Development and Wellbeing Assessment tool (DAWBA). The implications of the pilot will potentially transform current professional assessment, identification and support of neurodivergent conditions including Autism, as well as other mental health issues in children and young people aged 11-23 years. The early identification of these issues will allow interventions to be much more specific and targeted in accordance with assessed support needs. The DAWBA was used

by the NHS in their survey of mental health in school children in England and Wales in 2017, and is highly recommended by NIMH in the U.S. It is also the preferred diagnostic tool currently used in Denmark and has over 4500 academic citations having been successfully used for millions of children worldwide since its creation in 1995.

6. The Post COVID Recovery Plan

- 6.1. ARCH is already in detailed discussion with centre user charities about the resumption of face-to-face groups and services, once current lockdown restrictions are eased. These plans will be consistent with the CoSLA approved 'Towards Transformation' plan (link to report in background papers).

Further to 3.4 above and in recognition of a change in the delivery of supports provided by the ARCH and its Third Sector partner; the Resource over the coming months will actively engage with our autism community and partners to determine how we can realise the vision of the ARCH becoming a truly community lead resource.

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. Climate Change, Sustainability and Environmental Implications

- 9.1. There are no implications for Climate Change associated with this report.
- 9.2. There are no sustainable development issues associated with this report.
- 9.3. There are no Environment Implications associated with this report.

10. Other Implications

- 10.1. There are no other implications associated with this report.
- 10.2. There are no sustainable development issues associated with this report.
- 10.3. There are no other issues associated with this report.

11. Equality Impact Assessment and Consultation Arrangements

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

Val de Souza
Director, Health and Social Care

13 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve health, care and well being
- ◆ Get it right for children and young people
- ◆ Protect vulnerable children, young people and adults
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ Executive Committee Report 2017

List of Background Papers

The **Towards Transformation** Document:

<https://www.gov.scot/publications/learning-intellectual-disability-autism-towards-transformation/#:~:text=The%20Scottish%20Government's%20'Towards%20Transformation,their%20lives%2C%20the%20same%20as>

The Cross Party Group on Autism report; '**The Accountability Gap**':

<https://s3.chorus-mk.thirdlight.com/file/1573224908/63654983914/width=-1/height=-1/format=-1/fit=scale/t=445041/e=never/k=2910a506/CPG%20on%20Autism%20report%20-%20The%20Accountability%20Gap%2006.10.2020.pdf>

My Autism Profile Tool:

https://www.southlanarkshire.gov.uk/downloads/file/13763/my_autism_profile

Appendix 1



South Lanarkshire -
local views of autism :

Appendix 2



Arch Statistics.xls

Contact for Further Information

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

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HOW HAS THE NATIONAL STRATEGY INFLUENCED AUTISM SERVICES IN YOUR AREA?

EVERYTHING HAS BEEN DEVELOPED BY 3RD SECTOR - LITTLE STATUTORY INVOLVEMENT

IT LED TO SOME FUNDING FOR SERVICES + POSTS
MICROSEGMENTATION REPORT CRUCIAL IN HELPING WIN THE HEARTS AND MINDS OF SOME INFLUENTIAL PEOPLE

PARENTS AND CARERS ARE DOING THE DELIVERY

SOUTH LANARKSHIRE COUNCIL

ACTIVE CITIZENSHIP

AUTISM COORDINATION HUB

PEERS

THE SCOTTISH NATIONAL STRATEGY HAS HAD A NEGLIGIBLE IMPACT

VOLUNTARY GROUPS

PARENTS

FOR TRAINING THE COUNCIL WAS GENEROUS

FOR DELIVERY THERE WAS NOTHING

WE MAKE THINGS HAPPEN (AS PARENTS) BUT WE HAVE TO FIND IT

THINK NATIONAL ACT LOCAL

HEALTHY LIFE

CHOICE + CONTROL

INDEPENDENCE

MUST BE TANGIBLE LOCAL IMPROVEMENTS

STATUTORY 3RD SECTOR

TICK-BOX TRAINING
ONLY ACCESSED BY THOSE WITH A VESTED INTEREST
IT DOESN'T GET USED
AVAILABLE TRAINING ISN'T MANDATORY OR PRACTICALLY SUPPORTED
YOU HAVE TO DO IT IN YOUR OWN TIME

HOW HAS THIS CHANGED IN RECENT YEARS?

THE ONE STOP SHOP CLOSED
WE GET NO DIRECTION OR SUPPORT AS PARENTS

SHOUTING WITH A VOICE OF RIGHTEOUS INDIGNATION

MICROSEGMENTATION REPORT
MOST COSTS FROM AUTISM ARE ESCAPABLE... WHY THEN, HAVE WE NOT ESCAPED THEM?
AUTISTIC PEOPLE HAVE AN AVERAGE 20 YEARS SHORTER LIFE EXPECTANCY

THERE IS A HUGE DEFICIT IN PROVISION
WE DON'T HAVE ENOUGH POST-DIAGNOSTIC SUPPORT

WE NEED TO INVEST IN THE COMMUNITY BEING INFORMED

THERE'S AN ASSET BASED COMMUNITY LED APPROACH HERE
WE HAVE A LOT OF TALENT TO OFFER

IM A NURSE
IM A SOCIAL WORKER
I WORK IN A HIGH SCHOOL
IT'S THE SAME
17
IT SHOULDN'T BE BECAUSE YOU'VE GOT AN AUTISTIC CHILD THAT YOU HAVE ACTIVELY GONE TO GET PROFESSIONAL TRAINING

CHILDREN DON'T DEVELOP SKILLS TO LIVE INDEPENDENTLY
SCHOOLS AREN'T SET UP TO SUPPORT AUTISTIC CHILDREN THROUGH MAINSTREAM

TO FIND DIRECTION THROUGH DIAGNOSIS

EDUCATION

HOW COULD LOCAL SERVICES IMPROVE?

BE CLEAR
BE CONSISTENT
BE USEFUL
BE KIND
BE TRANSPARENT
ENSURE AUTISTIC PEOPLE DON'T GET STUCK IN LONG-TERM ACCOMMODATION
DIAGNOSTIC PATHWAY IS TOO MEDICALISED
THERE'S NO FORMAL ADULT DIAGNOSTIC PATH
TOO MANY PEOPLE ARE MISSED + FALL OUT OF SYSTEM

BEING AUTISTIC ISN'T ODD, OR TABOO
INSPIRE YOUNG PEOPLE, INFORM EMPLOYERS
AS A PROFESSIONAL AUTISTIC ADULT, THERE IS A LACK OF UNDERSTANDING FROM COLLEAGUES + OTHER PROFESSIONALS
AUTISTIC PEOPLE CAN BRING HUGE ASSETS TO EMPLOYMENT

UNTIL TRAINING IS MANDATORY IT WILL ALWAYS BE PATCHY
PROFESSIONAL TRAINING MUST BE PRACTICALLY SUPPORTED
AS IN ENGLAND - OLIVER MCGOWAN PROCESS

THE STRATEGY DOESN'T HAVE TEETH

POCKETS OF GOOD PRACTICE ARE DEPENDENT ON PEOPLE WITH A VESTED INTEREST
A PARENT CARER GROUP CAN'T DO EVERYTHING
IT'S NOT SUSTAINABLE
NO ONE IS JOINING UP THE DOTS
NO JOINED UP APPROACH

FINANCES
SPENDING MONEY WRAPPING UP AUTISM SAVES MONEY
BUDGETS NEED TO BE FOCUSED ON SUPPORTING + TRAINING PEOPLE TO DELIVER SERVICES TO DO SO

COUNCILLORS MAKING DECISIONS DON'T HAVE THE KNOWLEDGE

GET BETTER AT OFFERING SERVICES TO MAINSTREAM PUPILS AS WELL AS ASN BASE
DON'T PENALISE FOR NOT APPEARING AUTISTIC ENOUGH
Don't underestimate the anxiety underlying a calm exterior, MASKING A FIRE

TAKE A PERSONAL SENSITIVE APPROACH
EDUCATION MUST BE PART OF THE STRATEGY
NEEDS TO BE EXPLICIT
TEACHERS MUST BE RESOURCED + SUPPORTED TO DO THIS

WHAT IS REQUIRED AT A LOCAL OR NATIONAL LEVEL TO HELP MAKE THESE IMPROVEMENTS HAPPEN?

MANDATORY TRAINING FOR ALL HEALTH, SOCIAL CARE + EDUCATION STAFF
MUST BE PRACTICAL NOT JUST THEORETICAL

LOCAL VIEWS OF AUTISM SERVICES + STRATEGY SOUTH LANARKSHIRE

PLEASE SHARE YOUR STORIES
PEER SUPPORT
FOR THOSE ACCESSING AUTISM SERVICES
WHAT IS WORKING WELL?
BRINGING PARENTS TOGETHER TO SHARE INFORMATION
GOOD PRACTICE HAS COME FROM BOTTOM UP

ARCH IS GOOD BUT IT IS UNDER THREAT
THERE'S NO STABILITY
IT'S NOT FEASIBLE FOR US TO RUN ARCH - OUR VOLUNTARY TIME IS VALUABLE
IF SOMEONE HAS HAD A GOOD EXPERIENCE WE WILL HEAR ABOUT IT... WE DON'T HEAR MUCH

WHAT DIFFERENCE HAS THIS MADE TO PEOPLE ACCESSING AUTISM SERVICES?

PLAN AHEAD
MUST NOT HAVE TO REACH CRISIS POINT TO GET SUPPORT

TAILORED
NATIONAL GUIDANCE/MANDATE
CAPACITY BUILDING SUPPORT FOR PARENT LED GROUPS
ACCOUNTABILITY
JOINED-UP WORKING

STRATEGY DEVELOPMENT NEEDS TO COME FROM THE BOTTOM UP

US AT THE FACE COAL NEED TO BE INVOLVED

drawn by Jenny WWW.MORETHANMINUTES.CO.UK

FEB 2021

Telephone Enquiries to ARCH 2018

January	February	March	April	May	June	July	August	September	October	November	December	Total
64	50	87	58	55	65	66	61	55	95	94	90	840

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Telephone Enquiries to ARCH 2019

January	February	March	April	May	June	July	August	September	October	November	December	Total
88	104	78	60	104	319	159	179	126	161	136	68	1582

Telephone Enquiries to ARCH 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
120	110	93	65	70	100	107	130	137	119	112	42	1,324

Telephone Enquiries to ARCH 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
80	165	168	90	84+								

ARCH Visitors 2018

January	February	March	April	May	June	July	August	September	October	November	December	Total
										620	372	992

ARCH Visitors 2019

January	February	March	April	May	June	July	August	September	October	November	December	Total
496	434	434	620	378	485	586	606	468	667	719	406	6299

ARCH Visitors 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
446	438	296	L'Down	L'Down	138	175	111	122	69	84	233	2,112

December included the COVID Socially Distance Santa Event for 60+ families.

ARCH Visitors 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
L'Down	L'Down	80	60	111+								

ARCH Staff Emails 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total	Staff
10	43	90	30	30	14	33	52	61	71	59		434	Liz

Staff Emails 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total	Staff
10	43	90	30	30	14	33	52	61	71	59		434	Liz

Worshops and Activities in ARCH 2021

			Partner	SLCouncils	Autism Info	Parent	Total	Running
Month	P & C S. Group	Adult Group	Workshops	Staff D.Days	College/NHS	Consultations	Month	Total
January (ZOOM)	45	5				14	64	64
February (ZOOM)	45	5	26			15	91	155
March	55	2			4		61	216
April	35	4	4				43	259
May	38	4		IFS			42	
June								
July								
August								
September								
October								
November								
December								
TOTALS								

Workshops

Blake Stev. Consul.

Blake Stev. Consul.

Lanarkshire Carers

CAMHS

O.T. Toileting

Worshops and Activities in ARCH 2020

			Partner	SLCouncils	Autism Info	Parent
Month	P & C S. Group	Adult Group	Workshops	Staff D.Days	College/NHS	Consultations
January	77	20		12		
February	75	32	24	25	3	6
March (ZOOM)	70	15				
April (ZOOM)	25					
May (ZOOM)	52	8				
June (ZOOM)	40	12				
July (ZOOM)	57	8	15		5	6
August (ZOOM)	44	8	8			
September (ZOOM)	56	8	18		12	
October (ZOOM)	37	12	3		4	
November (ZOOM)	44	8	15			
December (ZOOM)	64	12	24	12		
TOTALS	641	143	107	49	24	12

WORKSHOPS

Lifeskills

Sensory

Internet Safety

F. Fund -Ipad

F.Fund - Andriod

Promoting P.Relationships

P.O.A/Guardianship x 2

Family Fund

Social Security Scotland

LBGTQI

ARCH Visitors 2019

January	February	March	April	May	June	July	August	September	October	November	December	Total
496	434	434	620	378	485	586	606	468	667	719	406	6299

ARCH Visitors 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
446	438	296	L'Down	L'Down	138	175	111	122	69	84	233	2,112

ARCH Visitors 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
L'Down	L'Down	80	60	111+								

Telephone Enquiries to ARCH 2019

January	February	March	April	May	June	July	August	September	October	November	December	Total
88	104	78	60	104	319	159	179	126	161	136	68	1582

Telephone Enquiries to ARCH 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
120	110	93	65	70	100	107	130	137	119	112	42	1,324

Telephone Enquiries to ARCH 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
80	165	168	90	84+								

ARCH Mailing List Emails 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
		14,910	32,802	11,928	20,874	11,928	17,892	5,964	8,958	13,572	13,572	138,828
		10	22	8	14	8	12	4	6	9	9	102

ARCH Mailing List Emails 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
6,080	4,767	7,885	7,885	3,154+								
4	3 + 5 x 20	5	5	2								

Workshops/Support Groups 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
97	107	85	25	60	52	65	52	64	49	52	76	784

Workshops/Support Groups 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
64	91	60	41	42+								

Annual Emails	
2019	1,800
2020	2,000+
2021	

ARCH Mailing List Emails 2020

January	February	March	April	May	June	July	August	September	October	November	December	Total
		14,910	32,802	11,928	20,874	11,928	17,892	5,964	8,958	13,572	13,572	138,828
		10	22	8	14	8	12	4	6	9	9	102

ARCH Mailing List Emails 2021

January	February	March	April	May	June	July	August	September	October	November	December	Total
6,080												
4												

SMART PLAY 2019

	No: of Families	Total
21 November 2019	5	17
22 November 2019	7	22
28 November 2019	5	17
29 November 2019	8	8
05 December 2019	4	12
06 December 2019	6	13
12 December 2019	2	6
13 December 2019	7	18
	44	113

SAIL Visitors Wednesday Group - 2019

Week	January	February	March	April	May	June	July	August	September	October	November	December	Total
1	14	10	4	0	0	10	3	13	9	6			
2	12	14	7	0	13	19	0	8	15	3			
3	4	8	17	8	16	5	0	26	8	10			
4	6	12	0	13	10	9	6	10	0				
5							0						
Total	36	44	28	21	39	43	9	57	32	19			328
	8%	11.00%	9.00%	5.00%	8.00%	10.00%	4.50%	12.00%	8.00%	5.00%			8.00%

ARCH Summer Programme 2019

Week	July	August	Total
1	80	53	
2	100	74	
3	40	25	
4	154	138	
5	84	50	
6	84	46	
7	68	28	
Total	610	414	1,024

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	2 June 2021
Report by:	Director, Health and Social Care

Subject:	Notification of Contracts Awarded 1 October 2020 to 31 March 2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide notification in line with Standing Orders on Contracts to Committee of contracts awarded by Social Work Resources during the period 1 October 2020 to 31 March 2021

2. Recommendation(s)

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

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

3. Background

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

4. Contract Awards

4.1. Contracts awarded for the period 1 October 2020 to 31 March 2021, on the basis of lowest offer and/or most economically advantageous offer submitted, are detailed in Appendix 1.

5. Employee Implications

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

6. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no climate change, sustainability or environmental implications in terms of the information contained in this report.

8. Other Implications

8.1. There are no other risks or implications in terms of the information contained in this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. There is no requirement for an Equality Impact Assessment or consultation for this report.

Val de Souza

Director, Health and Social Care

30 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

None

List of Background Papers

- ◆ Standing Orders on Contracts

Contact for Further Information

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

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Social Work Resources

Contracts Awarded by Social Work Resources over £50,000 in value (or awarded under Standing Order 9)

Name of Successful Tenderer / Provider	Value of Contract Awarded	Date of Award	Brief Description	Period of Contract
SLC/PS/SW/18/001 C-Change Capability Scotland Care UK Community Integrated Care Crossreach Enable Scotland Keane Premier Care Key Care Leonard Cheshire Lifeways Mears Care Sense Scotland Thera Scotland Richmond Fellowship Voyage Care	£242,837,766	02/10/2020	Adult Supported Living Procured Service Arrangement	02/10/2020 - 14/09/2035
SLC/PS/SW/20/001 CMT Equipment Ltd	£150,000	22/01/2021	Covid19 Response PPE Supplies - CMT Equipment Ltd	16/04/2020 - 31/10/2021
SLC/PS/SW/20/002 Streamline Corporate Ltd	£150,000	22/01/2021	Covid19 Response PPE Supplies - Streamline Corporate	16/04/2020 - 31/10/2021
SLC/PS/SW/20/018 121 Care@Home Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/019 All New Beginnings Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/020 Bedtime Angels Homecare Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/021 Care 1 Professional Services Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022

SLC/PS/SW/20/022 Care Solutions Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/024 Enhance Living Support Services Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/026 Home Instead	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/027 iCare – Care at Home	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/028 Ion Care and Support Services Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/029 JKL Care Services Ltd	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2020	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/030 Love@Care	£500,000 <i>Estimated spend across all negotiated contracts</i>	05/11/2022	Care at Home Negotiated Contract	01/09/2020 - 30/06/2022
SLC/PS/SW/20/038 Auchlochan Care at Home	£1,666,736	22/02/2021	Care at Home - Negotiated	22/02/2021 – 30/06/2025
SLC/PS/SW/20/042 Banner Group Ltd	£110,000	22/01/2021	Covid19 Response PPE Supplies - Banner Group Ltd	01/04/2020 - 30/04/2021
SLC/PS/SW/20/045 Lion Safety Ltd	£150,000.00	22/01/2021	Covid19 Response PPE Supplies - Lion Safety Ltd	16/03/2020 - 30/04/2021
SLC/PS/SW/20/048 Turning Point	£100,000	18/02/2021	Out of hours response support	01/03/2021 - 28/02/2022
SLC/PS/SW/20/053 Sacro (Safeguarding Communities and Reducing Offending)	£60,000	05/02/2021	Supervise and manage unpaid work service (Covid 19 response)	08/02/2021 - 31/03/2021
SLC/PS/SW/20/058 Hudson (Lorne) Limited	£190,286	22/01/2021	Care Home Block Arrangement - Lornebank Care Home	25/01/2021 – 23/06/2021
SLC/PS/SW/20/059 Larchwood Care Homes North) Limited	£90,703	29/01/2021	Care Home Block Arrangement - Kingsgate Care Home	01/02/2021 – 23/06/2021