



Council Offices, Almada Street  
Hamilton, ML3 0AA

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, 20 February 2019

**Time:** 10:00

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

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

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

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

### **Members**

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

### **Substitutes**

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

## BUSINESS

### 1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 12  
Minutes of the meeting of the Social Work Resources Committee held on 28 November 2018 submitted for approval as a correct record. (Copy attached)

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#### Monitoring Item(s)

- |          |  |         |
|----------|--|---------|
| <b>3</b> | <b>Social Work Resources - Revenue Budget Monitoring 2018/2019</b>   | 13 - 20 |
|          | Joint report dated 23 January 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) |         |
| <b>4</b> | <b>Social Work Resources - Capital Budget Monitoring 2018/2019</b>   | 21 - 24 |
|          | Joint report dated 23 January 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) |         |
| <b>5</b> | <b>Social Work Resources - Workforce Monitoring - October to December 2018</b>   | 25 - 30 |
|          | Joint report dated 21 January 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) |         |
| <b>6</b> | <b>Social Work Resource Plan 2018/2019 - Quarter 2 Progress Report</b>   | 31 - 88 |
|          | Report dated 9 November 2018 by the Director, Health and Social Care. (Copy attached)  |         |

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#### Item(s) for Decision

- |          |   |          |
|----------|---|----------|
| <b>7</b> | <b>'See Hear' - Sensory Impairment/Performance Information - Staffing</b>   | 89 - 92  |
|          | Joint report dated 31 December 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached) |          |
| <b>8</b> | <b>Operations Manager - Community Addiction and Recovery Services (CAREs)</b>   | 93 - 96  |
|          | Joint report dated 14 January 2019 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)  |          |
| <b>9</b> | <b>Charging Policy for Non-Residential Services</b>   | 97 - 120 |
|          | Report dated 7 January 2019 by the Director, Health and Social Care. (Copy attached)  |          |

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#### Item(s) for Noting

- |           |  |           |
|-----------|--|-----------|
| <b>10</b> | <b>Corporate Parenting - Update</b>  | 121 - 158 |
|           | Report dated 24 December 2018 by the Director, Health and Social Care. (Copy attached) |           |
| <b>11</b> | <b>Development of Strategic Commissioning Plan 2019 to 2022</b>                        | 159 - 212 |
|           | Report dated 21 January 2019 by the Director, Health and Social Care. (Copy attached)  |           |
| <b>12</b> | <b>Lanarkshire MAPPA Annual Report 2017/2018</b>                                       | 213 - 230 |
|           | Report dated 20 December 2018 by the Director, Health and Social Care. (Copy attached) |           |
| <b>13</b> | <b>Update of Social Work Resources Risk Register and Risk Control Plan</b>             | 231 - 240 |
|           | Report dated 16 November 2018 by the Director, Health and Social Care. (Copy attached) |           |

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## **Urgent Business**

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### **14 Urgent Business**

Any other items of business which the Chair decides are urgent.

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

Clerk Name: Tracy Slater

Clerk Telephone: 01698 454185

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



## SOCIAL WORK RESOURCES COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 28 November 2018

### **Chair:**

Councillor John Bradley

### **Councillors Present:**

Councillor Alex Allison (*substitute for Councillor Richard Nelson*), Councillor Jackie Burns, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Mary Donnelly, Councillor Fiona Dryburgh, Councillor Allan Falconer, Councillor Mark Horsham, Councillor Eileen Logan (*substitute for Councillor Bert Thomson*), Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Lynne Nailon, Councillor John Ross (ex officio), Councillor Margaret B Walker, Councillor Jared Wark, Councillor Josh Wilson (*substitute for Councillor Archie Buchanan*)

### **Councillors' Apologies:**

Councillor Robert Brown, Councillor Archie Buchanan, Councillor Jim McGuigan, Councillor Richard Nelson, Councillor Bert Thomson, Councillor David Watson

### **Attending:**

#### **Finance and Corporate Resources**

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

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

V de Souza, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); M Hayward, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride); M Kane, Planning and Performance Manager; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

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### **1 Declaration of Interests**

No interests were declared.

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### **2 Minutes of Previous Meeting**

The minutes of the meeting of the Social Work Resources Committee held on 19 September 2018 were submitted for approval as a correct record.

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

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

A joint report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 12 October 2018 against budgeted expenditure for 2018/2019 for Social Work Resources, together with a forecast for the year to 31 March 2019.

As at 12 October 2018, there was an overspend of £0.599 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £1.000 million at 31 March 2019. The overspend was due to pressures within Children and Family Services as a result of residential school/external placements and fostering placements. In addition, the Adult and Older People Services' budget was experiencing pressures in respect of Direct Payments.

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

**The Committee decided:**

- (1) that the overspend on Social Work Resources' revenue budget of £0.599 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2019 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

*[Reference: Minutes of 19 September 2018 (Paragraph 3)]*

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

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A joint report dated 31 October 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2018/2019 and summarising the expenditure position at 12 October 2018.

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

*[Reference: Minutes of 19 September 2018 (Paragraph 4)]*

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#### **5 Social Work Resources – Workforce Monitoring – August and September 2018**

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A joint report dated 23 October 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period August and September 2018:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ analysis of leavers

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

*[Reference: Minutes of 19 September 2018 (Paragraph 5)]*

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#### **6 Investing to Modernise – Phase 2, Clydesdale**

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A report dated 8 November 2018 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire Council care facilities.

The need to review the existing residential care home configuration within South Lanarkshire had previously been highlighted and £18 million had been identified to re-provide alternative facilities. At its meeting on 20 June 2018, the Committee had approved the implementation of Phase 1 of the re-provision within the Hamilton/Blantyre locality.

The new model would provide a range of alternative supports which would include traditional residential care home beds, transitional care (intermediate care) beds, access to special housing, technology enabled houses, telehealth/telecare demonstration capability and a base for community outreach support including third sector and carers' information points. New facilities would also be increasingly integrated, with wider community supports.

McClymont House, Lanark was ageing in layout, condition and space standards and, whilst the quality of care provided continued to be of a very high standard, the environment made this challenging and impacted on the Council's ability to deliver the quality and variability of care required now and in the future. The existing model of care had been relatively unchanged for the last 20 years, however, in that time, community based health and social care services had been extended and more people with significant health and social care needs were able to be supported in their own homes.

Taking the above into consideration, discussions had been held with community groups and elected members to consider what alternative range of care options would be most appropriate for the Clydesdale area. The discussions had identified Lanark as the preferred locality for the main 'hub' for a facility which offered 24 hour care with supported beds. This would be linked to a range of care units in other towns in Clydesdale to support local provision of extended care arrangements beyond that routinely available in a person's own home. It was recognised that this 'hub and spoke' approach would be the model best suited to provide the most accessible level of care in the Clydesdale area, recognising challenges with transport and local access. Appendix 1 provided an outline of how this model might be configured.

Information was provided on the services that the re-provided McClymont House would offer. The existing McClymont House would not allow for a 'tandem build', therefore, further consultation would be undertaken with local groups, staff, residents and relatives to agree the most appropriate location of the new facility, as well as the best locations of the 'spokes' in local towns.

A report specifying the actual configuration of services, following consultation, would be submitted to a future meeting of the Committee for consideration.

A report would also be submitted to a future meeting of the Committee to consider similar opportunities for the provision of care and support relating to Larkhall/Stonehouse, East Kilbride and Rutherglen/Cambuslang.

Councillor Bradley, seconded by Councillor Chalmers, moved that the recommendations contained in the report be approved. Councillor Falconer, seconded by Councillor Carmichael, moved as an amendment that consideration of the report be continued until after the meeting of the South Lanarkshire Integration Joint Board on Tuesday 4 December 2018.

On a vote being taken by a show of hands, 7 members voted for the amendment and 14 for the motion which was declared carried.

#### **The Committee decided:**

- (1) that Lanark be the location for the 'hub' for the modernisation of care facilities within Clydesdale;
- (2) that the consultation, to date, and proposed future consultation proposals be noted; and

- (3) that a report specifying the actual configuration of services, following further consultation, be submitted to a future meeting of the Committee.

*[Reference: Minutes of 20 June 2018 (Paragraph 4)]*

*Councillor Wilson left the meeting after this item of business*

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## **7 Whole System Approach – Social Work Resources’ Funding Update and Establishment Changes**

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A joint report dated 26 October 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ Scottish Government funding of £25,000 for a 2-year period to support the re-invigoration and extension of the Whole System Approach to offending by young people
- ◆ the requirement to increase the management capacity across the Unpaid Work Service
- ◆ establishment changes required to support the increasing demands on the SWiSplus system and associated practice developments

The Scottish Government had identified new funding of £25,000 to be disbursed to local authorities for 2018/2019 and 2019/2020 to support the re-invigoration and extension of the Whole System Approach to offending by young people. Following the successes achieved since the inception of the Whole System Approach in 2011, recent indications were that children were again being drawn into formal systems such as the Scottish Children’s Reporter Administration where it was unnecessary.

The Council had recently developed a Whole System Approach Youth Justice Strategy and Action Plan 2017 to 2030 specifically for children and young people involved in, or at risk of becoming involved in, offending.

The introduction of new legislation relating to the presumption against short-term custodial sentences would result in an increase in referrals to the Unpaid Work Service. There had also been an increase in the requirement for management capacity as a result of the extension to a 7 day service and the frequency of use of the Service.

The Service was currently auditing the 4 locality case files which had identified some practice improvement recommendations. The Care Inspectorate had also commenced a national programme of justice inspections.

The legislative framework for the provision of social work services was complex and ever changing and required Social Work Resources to manage and change service delivery in line with new requirements. SWiSplus was the primary information system used by Social Work Resources which recorded data relating to service users, worker involvement, care planning and service provision activity. The SWiSplus system also aimed to support appropriate information sharing within the South Lanarkshire Health and Social Care Partnership and partner agencies, with a key focus on providing better co-ordinated intervention and speedier services to those who needed them.

The following establishment changes were proposed to meet the needs of the services, as outlined above:-

- ◆ establishment of a temporary 0.5 FTE post of Team Leader within the Unpaid Work Service for a period of 2 years on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615)
- ◆ establishment of a temporary 0.5 FTE post of Whole System Approach Co-ordinator for a period of 2 years on Grade 4, Level 2, SCP 80-83 (£38,614 to £40,385)



- ♦ 1 FTE post of Team Leader (SWiSplus) on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615) to be made permanent

The cost of the above staffing proposals would be met from the Scottish Government Grant Fund, the Section 27 Grant and an existing allocation from the Social Work Resources' budget, respectively.

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

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## 8 Prioritisation Framework

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A report dated 6 November 2018 by the Director, Health and Social Care was submitted on the requirement to update the Prioritisation Framework for Social Work Resources.

In 2009, the Scottish Government and the Convention of Scottish Local Authorities (COSLA) issued guidance under Section 5(1) of the Social Work (Scotland) Act 1968 which required local authorities to adopt a common standard eligibility framework for older people. The Guidance was intended to 'focus first on supporting those people who were in most urgent need' and target finite resources to ensure that the most urgent needs were met in a timely manner. Although the guidance focused on older people, there was scope to apply the guidance to all adults.

Information was provided on demographic changes, constrained resources and the introduction of legislation to extend free personal care to under 65s, which required the Council to consider how it would meet future demand.

A self-evaluation, undertaken as part of the Care Inspectorate's inspection of Self-directed Support arrangements, had raised questions about the practical application of the Council's eligibility criteria. The Council had endeavoured to support people at all levels of the National Eligibility Criteria where there were resources to do so. This resulted in people with low/moderate needs being provided with budgets similar to those with substantial/critical needs, which was not sustainable, therefore, there was a need for greater clarity on the threshold point at which a personal budget would be generated.

The Carers (Scotland) Act 2016 also placed a duty on local authorities to set local eligibility criteria and an eligibility threshold where they must provide services to carers.

The Scottish Government had issued guidance to support local authorities in setting local eligibility criteria, as detailed in the report. The Carers Act also directed local authorities to consult with carers to determine the eligibility framework and threshold parameters. The results of the consultation were outlined in the report.

It was, therefore, proposed that the Council adopt the amended version of the Scottish Government's Eligibility Framework and set the threshold where services must be delivered at the 'substantial' impact level. It was further proposed that similar criteria be applied to the provision of equipment and adaptations.

It was highlighted that service users with low/moderate needs would continue to benefit from support from the Health and Social Care Partnership and its partners. It was also recognised that those proposals could impact on existing service users who received services for low/moderate needs and, to take account of this, any revised arrangements would be applicable to new assessments and future care reviews to phase in the changes and dovetail the changed priorities with the Self-directed Support process.

**The Committee decided:**

(1) that it be endorsed that:-

- ♦ the threshold point at which services must be delivered for all adults would be at the National Guidance's "Substantial" level of need
- ♦ similarly, a modified version of the Scottish Government's Eligibility Framework for Carers be adopted and the threshold point at which services must be delivered be set at the "Substantial" level of need
- ♦ the provision of aids, equipment and adaptations be prioritised to those people assessed as being a medium to high risk
- ♦ the upper benchmark value of a personal Self-directed Support budget be the equivalent of the cost of a residential placement for that cohort of service user, taking account of the exceptions noted in the report

(2) that it be noted that the recommendation detailed above would be submitted to the South Lanarkshire Integration Joint Board for approval.

*[Reference: Minutes of 17 February 2010 (Paragraph 8)]*

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

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## **9 South Lanarkshire Health and Social Care Partnership – Major Incident Preparedness and Resilience**

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A report dated 9 November 2018 by the Director, Health and Social Care was submitted on a review of the South Lanarkshire Health and Social Care Partnership's service resilience, including business continuity and preparedness for major incidents.

There had been a number of high profile major incidents with mass casualties and fatalities in the UK and abroad over the last 3 years which had highlighted the importance of organisational emergency preparedness and resilience.

The Scottish Government and the Scottish Trauma Network were currently leading work to develop a national plan for NHS Boards and Health and Social Care Partnerships on responding to major incidents with mass casualties in Scotland. At a local level, the South Lanarkshire Health and Social Care Partnership was working closely with corporate bodies, NHS Lanarkshire and the Council to ensure an appropriate level of preparedness for a range of adverse events, including winter planning and pandemic flu.

**The Committee decided:** that the review of the South Lanarkshire Health and Social Care Partnership's service resilience and major incident preparedness be noted.

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

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

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A report dated 2 November 2018 by the Director, Health and Social Care was submitted on the planned work to develop the next 3-year Strategic Commissioning Plan (SCP) 2019 to 2022.

As part of finalising the Regulations and Orders to support the Public Bodies (Joint Working) (Scotland) Act 2014, integration joint boards (IJBs) were required to prepare and agree 3-year SCPs to enable integration arrangements to 'go live' within local partnerships.

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

Information was provided on:-

- ♦ the progress of the current SCP which was in its final year and had developed in line with the project plan
- ♦ stakeholder engagement, which was one of the cornerstones in developing the SCP, and undertaken in accordance with the IJB Participation and Engagement Strategy and National Standards for Community Engagement
- ♦ new policy requirements that impacted on Health and Social Care Services and required to be referenced in the SCP

**The Committee decided:** that the progress, to date, and planned work to develop the Strategic Commissioning Plan 2019 to 2022 be noted.

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## 11 Chief Social Work Officer Annual Report 2017/2018

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A report dated 16 October 2018 by the Director, Health and Social Care was submitted on the Chief Social Work Officer's Annual Report 2017/2018.

There was a statutory requirement for all local authorities 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 was to provide professional advice and guidance to local authorities, elected members and officers in the provision of social work services. The CSWO also had responsibility for overall performance improvements and the identification and management of corporate risk insofar as those related to social work services.

The CSWO was required to prepare an annual report of activity, which followed a standardised reporting framework, for submission to the Chief Social Work Advisor for Scotland.

Information was provided on the content of the CSWO's Annual Report which was attached as an appendix to the report.

**The Committee decided:** that the Chief Social Work Officer's Annual Report 2017/2018, attached as an appendix to the report, be noted.

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

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## 12 Notification of Contracts Awarded

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A report dated 15 November 2018 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 April to 30 September 2018.

In terms of Standing Order No 21.8 of the Standing Orders on Contracts, Resources were required to notify the relevant Committee of contracts awarded. Details of the contracts awarded by Social Work Resources were provided in the appendix to the report.

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

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### 13 Urgent Business

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There were no items of urgent business.

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### 14 Exclusion of Press and Public

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**The Committee decided:** that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph(s) 5 and 14 of Part I of Schedule 7A of the Act.

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### 15 Scottish Historical Child Abuse Inquiry

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A report dated 7 November 2018 by the Director, Health and Social Care was submitted to advise of the:-

- ◆ ongoing work of the Internal Working Group established to progress work streams generated by the Scottish Child Abuse Inquiry
- ◆ Council's response to Section 21 Notices issued by the Inquiry

Further updates would be provided to this Committee as appropriate.

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

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

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### 16 Mr X v South Lanarkshire Council

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A joint report dated 31 October 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of action taken, in terms of Standing Order No 36(c), because of the timescales involved, by the Head of Administration and Legal Services, in consultation with the Chair and an ex officio member, to issue a written apology on behalf of the Council to Mr X.

The letter of apology was part of a compensation settlement to Mr X, who had suffered abuse while a resident of a school in the 1970s which had been within the jurisdiction of one of the Council's predecessor authorities.

**The Committee decided:** that the action taken, in terms of Standing Order No 36(c), by the Head of Administration and Legal Services, in consultation with the Chair and an ex officio member, to issue a written apology on behalf of the Council to Mr X, be noted.

# Report

3

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Revenue Budget Monitoring 2018/2019</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2018 to 4 January 2019 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2019.

## 2. Recommendation(s)

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

- (1) that the forecast to 31 March 2019 of an overspend of £1.109m be noted;
- (2) that an overspend of £0.815m as at 4 January 2019, as detailed in Appendix A of the report, be noted; and
- (3) that the proposed budget virements be approved.

## 3. Background

- 3.1. This is the third revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019.
- 3.2. The Resource has completed its formal probable outturn exercise for the year. This exercise identifies the expected spend to 31 March 2019. Details are included in section 5 below.
- 3.3. The report details the financial position for Social Work Resources in Appendix A, including the probable outturn position, and the position to 4 January 2019, and then details the individual services, along with variance explanations, in Appendices B to E.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

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

- 5.2. This overspend is slightly higher than the £1.000 million that has been reported to Committee throughout the year and relates to Children and Families (external residential places, foster places as well as the level of kinship care payments) and Adults and Older People (being overtime and staff costs), partially offset by underspends in Performance and Support and Justice due to vacancies.
- 5.3. **Position as at 4 January 2019:** Appendix A shows the position as at 4 January 2019, being an overspend of £0.815m against the phased budget.
- 5.4 Virements are proposed to realign budgets across budget categories. These movements are detailed in Appendices B to E of this report.
- 6. Other Implications**
- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.
- 7. Equality Impact Assessment and Consultation Arrangements**
- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

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

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

23 January 2019

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

- ◆ Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ Social Work Resources Committee – 28 November 2018

**List of Background Papers**

- ◆ Financial Ledger and budget monitoring results to 4 January 2019

**Contact for Further Information**

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

Hazel Goodwin, Finance Manager

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## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 4 January 2019 (No.11)

## Social Work Resources Summary

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 4/1/19</b>	<b>Actual 4/1/19</b>	<b>Variance 4/1/19</b>		<b>% Variance 4/1/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	84,035	84,559	(524)	(524)	60.670	60,767	(97)	over	(0.2%)	
Property Costs	2,661	2,324	337	337	2.156	1,890	266	under	12.3%	
Supplies & Services	6,093	6,144	(51)	(51)	4,049	4,107	(58)	over	(1.4%)	
Transport & Plant	4,592	4,419	173	173	3,322	3,163	159	under	4.8%	
Administration Costs	1,519	1,661	(142)	(142)	887	931	(44)	over	(5.0%)	
Payments to Other Bodies	18,715	19,363	(648)	(648)	13,070	13,614	(544)	over	(4.2%)	
Payments to Contractors	94,229	94,246	(17)	(17)	67,458	67,635	(177)	over	(0.3%)	
Transfer Payments	755	947	(192)	(192)	603	772	(169)	over	(28.0%)	
Financing Charges	267	292	(25)	(25)	187	213	(26)	over	(13.9%)	
<b>Total Controllable Exp.</b>	212,866	213,955	(1,089)	(1,089)	152,402	153,092	(690)	over	(0.5%)	
<b>Total Controllable Inc.</b>	(60,660)	(60,640)	(20)	(20)	(28,004)	(27,879)	(125)	under recovered	(0.4%)	
<b>Net Controllable Exp.</b>	152,206	153,315	(1,109)	(1,109)	124,398	125,213	(815)	over	(0.7%)	

**Variance Explanations**

Variance explanations are shown in Appendices B -E.

**Budget Virements**

Budget virements are shown in Appendices B-E.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 4 January 2019 (No.11)

## 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 4/1/19	Actual 4/1/19	Variance 4/1/19		% Variance 4/1/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	14,974	15,338	(364)	(364)	10,876	11,069	(193)	over	(1.8%)	1
Property Costs	323	309	14	14	291	277	14	under	4.8%	
Supplies & Services	525	485	40	40	432	419	13	under	3.0%	
Transport & Plant	624	600	24	24	478	433	45	under	9.4%	
Administration Costs	275	326	(51)	(51)	221	254	(33)	over	(14.9%)	
Payments to Other Bodies	8,374	9,114	(740)	(740)	6,928	7,578	(650)	over	(9.4%)	2
Payments to Contractors	4,203	4,914	(711)	(711)	3,214	3,790	(576)	over	(17.9%)	3
Transfer Payments	741	929	(188)	(188)	592	757	(165)	over	(27.9%)	4
Financing Charges	17	22	(5)	(5)	16	18	(2)	Over	(12.5%)	
<b>Total Controllable Exp.</b>	<b>30,056</b>	<b>32,037</b>	<b>(1,981)</b>	<b>(1,981)</b>	<b>23,048</b>	<b>24,595</b>	<b>(1,547)</b>	<b>over</b>	<b>(6.7%)</b>	
<b>Total Controllable Inc.</b>	<b>(371)</b>	<b>(571)</b>	<b>200</b>	<b>200</b>	<b>(280)</b>	<b>(404)</b>	<b>124</b>	<b>over recovered</b>	<b>44.3%</b>	<b>5</b>
<b>Net Controllable Exp.</b>	<b>29,685</b>	<b>31,466</b>	<b>(1,781)</b>	<b>(1,781)</b>	<b>22,768</b>	<b>24,191</b>	<b>(1,423)</b>	<b>over</b>	<b>(6.3%)</b>	

Variance Explanations**1. Employee Costs**

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

**2. Payments to Other Bodies**

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

**3. Payments to Other Contractors**

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

**4. Transfer Payments**

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

**5. Income**

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



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 4 January 2019 (No.11)

## 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 4/1/19	Actual 4/1/19	Variance 4/1/19		% Variance 4/1/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	56,857	57,643	(786)	(786)	40,975	41,381	(406)	over	(1.0%)	1
Property Costs	1,643	1,442	201	201	1,301	1,166	135	under	10.4%	2
Supplies & Services	5,006	5,096	(90)	(90)	3,172	3,249	(77)	over	(2.4%)	3
Transport & Plant	3,595	3,467	128	128	2,704	2,612	92	under	3.4%	4
Administration Costs	373	481	(108)	(108)	274	325	(51)	over	(18.6%)	
Payments to Other Bodies	9,969	9,851	118	118	5,817	5,705	112	under	1.9%	5, a b
Payments to Contractors	90,014	89,332	682	682	64,235	63,845	390	under	0.6%	6, b
Transfer Payments	7	7	0	0	5	7	(2)	over	(40.0%)	
Financing Charges	36	43	(7)	(7)	33	32	1	under	3.0%	
<b>Total Controllable Exp.</b>	167,500	167,362	138	138	118,516	118,322	194	under	(0.2%)	
<b>Total Controllable Inc.</b>	(53,920)	(53,587)	(333)	(333)	(22,938)	(22,661)	(277)	under recovered	(1.2%)	7
<b>Net Controllable Exp.</b>	113,580	113,775	(195)	(195)	95,578	95,661	(83)	over	(0.1%)	

Variance Explanations**1. Employee Costs**

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

**2. Property Costs**

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

**3. Supplies and Services**

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

**4. Transport and Plant**

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

**5. Payments to Other Bodies**

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

**6. Payments to Contractors**

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

**7. Income**

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

Budget Virements

- Transfer from reserves of funding carried forward from previous years. Payment to Other Bodies £0.800m.
- Budget realignment in relation to service delivery. Payments to Other Bodies £0.153m, Payments to Contractors (£0.153m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 4 January 2019 (No.11)

## Justice and Substance Misuse

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 4/1/19</b>	<b>Actual 4/1/19</b>	<b>Variance 4/1/19</b>		<b>% Variance 4/1/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	5,566	5,430	136	136	3,998	3,815	183	under	4.6%	1
Property Costs	65	68	(3)	(3)	57	52	5	under	8.8%	
Supplies & Services	96	129	(33)	(33)	67	83	(16)	over	(23.9%)	
Transport & Plant	120	98	22	22	92	73	19	under	20.7%	
Administration Costs	430	434	(4)	(4)	61	58	3	under	4.9%	
Payments to Other Bodies	267	358	(91)	(91)	236	291	(55)	over	(23.3%)	
Payments to Contractors	12	0	12	12	9	0	9	under	100.0%	
Transfer Payments	6	10	(4)	(4)	5	8	(3)	over	(60.0%)	
Financing Charges	10	21	(11)	(11)	10	18	(8)	over	(80.0%)	
<b>Total Controllable Exp.</b>	<b>6,572</b>	<b>6,548</b>	<b>24</b>	<b>24</b>	<b>4,535</b>	<b>4,398</b>	<b>137</b>	<b>under</b>	<b>3.0%</b>	
<b>Total Controllable Inc.</b>	<b>(5,477)</b>	<b>(5,595)</b>	<b>118</b>	<b>118</b>	<b>(4,428)</b>	<b>(4,428)</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Controllable Exp.</b>	<b>1,095</b>	<b>953</b>	<b>142</b>	<b>142</b>	<b>107</b>	<b>(30)</b>	<b>137</b>	<b>under</b>	<b>128.0%</b>	

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

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 4 January 2019 (No.11)

## Performance and Support

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 4/1/19</b>	<b>Actual 4/1/19</b>	<b>Variance 4/1/19</b>		<b>% Variance 4/1/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	6,638	6,148	490	490	4,821	4,502	319	under	6.6%	1
Property Costs	630	505	125	125	507	395	112	under	22.1%	2
Supplies & Services	466	434	32	32	378	356	22	under	5.8%	
Transport & Plant	253	254	(1)	(1)	48	45	3	under	6.3%	
Administration Costs	441	420	21	21	331	294	37	under	11.2%	
Payments to Other Bodies	105	40	65	65	89	40	49	under	55.1%	
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	1	1	0	0	1	0	1	under	100.0%	
Financing Charges	204	206	(2)	(2)	128	145	(17)	over	(13.3%)	
<b>Total Controllable Exp.</b>	<b>8,738</b>	<b>8,008</b>	<b>730</b>	<b>730</b>	<b>6,303</b>	<b>5,777</b>	<b>526</b>	<b>under</b>	<b>8.3%</b>	
<b>Total Controllable Inc.</b>	<b>(892)</b>	<b>(887)</b>	<b>(5)</b>	<b>(5)</b>	<b>(358)</b>	<b>(386)</b>	<b>28</b>	<b>over recovered</b>	<b>7.8%</b>	
<b>Net Controllable Exp.</b>	<b>7,846</b>	<b>7,121</b>	<b>725</b>	<b>725</b>	<b>5,945</b>	<b>5,391</b>	<b>554</b>	<b>under</b>	<b>9.3%</b>	

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

This underspend is a result of the early implementation of 2019/20 savings and vacancies which are in the process of being filled.

**2. Property costs**

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



# Report

4

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Capital Budget Monitoring 2018/2019</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the progress of the capital programme for Social Work Resources for the period 1 April 2018 to 4 January 2019.

## 2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £0.640million, and expenditure to date of £0.033million, be noted.

## 3. Background

- 3.1. This is the third capital monitoring report presented to the Social Work Resources Committee for the financial year 2018/2019. Further reports will follow throughout the year.
- 3.2. The budget reflects the approved programme for the year (Executive Committee, 28 February 2018), exceptions approved during 2017/2018 and monies carried forward for projects from 2017/2018. It also includes budget adjustments approved by the Executive Committee during 2018/2019 and the proposed adjustments recommended to the Executive Committee on 13 February 2019.
- 3.3. The report details the financial position for Social Work Resources in Appendix A and details the most recent budget adjustment.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

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

5.2. Work has been ongoing to clarify the predicted spend position for this financial year and current estimates from Housing and Technical Resources suggest an outturn for Social Work Resources of £0.673 million. This is an overspend of £0.033 million and mainly relates to the expected timing of project spend on the Social Work Residential Facilities project. This will be managed as part of the year end process, with any overspend in 2018/2019 offset against the approved budget allocation for 2019/2020.

5.3. Anticipated spend to date was £0.033million, and £0.033million has been spent (5.16% of full budget).

## **6. Other Implications**

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

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

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

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

23 January 2019

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

- Accountable, Effective, Efficient and Transparent

## **Previous References**

- Executive Committee, 28 February 2018
- Executive Committee, 13 February 2019
- Social Work Resources Committee, 28 November 2018

## **List of Background Papers**

- Financial ledger to 4 January 2019

## **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

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

**South Lanarkshire Council**  
**Capital Expenditure 2018-2019**  
**Social Work Resources Programme**  
**For Period 1 April 2018 – 4 January 2019**

<b><u>Social Work Resources</u></b>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work	320	320	0	640	33	33
<b>TOTAL</b>	<b>320</b>	<b>320</b>	<b>0</b>	<b>640</b>	<b>33</b>	<b>33</b>





# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources – Workforce Monitoring – October to December 2018</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for October to December 2018 relating to Social Work Resources.

## 2. Recommendation(s)

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

(1) that the following employment information for October to December 2018 relating to Social Work Resources be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accident/incident statistics;
- ◆ discipline, grievance and dignity at work cases;
- ◆ analysis of leavers and exit interviews;
- ◆ staffing watch as at 8 September 2018.

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for October to December 2018.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for December 2018 was 5.7%, which represents an increase of 0.3% when compared to the previous month and is 0.9% higher than the Council-wide figure. Compared to December 2017, the Resource absence figure remains unchanged.

Based on the absence figures at December 2018 and annual trends, the projected annual average absence for the Resource for 2018/2019 is 5.6%, compared to a Council-wide average figure of 4.4%.

For the financial year 2018/2019, the projected average days lost per employee equates to 12.1 days, compared with the overall figure for the Council of 10.1 days per employee.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 419 referrals were made this period, an increase of 35 when compared with the same period last year.

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

There were 16 accidents/incidents recorded within the Resource this period, a decrease of 23 when compared to the same period last year.

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

There were 9 disciplinary hearings held within the Resource this period, a decrease of 1 when compared with the same period last year. There were 2 grievance hearings, which remains unchanged when compared with the same period last year. There were 2 Dignity at Work complaint raised within the Resource this period, a decrease of 1 when compared with the same period last year.

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

There were 30 leavers in the Resource this period, a decrease of 8 when compared with the same period last year. Exit interviews were held with 9 employees.

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

5.1. There has been a decrease of 36 in the number of employees in post from 9 June to 8 September 2018.

**6. Employee Implications**

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

**7. Financial Implications**

7.1. All financial implications are accommodated within existing budgets.

**8. Other Implications**

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

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

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

21 January 2019

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

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

**Previous References**

- ◆ Social Work Resources – 28 November 2018

**List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

**Contact for Further Information**

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

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

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

APT&C				Manual Workers				Resource Total				Council Wide			
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019
April	4.8	5.0	5.3	April	6.6	5.6	6.2	April	5.4	5.2	5.6	April	4.3	3.9	4.1
May	5.3	4.9	5.1	May	6.9	4.1	6.2	May	5.8	4.6	5.4	May	4.4	4.2	4.2
June	5.2	5.3	5.2	June	6.2	4.6	6.3	June	5.5	5.1	5.6	June	4.1	3.9	4.3
July	5.0	4.8	5.2	July	5.7	4.9	6.4	July	5.3	4.8	5.6	July	3.3	3.0	3.4
August	4.8	4.9	5.0	August	5.4	4.7	5.9	August	5.0	4.8	5.3	August	3.6	3.2	3.6
September	4.3	5.0	5.0	September	5.3	5.2	6.1	September	4.7	5.1	5.4	September	4.1	4.0	4.4
October	4.7	4.2	5.7	October	5.6	5.8	5.6	October	5.0	4.8	5.6	October	4.4	4.1	4.4
November	5.1	4.4	5.4	November	5.4	5.9	5.3	November	5.2	4.9	5.4	November	4.9	4.8	5.1
December	5.6	5.6	5.1	December	6.1	6.1	6.9	December	5.8	5.7	5.7	December	4.9	5.1	4.8
January	5.5	5.5		January	5.5	7.3		January	5.5	6.1		January	4.5	5.0	
February	5.8	6.1		February	4.8	5.8		February	5.4	6.0		February	5.0	5.0	
March	5.6	5.7		March	4.8	6.5		March	5.3	5.9		March	4.7	4.7	
Annual Average	5.1	5.1	5.4	Annual Average	5.7	5.5	6.2	Annual Average	5.3	5.3	5.6	Annual Average	4.4	4.2	4.4
Average Apr-Dec	5.0	4.9	5.2	Average Apr-Dec	5.9	5.2	6.1	Average Apr-Dec	5.3	5.0	5.5	Average Apr-Dec	4.2	4.0	4.3

No of Employees at 31 December 2018			1822	No of Employees at 31 December 2018			1053	No of Employees at 31 December 2018			2875	No of Employees at 31 December 2018			15152
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For the financial year 2018/19, the projected average days lost per employee equates to 12.1 days.

## SOCIAL WORK RESOURCES

	Oct-Dec 2017	Oct-Dec 2018
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	104	128
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	40	57
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	156	150
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	70	80
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	14	4
<b>TOTAL</b>	384	419

CAUSE OF ACCIDENTS/INCIDENTS	Oct-Dec 2017	Oct-Dec 2018
Specified Injuries*	0	1
Over 7 day absences	3	1
Over 3 day absences**	1	1
Minor	11	6
Near Miss	1	0
Violent Incident: Physical****	18	7
Violent Incident: Verbal*****	5	0
<b>Total Accidents/Incidents</b>	39	16

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

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

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

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

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

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

RECORD OF DISCIPLINARY HEARINGS	Oct-Dec 2017	Oct-Dec 2018
Total Number of Hearings	10	9
Total Number of Appeals	0	2

## Time Taken to Convene Hearing Oct - Dec 2018

0-3 Weeks	4-6 Weeks	Over 6 Weeks
6	2	1

RECORD OF GRIEVANCE HEARINGS	Oct-Dec 2017	Oct-Dec 2018
Number of Grievances	2	2
Number Resolved at Stage 2	2	1
Still in Progress	0	1

RECORD OF DIGNITY AT WORK	Oct-Dec 2017	Oct-Dec 2018
Number of Incidents	3	2
Number Resolved at Formal Stage	3	1
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	Oct-Dec 2017	Oct-Dec 2018
Career Advancement	1	1
Poor Relationship with Manager/Colleagues	0	1
Moving Outwith Area	2	1
Travelling Difficulties	0	1
Further Education	0	1
Childcare/caring responsibilities	0	1
Dissatisfaction With Terms and Conditions	1	0
Other	3	3
<b>Number of Exit Interviews conducted</b>	7	9

<b>Total Number of Leavers Eligible for Exit Interview</b>	38	30
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<b>Percentage of interviews conducted</b>	18%	30%
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**JOINT STAFFING WATCH RETURN  
SOCIAL WORK RESOURCES**

**APPENDIX 3**

**1. As at 8 September 2018**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
216	185	897	1458	2756

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1323.97	463.08	536.41	20	25	1	0	0	2370.46

**1. As at 9 June 2018**

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

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1342.3	471.78	534.11	21	26	2	0	0	2398.19

# Report

6

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resource Plan 2018/2019 - Quarter 2 Progress Report</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Resource Plan Quarter 2 Progress Report 2018/2019 for the period 1 July to 30 September 2018

## 2. Recommendation(s)

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

- (1) that the Quarter 2 Progress Report 2018/2019, attached as Appendix 3, be noted; and
- (2) that the achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted.

## 3. Background

- 3.1. The Social Work Resource Plan 2018/2019 sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2018/2019.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017 to 2022.
- 3.3. 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.
- 3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and the Neighbourhood Plans, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

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

#### 4. Resource Objective 2018/2019

- 4.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2018/2019. These are detailed in Appendix 1 and Appendix 2 shows a summary of performance.

#### 5. Quarter 2 Progress Report 2018/2019

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2018/2019 attached as Appendix 3. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

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

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

Status	Measures	
	Number	%
Green	95	83
Amber	4	4
Red	3	3
Report later/Contextual	12	10
<b>Totals</b>	<b>114</b>	<b>100 %</b>



5.3. Key achievements for 2018/2019 are noted below:

5.3.1.

<b>Connect Objective: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Implement the Corporate Parenting Strategy and Action Plan	The 2018 Annual Report for the Corporate Parenting Strategy and Action Plan 2017-18 is now complete and provides details of the progress which was made on the six core commitments. The 2018 – 2020 Corporate Parenting Strategy and Action plan, which has four core commitments, has been drafted and is currently with graphics for publishing.
Monitor the number of investigations undertaken (level of child protection activity)	There were 160 Child Protection referrals concerning 159 children undertaken across the Service during Quarter 2. Emotional abuse was the most recorded reason 38.75% (62), followed by neglect 25% (40) and physical abuse 18.75% (30). There were 12 pre-birth risk assessments (7.5%), 10 sexual abuse referrals (6.25%) four child care concern referrals (2.5%), one referral for failure to thrive and one initial referral discussion.

5.3.2.

<b>Connect Objective: Improve later life</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board	The South Lanarkshire Health and Social Care Partnership (HSCP) continue to submit Performance reports to the Integration Joint Board (IJB) and the Performance and Audit Sub Committee (PASC). The Partnership produced its second Annual Performance Report for 2017/18; this was presented to the IJB on the 26 June and made available on the HSCP website within the agreed timescales.
Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	Work is progressing well with the forthcoming thematic review of Self-Directed Support and it is anticipated that the case file list will be made available to the Partnership on 01 October. The Inspectors will be on-site week beginning 22 October for the case file reading week and further activity in the week beginning the 29 October where scrutiny sessions will be held. There will be six partnerships inspected and an overview report of the findings based around the key themes will be published. A short evaluative report will be given to each of the partnerships highlighting key strengths and, if appropriate, recommendations for improvement. Once this is complete the Partnership will be asked to prepare an action plan detailing how recommendations for improvement will be taken forward if required.

## 5.3.3.

<b>Connect Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Report on the progress taking forward the Mental Health Act 2015	The Mental Health (Scotland) Act 2015 and associated regulations have been incorporated into the process and procedures for Mental Health Officers in terms of timeframes, report writing and storing of information
Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>During the second quarter 2018/19, outcomes for carers, supported by dedicated Welfare Rights officers were:</p> <p>Number of new cases: 265  Weekly benefits : £18,930  Backdated benefits: £191,305  Annual benefits: £1,175,665</p> <p>During the second quarter of 2018/19, outcomes for people supported by the local Money Matters teams were:</p> <p>Number of new cases : 1598  Weekly benefits: £97,074  Backdated benefits: £981,051  Annual benefits: £6,028,899  New debt dealt with: £2,252,201  *Number of people provided with advice where issue was resolved at the initial contact: 1124  *this is additional to the number of new cases</p>
Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire	Work continues to develop all the component parts for our Carers Strategy. A range of duties from the Carers Act will impact directly on how we support unpaid carers. Eligibility Criteria, Adult Carer Support Plans, Young Carers Statements, Information and Advice duties are being tested across localities. An unpaid carer planning and development officer is being recruited to, and our Carers Centre has also recruited additional staff in relation to the Carer Act duties.

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

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	Preparation of the annual report to the Equality Forum is well underway. The Resource is due to present their report on 12 December 2018.

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Ensure high standards of governance are being exercised	The Resource Risk Register has been aligned to the Corporate Risk Register. All Service areas contributed to the final draft. This Risk Register was presented to the Senior Management Team, and some amendments made regarding risk grades.
Deficiency in care issues reported to Management Team and action plans in place to resolve externally	We continue to monitor the Care Services to which South Lanarkshire resident's access. Recent changes in Care Standards are now working their way through a new inspection model rolling-out in our Care Homes for older people. This model looks at: How well do we support people? How good is our leadership? How good is our staff? How good is our setting? How well is care and support planned? Graded inspections are therefore changing and we need to understand how this impacts on or current Deficiency in Care process. We will need to review in-line with this revised inspection model.

#### 5.4. **Areas for Improvement**

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

#### **Red**

<b>Connect Objective: Protect vulnerable children, young people and adults.</b>		
<b>Resource Objective: Protect vulnerable children, young people and adults</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Percentage of children seen by a supervising officer within 15 days	From April 18 there have been 65 children on Supervision Orders. Of these, 57 or 88% were seen on time by their supervising officer. In this quarter there were 61 children seen out of a total of 69. We are currently working with the FWM in Rutherglen to clarify those children seen, as they confirm visits have taken place. This is not showing through IMPROVE and therefore further investigation is underway.	Further investigation underway in relation to specific children's records of visits not pulling through IMPROVE.

<b>Connect Objective: Deliver the plan and achieve best value</b>		
<b>Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	The data for this measure is reported one quarter behind. At Q1 89.5% of FOISA requests were processed within the 20 working day period. Overall demand year-on-year has increased by approximately 15% whilst at the same time there has been a reduction in staffing resources and filling of vacancies within the central team that supports this activity.	Filling the vacancy is a priority for the Resource. The Resource is liaising with Personnel.
90% of Data Protection Act (DPA) requests to be processed within 20 calendar days	19 Data Protection requests were received, with 12 being processed within the 20 calendar day target. The actual target for the Quarter is 63.2%. There has been a reduction in staffing resources and filling of vacancies within the central team that supports this activity.	Filling the vacancy is a priority for the Resource. The Resource is liaising with Personnel.

### **Amber**

<b>Connect Objective: Improve Later Life</b>		
<b>Resource Objective: Improve services and support to enable adults and older people to maximise their independence.</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Monitor and report on the percentage of home care referrals that go through the SYI Programme.	There have been 1140 referrals to the SYI programme to date. 817 of these referrals were carried through to completion with 323 referrals stopped or suspended due to a range of reasons (for example, person admitted to long-term care, end of life care, person admitted to hospital). Demand overall has increased year-on-year with equivalent referrals being 967 (2017/18). However the Service has managed to respond positively in supporting more people through reablement.	Continue to monitor across our Home Care Services.
Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by locality.	Currently Older Peoples Services have 1304 day care places available across 13 units every week. At the end of Quarter 2 (week commencing	Continue to monitor across localities.

	17 September 2018) there were 911 (70%) places occupied. The number of vacancies at the end of Quarter 2 was 393 (30%). This activity reflects the choices that service users and carers are opting to use, for example options available to them from third sector organisations.	
<b>Connect Objective: Protect vulnerable children, young people and adults</b>		
<b>Resource Objective: Protect vulnerable adults</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders.	To date there was a total of 1151 Private Welfare Guardianship visits due with 1073 completed on time (93%). Equivalent figures for 2017/18 (1242) and 2016/17 (1070) shows that demand overall has been broadly consistent. However there has been incremental performance improvement across the last three years, with performance increasing from 83% (2015/16) to 91% (2017/18). The Q2 position reflects an overall improving trend at 93%.	Continue to monitor AWI visits ensuring service users who have several family members protecting their interests are visited timeously.
<b>Connect Objective: Delivering the plan and achieving best value</b>		
<b>Resource Objective: Develop improvement activity and promote scrutiny</b>		
As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale	Four inspections have been completed in Quarter 2. There are two requirements outstanding relating to Home Care (medication/care plan reviews) in the Rutherglen/Cambuslang locality. The Care Inspectorate has introduced a new inspection regime based on the Health and Care standards launched in April 2018. We will review our recording of inspection activity to align to these new processes.	Services with outstanding requirements are requested to update the activity on requirements. A meeting is scheduled to consider what systems adjustments are required to capture the revised inspection model.

- 5.5. Measures included in the Resource Plan 2017/2018 Quarter 4 Progress Report can be assigned the 'report later' status. In order to catch up on the reporting of these measures and ensure consistent application of status for all Resource Plan actions and measures, this information is now included at Appendix 4. Of the thirteen measures identified as 'report later' as at Quarter 4 2017/2018, 10 of these are Local Government Benchmarking Framework indicators, for which results for 2017/2018 will not be published until January 2019, two were in relation to Freedom of Information Requests and Data Protection requests, both measures are reported as

green in the Quarter 1 Report for 2018/2019, the status of one measure relating to Getting it Right for Every Child was recorded incorrectly as 'report later' and should have been green.

## **6. Employee Implications**

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

## **7. Financial Implications**

- 7.1. The objectives within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2018/2019 and, longer term, within the framework of the Council's approved Financial Strategy.

## **8. Other Implications**

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

## **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**

9 November 2018

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

- ◆ the Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017 to 2022

### **Previous References**

- ◆ Social Work Resources Committee – Quarter 4 Progress Report 2017/2018 – 19 September 2018

### **List of Background Papers**

- ◆ Council Plan Connect 2017 to 2022
- ◆ Social Work Resource Plan 2018/2019 approved by Social Work Committee on 19 September

**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 Resource Objectives 2018/2019**

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

#### **Resource Objectives:**

- ◆ support the development and implementation of integration arrangements for Adult Health and Social Care Services for Older People
- ◆ improve Services to support older people to live in their homes and communities
- ◆ improve Services and support to enable adults and older people to maximise their independence
- ◆ promote good health and wellbeing in later life

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

#### **Resource Objectives:**

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

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

#### **Resource Objectives:**

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

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

#### **Resource Objectives:**

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

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

#### **Resource Objectives:**

- ◆ tackling poverty and deprivation

### **Connect Objective: Delivering the Plan and Achieving Best Value**

#### **Resource Objectives:**

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





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

Council Objective/Theme	Green	Amber	Red	To be reported later/contextual	Total
Improve later life	5	2			7
Protect vulnerable children, young people and adults	32	1	1		34
Deliver better health and social care outcomes for all	15				15
Improve the availability, quality and access of housing					
Improve the road network, influence improvements in public transport and encourage active travel					
Work with communities and partners to promote high quality, thriving and sustainable communities	25				25
Support the local economy by providing the right conditions for inclusive growth					
Support our communities by tackling disadvantage and deprivation and supporting aspiration	1				1
Improve achievement, raise educational attainment and support lifelong learning					
Ensure schools and other places of learning are inspirational					
Encourage participation in physical and cultural activities					
Delivering the plan and achieving best value	17	1	2	12	32
<b>Total</b>	<b>95</b>	<b>4</b>	<b>3</b>	<b>12</b>	<b>114</b>



## **Social Work Resources**

# improve

### **Resource Plan**

**Performance Report 2018-19**

**Quarter 2 : April 2018 - September 2018**

(This represents the cumulative position to September 2018)

## How to use this performance report

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

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

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

**Green** Achieved, or due to achieve with no issues

**Amber** There may be problems or minor slippage

**Red** Not on course, major slippage anticipated

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

### Develop a sustainable Council and communities

Provide services and infrastructure which help local communities to become more sustainable

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

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

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

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

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
<b>Improve later life</b>	<b>5</b>	<b>2</b>			<b>7</b>
<b>Protect vulnerable children, young people and adults</b>	<b>32</b>	<b>1</b>	<b>1</b>		<b>34</b>
<b>Deliver better health and social care outcomes for all</b>	<b>15</b>				<b>15</b>
<i>Improve the quality, access and availability of housing</i>					
<i>Improve the road network, influence improvements in public transport and encourage active travel</i>					
<b>Work with communities and partners to promote high quality, thriving and sustainable communities</b>	<b>25</b>				<b>25</b>
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
<b>Support our communities by tackling disadvantage and deprivation and supporting aspiration</b>	<b>1</b>				<b>1</b>
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<i>Encourage participation in physical and cultural activities</i>					
<b>Delivering the plan and achieving best value</b>	<b>17</b>	<b>1</b>	<b>2</b>	<b>12</b>	<b>32</b>
<b>Total</b>	<b>95</b>	<b>4</b>	<b>3</b>	<b>12</b>	<b>114</b>

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
In partnership with NHS Lanarkshire, support the development and implementation of integration arrangements for adult health and social care services	Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board	The South Lanarkshire Health and Social Care Partnership continue to submit Performance reports to the IJB and the Performance and Audit Sub Committee (PASC). The Partnership produced its second Annual Performance Report for 2017/18, this was presented to the IJB on the 26 June and made available on the Health and Social Care Partnership website within the agreed timescales.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Report on the SMT workstream plan to the Senior Management Team on a monthly basis	Senior Management Team (SMT) Workstream meetings are now well established and continue to meet regularly on a monthly basis. The workstream covers a programme of work which aims to transform/redesign services. There are currently 12 themes within the plan which have been identified by the Director of Health and Social Care and wider stakeholder engagement. Each workstream is led by a Head of Service, the full programme plan with milestones is being supported by a Programme Manager. Where possible this will link into existing groups and forums. Additional workstreams may be added which would benefit from a programme management approach.	Green	---	---	---	---	---
	Support the development and implementation of the locality planning model	Work is now underway on the new Strategic Commissioning Plan for 2019/2022, locality consultation Events were held in September within all four localities to identify the priorities moving forward. A further round of Events will be held in December to feedback the outcome of the earlier sessions and also to inform the wider stakeholders of the way forward with the new Plan including the priorities identified. The Locality Management Groups continue to meet on a quarterly basis with core groups meeting fortnightly to develop resources to provide the necessary interface with the new Strategic Commissioning Plan.	Green	---	---	---	---	---



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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
As a result of multi-agency inspections, continue to improve outcome for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	Work is progressing well with the forthcoming thematic review of Self-directed Support and it is anticipated that the case file list will be made available to the Health and Social Care Partnership on 1 October 2018. The Inspectors will be on-site week beginning 22 October for the case file reading week and further activity in the week beginning the 29 October 2018 where scrutiny sessions will be held. There will be six H&SC Partnerships (East Lothian, East Ayrshire, Shetland, Moray, West Dumbarton, South Lanarkshire) inspected and an overview report of the findings based around the key themes will be published. A short evaluative report will be given to each of the Partnerships highlighting key strengths and, if appropriate, recommendations for improvement. Once this is complete the Partnership will be asked to prepare an action plan detailing how recommendations for improvement will be taken forward if required.	Green	---	---	---	---	---



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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Continue to implement Supporting Your Independence approach across adult and older people services	Monitor and report on the percentage of home care referrals that go through the SYI Programme	There have been 1140 referrals to the SYI programme to date. 817 of these referrals were carried through to completion with 323 referrals stopped or suspended due to a range of reasons (eg: person admitted to long-term care, end of life care, person admitted to hospital). Demand overall has increased year on year with equivalent referrals being 967 (2017/18). However the service has managed to respond positively in supporting more people through reablement.	Amber	75.0%	72.0%	0.0%	0.0%	70.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Maximise the use of our older people's day centres	Continue to monitor the percentage of occupancy rates in our Older People's Day Centres by locality	Currently Older Peoples Services have 1304 day care places available across 13 units every week. At the end of Quarter 2 (week commencing 17 September 2018) there were 911 (70%) places occupied. The number of vacancies at the end of Quarter 2 was 393 (30%). This activity reflects the choices that service users and carers are opting to use, for example options available to them from third sector organisations.	Amber	70.0%	69.0%	0.0%	0.0%	66.0%
	Develop the Intermediate Care Model within Older People's Day Care Services	An independent evaluation report of the Intermediate Day Care model is on going. Findings from the evaluation report will be presented to SMT for discussion and approval sought to implement recommendations arising from evaluation.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Monitor vulnerable children, young people and adults referrals / activity	Monitor trends on referral activity to ESWS on a quarterly basis for Home Care	During this period ESWS received a total of 14,407 calls. Of these 11,509 (79.9%) related to homecare. Of these calls ESWS had to create 4801 entries on SWIS and 3398 (70.1%) of these entries related to homecare. ESWS received a further 3364 homecare enquiries which did not require a SWIS entry. These related to matters such as staff absence, enquiries by carers for information etc.	Green	21,733	-----	0	0	-----
	Monitor trends on referral activity to ESWS on a quarterly basis for Adult and Older People Services	During this period ESWS received 295 referrals relating to Adult and Older Persons services. Of these 38 were dealt with under ASP procedures. 26 visits were required to this service group.	Green	-----	568	0	0	1,229
	Monitor trends on referral activity to ESWS on a quarterly basis for Children's Services	During this period ESWS received 608 referrals for children's services. Of these 37 were dealt with under Child Protection guidelines. 95 visits were made by ESWS staff to this service group.	Green	-----	1,329	0	0	2,389
	Monitor trends on referral activity to ESWS on a quarterly basis for Mental Health Officers	During this quarter ESWS received calls for the services of an MHO on 42 occasions. An MHO required to visit on 14 occasions.	Green	-----	79	0	0	97

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement Care and Risk Management Procedures (CARM) for the few young people presenting with highest risk to others	Monitor the Progress of CARM implementation	CARM training has taken place for all social workers. Road shows have taken place for other professionals. On going support is provided to each locality.	Green	---	---	---	---	---
Continue to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities	Report on a quarterly basis to the SL Community Justice Partnership Boards their work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities	<p>Structured Deferred Sentencing Service is being supported by the Courts.</p> <p>A new project with combination funding including that of the Big Lottery is being piloted in the Rutherglen area as a diversion from prosecution.</p> <p>The Caledonia Project is working with the perpetrators of gender based violence, and it is a recent addition to the range of new services and supports being developed by our justice service.</p>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	There were 160 Child Protection referrals concerning 159 (one child had two referrals) children undertaken across the service during Quarter 2. Emotional abuse was the most recorded reason 38.75% (62), followed by neglect 25% (40) and physical abuse 18.75% (30). There were 12 pre birth risk assessments (7.5%), 10 sexual abuse referrals (6.25%) 4 child care concern referrals (2.5%), 1 referral for failure to thrive and 1 initial referral discussion.	Green	-----	350	731	712	754
Strengthen the support offered to children on the Child Protection Register by improved data collection	Report to the SL Child Protection Committee on the work of the Quality Assurance Management Information Sub-Group on test of change in implementing, reporting and auditing outcomes from the new National Shared Minimum Data Set	Plans for audit activity 2018/2019 are underway.  The National Child Protection Improvement Programme (CPIP) of work is being followed by South Lanarkshire Child Protection Committee.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	To date there have been 390 adult support and protection inquiries in relation to adults under the age of 65 leading to 111 investigations and 4 protection plans being progressed. Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee. This was last reported on 1st August 2018. By way of comparison the number of inquiries for under 65's was higher in 2017/18 (442), and 2016/17 (476). However the conversion rate of inquiries to investigations was significantly higher at 111 (2018/19), compared with 35 (2017/18) and 13 (2016/17). Therefore the overall complexity and volume of workload has increased.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	To date there have been 635 adult support and protection inquiries in relation to adults over 65 years of age leading to 252 investigations and 5 protection plans being progressed. Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee. This was last reported on 1st August 2018. By way of comparison the number of inquiries for 65 + was lower than 2017/18 (585), and 2016/17 (602). At the same time the conversion rates of inquiries to investigations was also lower at 33 (2017/18), and 19 for (2016/17).	Green	---	---	---	---	---

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Monitor Adults with Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there was a total of 132 local authority welfare guardianship visits due with 97% (128) being completed on time.	Green	95%	97%	88%	91%	94%
	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there was a total of 1151 Private Welfare Guardianship visits due with 1073 completed on time (93%). Equivalent figures for 2017/18 (1242) and 2016/17 (1070) shows that demand overall has been broadly consistent. However there has been incremental performance improvement across the last three years, with performance increasing from 83% (2015/16) to 91% (2017/18). The Q2 position reflects an overall improving trend at 93%.	Amber	95%	93%	83%	87%	91%

**Getting it right for children in need**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
The GIRFEC approach is utilised to ensure we get it right for young offenders	Percentage of young people seen within one week of receiving a CPO	There were 3 out of 4 young persons (under 18) seen within one week of receiving a CPO. The other person failed to attend their meeting.	Green	-----	75%	71%	81%	11%
Implement the Corporate Parenting Strategy and Action Plan	Monitor the progress made on each of the six core commitments identified in the Action Plan	The 2018 Annual Report for the Corporate Parenting Strategy and Action Plan 2017-18 is now complete and provides details of the progress which was made on the six core commitments. The 2018 – 2020 Corporate Parenting Strategy and Action plan, which has four core commitments, has been drafted and is currently with graphics for publishing.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement Self Directed Support for Children in Need	Report to SDS Implementation Board on progress of implementing Self-directed Support (SDS) within Child and Family Services	The next meeting of the SDS Core Group will take place on 26 November. Child and family representation on this group has been updated with recent retirement of lead FWM.	Green	---	---	---	---	---
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	A report was presented to SMT on the progress of the Carers Act. The Young Carers Statement has been further refined and will be tested by the Young Carers Service. A meeting is planned to look at the resource required to support the roll out of Young Carers Statements.	Green	---	---	---	---	---
Continue to review and monitor the whole system approach to youth justice	The Whole Systems Approach Group will monitor the use of youth justice risk assessment tool in place for every child charged with an offence	Five social workers have been trained in the STARTAV risk assessment. Plans are in place for the train the trainers model. SAVRY training has also taken place for key individuals. An audit is scheduled for early 2019.	Green	---	---	---	---	---
To deliver an intensive family support service for children who are at risk of being placed on the Child Protection register or have been discharged from the register	Provide a quarterly report to the Children and Justice Management meeting on the development of the Intensive Family Support Service for under 12s	The intensive family support service for under 12s is being developed with accommodation being identified from the existing social work establishment.	Green	---	---	---	---	---
Implement the Whole System Approach Youth Justice Strategy and Action Plan 2017-2020	Monitor the progress made on each of the four core commitments	The core commitments continue to be monitored through the Whole System Approach Strategy Group.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Deliver proportionate and timely Early and Effective Interventions (EEI) to address offending	Monitor the EEI activity throughout the localities	EEI can be reported as on track. EEI now being delivered on a locality basis and a screening system in place with partners from Police Scotland. Internal review of SLC processes and delivery scheduled for Oct/Nov 2018.	Green	---	---	---	---	---
Develop and implement a Transition Planning Protocol for young people supported by Education Resources and/or Child and Family Social Work through to Adult Social Work Services	Provide quarterly reports on the progress of the Transition Planning Protocol	The multi agency audit and review is being rescheduled due to priority pre inspection activity by the Care Inspectorate.	Green	---	---	---	---	---
Continue to embed the Children's Services Plan within partners existing planning processes	Report regularly on the Children's Services Plan to the GIRSLC Strategy Group	The Children Service Plan Annual Report for 2018/2019 has been published and disseminated amongst partner agencies at the Senior Managers Event, Head Teachers Seminar and the GIRSLC (Getting it right for South Lanarkshire's Children) (Strategy Group.	Green	---	---	---	---	---



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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Ensure timescale compliance with looked after children notifications to Health	Monitor and establish a baseline on the percentage of notifications to Health (CEL16 Assessment) within 5 working days	Information collected from the localities is collated and monitored by the Child and Family Services Performance and Continuous Improvement Group.	Green	---	---	---	---	---
Improve support for looked after children	Percentage of children seen by a supervising officer within 15 days	From April 18 there have been 65 children on Supervision Orders. Of these 57 or 88% were seen on time by their supervising officer. In this quarter there were 61 children seen out of a total of 69. We are currently working with the FWM in Rutherglen to clarify those children seen, as they confirm visits have taken place. This is not showing through IMPROVE and therefore further investigation is underway.	Red	100.0%	88.0%	99.0%	100.0%	100.0%
Provide timely and robust assessments to the Reporters Department	Continue to work to achieve percentage of reports submitted to the Children's Reporter within 20 days	In Quarter 2, July to September 2018 81% of reports (96 out of 118) were submitted within timescale. This figure exceeds the target of 75%.	Green	75.0%	82.0%	83.0%	88.0%	75.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
In light of the Children and Young People (Scotland) Act 2014 to develop appropriate services for young people in respect of continuing care and after care	Report six monthly to the Children and Justice Service Management Team meeting on the status of the developments	In light of this new legislation a task and finish group undertook a scoping exercise to analyse the impact of this, then a second task and finish group consider the options and came up with a hybrid model of service. This will be a Throughcare and Aftercare multidisciplinary service which is being implemented in two phases. In terms of Continuing Care, work is ongoing within family placement and residential services to ensure there is capacity of resources. In light of the two intensive family services for under and over 12's and the roll out of Care and Risk Management, there will be a reduction in the number of children and young people accommodated away from home.	Green	---	---	---	---	---
To develop Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services	Report to Children and Justice Management Team six monthly regarding the Single Integrated Tailored Assessment	The development of the Single Integrated Tailored Assessment is on the IT Business Plan.  This work, along with a number of Resource priorities, is being progressed by the centralised IT business team.	Green	---	---	---	---	---
Work in partnership to compile an integrated chronology at the first core group	Monitor the implementation through the Lanarkshire Practicum and safeguarding Group	Three multi-agency "improvement teams" are engaged in improvement work under the Lanarkshire Practicum banner. One of the teams is Joint Chronologies. Work is well underway to adopt Chronology work developed by both Adult /Child Protection Committees.	Green	---	---	---	---	---

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

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Progress the work required to align the Corporate Parenting Action Plan with the Care Leavers Covenant	Report six monthly to GIRSLC Strategy Group on the status of developments	Work continues to align the Corporate Parenting Action Plan to the Care Leavers Covenant. This work will be showcased at the Corporate Parenting annual Conference on 2nd November 2018	Green	---	---	---	---	---
Review and monitor Transition Planning for young people supported by Education Resources and/or Child and Family Social Work through to Adult Services	Report and review of transition cases by December 2018	Working continues to monitor and review transition cases with our colleagues in Education Resources. The progress has been slightly delayed with the Themed inspection of Self Directed Support currently underway within the Resource.	Green	---	---	---	---	---

**Improve services to support adults to live in their homes and communities**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Review the service and changing support needs of individuals within the Care and Support service	Monitor and report on the changes to service delivery	The Care and Support Services support people with learning disabilities living in the community. The Resource has two registered care services covering the North and South of the Council area. One service user has passed away, with others choosing alternative providers. There remains 31 service users supported by both registered services. Work continues to review how this service is managed in the future. This includes reviews of rotas, to plan rotas that will reduce the need for overtime, while maintaining consistency for service users.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Provide governance and leadership to ensure professional standards and key performance indicators are met in accordance with local and national policies and procedures	Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report	The State Hospital team recently explored their contribution to the Child Poverty Action Plan linking in with the work of the Council. The State Hospital Annual Report requires to relate to local and national policy developments such as the Child Poverty Action Plan.	Green	---	---	---	---	---
Evidence the use of the Realigning Children's Services data to improve services	Report six monthly to the Children and Justice Services Management Team on developments	Two new themed work streams have developed following the involvement with the Realigning Children's Services Programme. (1) Looked after children at home (2) Children and Mental Health. This work is being directed by the Continuous Improvement Group (CIG) of the Children's Service Partnership. Reports on progress will be presented at the next meeting of this group. Partner agencies disseminated information from CIG back through their respective management teams.	Green	---	---	---	---	---
To work in collaboration with the Continuous Improvement Group and Child Protection Committee Quality Assurance Group to self-evaluate practice/performance and strengthen services	To support multi-agency self-evaluation activity and implement improvement actions	The Continuous Improvement Group and Child Protection Quality Assurance Group have undertaken some joint work with the publication of new Quality Indicators in respect of Child Protection and Corporate Parenting Frameworks for future inspection. The Continuous Improvement Group has held two development sessions and presentations on the new QI Framework has been Event and GIRSLC Strategy Group.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress against trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care	A report was presented to the September IJB. A summary of the "Big Six" in South Lanarkshire for the year 17/18: A&E attendance up by 4% against 16/17 emergency admissions up by 1.39% unscheduled bed days down by 1% year on year Delayed Discharge bed days down year on year by 9% people spending last six months of life in community increased by 0.3% balance of care is broadly in-line with other similar partnerships at just under 98%	Green	---	---	---	---	---
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	The IJB issued 18 Directions for 2018/19 and these are being progressed to implementation by the Council and the NHS Board. Within these 18 Directions, the majority have a focus on shifting the balance of care. Examples of where progress is being made in this respect are the re-investment of resources from the reduction in beds within Udston Hospital (30 beds within the Douglas Ward) and the development of new Care Facilities which will provide transitional beds as an additional option to support people to return home, following a period of illness or hospital admission	Green	---	---	---	---	---
Take forward, with partners, the Action Plan for See Hear (the Sensory Impairment Strategy for Scotland) throughout the course of the National Strategy 2014-2024	Evidence multi-agency developments in relation to developing See Hear within South Lanarkshire	A See Hear strategic working group has been convened and 3 sub-groups formed and tasked to take forward the existing action plan. Sub-groups to identify any further actions required to deliver on the strategic agenda within South Lanarkshire partnership.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement Government Strategies eg Dementia Strategy, Autism Strategy, Mental Health Strategy, Learning Disability Strategy and Sensory Impairment	Provide reports on actions contained in service plans on the implementation of Government Strategies to Senior Management Team at quarter 2 and quarter 4	The Resource continues to implement a range of government strategies. This quarter has seen a close Focus on the Autism Strategy. Reports were presented to Social Work Committee, and the Autism Strategy launched at a consultation and engagement event.	Green	---	---	---	---	---
	Continue to monitor and report on the numbers of staff trained in supporting people with dementia	For the period 1 July 2018 – 30 September 2018, the stats are:  Attended Dementia Skilled Level Training 24 Attended Enhanced Level Training 8	Green	---	---	---	---	---
Implement the Mental Health Strategy	Continue to monitor the number of Mental Health Officers working within South Lanarkshire as part of the wider Workforce Strategy	There are currently 36 Mental Health Officers employed by South Lanarkshire Council. This includes 5 Team Leaders who are MHOs.	Green	---	---	---	---	---
Report on the progress taking forward the Mental Health Act 2015	Provide quarterly updates in relation to the implementation of the new legislative duties	The Mental Health (Scotland) Act 2015 and associated regulations have been incorporated into the process and procedures for Mental Health Officers in terms of timeframes, report writing and storing of information.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement the requirements of the Self-directed Support Act	Adult Carer Support Plan is developed and tested in accordance with the requirements of Self-directed Support and the Carers (Scotland) Act 2016	The carer support module of SDS is currently being further refined. A range of engagement activity is currently underway across localities to raise awareness to some of the duties of the Carers Act. Work will develop further with partners as carers needs are supported through signposting to our voluntary sector partners.	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----		----- Last 3 Years -----			
			Status	Target	To Date	2015/16	2016/17	2017/18
	Support Planning Module is further refined and tested in 2018	User acceptance testing of SWiSplus screen now undertaken. Full implementation by March 2019.	Green	---	---	---	---	---
	Develop a reporting system to capture a range of Self-directed Support activity	<p>The reporting of SDS activity is now captured as part of the revised Social Care annual return to Scottish Government.</p> <p>We are further developing the information held on SWISplus to bring further clarity to how we demonstrate compliance and offer choice to service users.</p>	Green	---	---	---	---	---
	Report on the number of people who are self directing their support	<p>As part of the Social Care Return to Scottish Government, the Resource will require to develop a bespoke IMPROVE report that accurately captures, the numbers and options of Self Directed Support operating across the localities.</p> <p>The latest figures available show that there were 4579 SDS service users:</p> <p>Direct Payment 392</p> <p>ISF 52</p> <p>SLC Managed 4135</p> <p>This data is subject to review as reports are developed</p>	Green	-----	-----	-----	1,540	-----

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Work in partnership to support carers to continue in their caring role	Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire	Work continues to develop all the component parts for the Carers Strategy. A range of duties from the Carers Act will impact directly on how unpaid carers are supported. Eligibility Criteria, Adult Carer Support Plans, Young Carers Statements, Information and Advice duties are being tested across localities. Recruitment is underway for an unpaid carer planning and development officer, and Lanarkshire Carers Centre has also recruited additional staff in relation to the Carer Act duties.	Green	---	---	---	---	---



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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>In Quarter 2 2018/2019, outcomes for carers, supported by dedicated Welfare Rights officers were :</p> <p>Number of new cases:265  Weekly benefits :£18,930  Backdated benefits:£191,305  Annual benefits:£1,175,665</p> <p>In Quarter 2 2018/2019, the outcomes for people supported by the local Money Matters teams were:</p> <p>Number of new cases :1,598  Weekly benefits:£97,074  Backdated benefits:£981,051  Annual benefits:£6,028,899  New debt dealt with:£2,252,201</p> <p>*Number of people provided with advice where issue was resolved at the initial contact:  1,124  *this is additional to the number of new cases</p> <p>Total Outcomes for Carers April to September 2018  Number of new cases:528  Weekly benefits :£38,933</p> <p>Backdated benefits:£417,454</p> <p>Annual benefits:£2,441,970</p> <p>Total Outcomes for People April to September 2018  Number of new cases :£3,182  Weekly benefits:£199,655</p> <p>Backdated benefits:£2,140,787</p> <p>Annual benefits:£12,522,847</p>	Green	-----	528	271	1,010	962

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
		New debt dealt with: £4,906,683  *Number of people provided with advice where issue was resolved at the initial contact:  *this is additional to the number of new cases 2295				271		
Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire	Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act	The action plan continues to be refined. How it aligns with the Self Directed Support programme continues to evolve.	Green	---	---	---	---	---
	Carers Act Programme Board continue to implement the Carers (Scotland) Act	The Programme board met in August and work streams are currently moving forward with Adult Carer Support Plans, Young Carers Statements, Local eligibility criteria, and information and advice.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of quarter 2 is  Number of items – 926 Cost of items - £106,350	Green	-----	926	2,252	2,498	2,220

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Contribute to Council's sustainability work	Develop and report on local initiatives involving service users which contribute to the Council's sustainability agenda	Work continues with a range of our building based services to address plastics use. Transport arrangement to and from day care and lifestyles centres are regularly reviewed.	Green	---	---	---	---	---
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15	Social Work managers continue to monitor the level of mileage undertaken by employees bearing in mind reactive requirements for Social Work Services. There has been a slight reduction 0.086% or 171.50 this quarter from a baseline total of 198695.6 miles in 14/15. However, within our Adults and Older Peoples Service an increase in mileage of 11384.60 or 10% is noted. Service Managers will continue to monitor.	Green	-----	-----	0%	0%	0%
	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	To be reported later – discussions to take place.	Green	---	---	---	---	---
Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives where appropriate	The Resource continues to support the Sustainable development principles and climate change duties. New Resource representative at SEA Group to be identified.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Support people affected by substance misuse	Percentage of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In this period a total of 230 referrals were directed to the service, with 211 (92%) starting their treatment within the timeframe.  We have reviewed our annual target to align it with the national indicator.	Green	90%	92%	100%	100%	94%
Continue to raise awareness of the impact of domestic abuse	Continue to monitor and analyse trends in referral activity through Domestic Abuse	During this period South Lanarkshire Council Social Work Resources dealt with a total of 170 domestic incidents reported to them. These incidents involved a total of 474 persons, including victims perpetrators and children.	Green	---	---	---	---	---
Continue to work with partner agencies to address the behaviour of female offenders, resulting in better outcomes and reduced reoffending	Develop locality based services to meet the particular needs of female offenders and monitor the uptake of these services within localities	The relaunch event of Womens Support Pathways has taken place on July 2018 and womens hubs are progressing well across South Lanarkshire.  New Partnerships have been developed with Third Sector organisations to support women in the community in a responsible and consistent way.	Green	---	---	---	---	---
Health and Social Care Services contribute to reducing health inequalities	Contribute to the Community Planning Partnership agenda by delivering preventative and anticipatory care interventions, in order to optimise wellbeing and help reduce unnecessary demand on our health and social care system	The Health and Social Care Partnership continue to contribute to the Community Planning Partnership agenda. We have recently completed our end of year reporting for the Community Plan and the Partnership Improvement Plan, which was presented to the IJB at the September meeting. Work has also been undertaken to look at focussed pieces of work for Neighbourhood Planning.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Implement the Community Justice Outcome Improvement Plan**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	The annual outcome improvement report has now been forwarded to Community Justice Scotland. The Community Justice Partnership hosted their second annual conference 12th September 2018.	Green	---	---	---	---	---
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Percentage of clients are first seen within 2 working days of a DTTO commencing	All 7 DTTO clients were seen within 2 working days.	Green	98.0%	100.0%	100.0%	100.0%	100.0%

**Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all**

Action	Measures( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure high standards of compliance are maintained for	Ensure that the Community Payback Annual report is completed within timescale	The annual report is being collated at present scheduled for submission on 31.10.2018.	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Community Payback Orders	Increase the programme of activities and personal placements available within the Community Payback Order and feedback to the Community Justice Partnership	The quarterly report is completed and presented at the community justice partnership meetings which reflects the increase and range of personal placements that are available to those subject to CPO.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Percentage of people seen within one working day of CPO	<p>At 30 September 75% of people were seen within one day of receiving a CPO.</p> <p>In some instances clients have been unable to be seen directly after their sentence from court and are outlined below:</p> <p>Custody cases – These individuals had been sentenced directly from custody and returned to custody, however have had a community disposal imposed in addition to their sentence/or as a separate disposal. Given these circumstances these clients were not interviewed in relation to their Community Payback Order on the day, however follow up interviews will take place prior to release.</p> <p>Out of area courts - We have clients whose cases are heard in courts out with North and South Lanarkshire and court social work services vary between authorities. At present work is being undertaken to look at what systems can be put in place for 1st contact with out of area courts.</p> <p>Failed to attend – Court Social Work Services endeavour to see all clients who receive a community based disposal on the day of sentence. However due to multiple courts rooms operating at the same time, Court Social Workers at times are unable to see a client dealt with in another court room who has been made subject to a community payback disposal. This can be because a social worker is required to assist a sheriff with another matter in court. Whilst all clients receive written instruction from Hamilton, Airdrie and Lanark Sheriff Courts on the day of sentence regarding the requirement to make contact with their social worker or</p>	Green	75.0%	75.0%	74.0%	64.0%	72.0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
		unpaid work service within 1 day, some clients, for multiple reasons do not do this. This can include travel to departments and cost of telephone calls.  As part of ensuring that our services are accessible, the court social work review currently underway, will be looking at how clients can make contact with social work services readily.				74.0%		
	Percentage of offenders on CPO supervision requirement are seen within 5 working days by their case manager	There were 261 CPO with a supervision requirement in the period 1 April 2018 to 30 September 2018, 279 were seen by their Case Manager within 5 working days.	Green	75.0%	82.0%	83.0%	77.0%	81.0%
	Percentage of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	There were 329 CPO with an unpaid work element between 1 April 2018 and 30 September 2018. Of these 279 were seen by their Case Manager within 5 working days.	Green	75.0%	85.0%	73.0%	73.0%	78.0%
	Percentage of people starting their placement within 7 days of a CPO unpaid work	272 persons started their unpaid work placement within 7 days.	Green	75.0%	83.0%	72.0%	66.0%	81.0%



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

Action	Measures ( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Improve management of all offenders including high risk offenders	Monitor the activity of MAPPA and report to Justice Management Team on a quarterly basis	The MAPPA Operational Group oversees the operational functions of MAPPA and the Responsible Authorities and partner agencies that contribute to fulfilling the requirements under the Management of Offenders (Scotland) Act 1995. The MOG provides a platform to discuss operational issues that impact on the effective working of MAPPA as well as identifying areas of development and learning. An example of the wider learning that is disseminated to the Justice Management team is that of any Initial Case or Serious Case Review. In turn this learning is feedback to Team Leader meetings and to front line staff.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Monitor the impact of the new regulations for MAPPA (violent offenders)	South Lanarkshire Justice Services have taken a pro-active approach to the introduction of Category 3 – Other Risk of Harm Offenders. These are offenders not required to comply with sex offender notification requirements or are mentally disordered restricted patients. Such individuals will be subject to supervision in the community, for example on Parole Licence or other statutory order and will be assessed as high or very high risk of harm. There will be a view that multi-agency involvement is required at MAPPA level 2 or 3. At present there are 0 number of Category 3 persons being managed in South Lanarkshire. We are currently in the process of developing a ViSOR implementation plan for managing Category 3 persons with the roll out of ViSOR terminals within the Justice locality offices. A further update will be provided in the next quarter.	Green	---	---	---	---	---
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	Further to the appointment of a new Justice Operations Manager who has responsibility for Justice Services input to MAPPA, work is being undertaken to review the current South Lanarkshire level 1 MAPPA processes. In addition to this a wider MAPPA review will take place over the next 12 months to assess and review procedures and practice relating to Level 2 and 3 cases. This will include the Environmental Risk Assessment arrangements and training and development needs for staff.	Green	-----	-----	-----	-----	-----

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
	Maintain the percentage of Criminal Justice Social Work reports submitted to Court by the due date	In the period 1 April 2018 to 30 September 2018, 762 of 764 CJSWR were submitted to Court by the due date.	Green	100.0%	100.0%	99.0%	99.0%	99.0%
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Continue to implement the Improvement Plan following the review of the Unpaid Work Service	The Care Inspection had recently provided a report on our improvement plan for the unpaid work service.  This will be discussed with the Head of Children and Justice Services to identify any further area for action.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Work with partners to implement the Community Plan	Annual Report is prepared in line with the Community Plan timescales	Work continues within the Resource to support the Community Plan.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Services reflect evidence that participation and involvement activity is built into work across all client groups	Participation and engagement activity occurs across all service areas. Older People in our care services express their views throughout Customer Service excellence consultation and direct to the Care Inspectorate as part of the Inspection process. Child and Family Services presented their Participation Statement to the Performance and Continuous Improvement Group.	Green	---	---	---	---	---
	Participation and involvement activity is linked with existing Health and Care structure such as the South Lanarkshire Health and Social Care Forum and Third Sector Forums	A Participation and Engagement Strategy has been developed for the IJB and was approved at its meeting in June, 2018. The strategy outlines how the IJB will involve key stakeholders in developing key commissioning intentions within the Strategic Commissioning Plan and also how this sits alongside current consultation and engagement mechanisms within the Parties (Council and NHS Board). This has been evidenced in the recent consultation events held within the localities to develop the way forward with the new Plan for 2019-2022. Further sessions are being held in December 2018.	Green	---	---	---	---	---

## Support our communities by tackling disadvantage and deprivation and supporting aspiration

### Tackling poverty and deprivation

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Contribute to the tackling poverty agenda	Provide update reports to the Tackling Poverty Programme Board	Social Work Resources report on two projects historically funded from the Tackling Poverty Board. PACT (Parenting Assessment Capability Team) for vulnerable families and a Money Matters service for young pregnant mums. Reporting formats for the PACT team will be further refined. Reports have already been provided to Regeneration and Inclusion Service Manager.	Green	---	---	---	---	---

## Delivering the plan and achieving best value

### Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure high standards of governance are being exercised	85% of risk control actions completed by due date	There were no outstanding risk control actions at the end of Q2.	Green	85%	100%	---	---	100%
	90% of audit actions completed by due date	There were 24 audit actions due by quarter 2. All 24 were completed on time. There are a further seven actions that are open but not yet due.	Green	90%	100%	97%	90%	67%
	Complete Resource Good Governance self assessment by due date and develop actions to address non compliant areas	To be reported later	Report Later	---	---	---	---	---
	Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	The Resource Risk Registered has been aligned to the Corporate Risk Register. All service areas contributed to the final draft. This Risk Register was presented to the Senior Management Team, and some amendments made regarding risk grades.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Promote high standards of information governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented		Report Later	---	---	---	---	---
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	The data for this measure is reported one quarter behind. At Q1 89.5% of FOISA requests were processed within the 20 working day period. Overall demand year on year has increased by approximately 15% whilst at the same time there has been a reduction in staffing resources and filling of vacancies within the central team that supports this activity.	Red	96%	90%	80%	83%	-----
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	There were no requests made to Social Work in terms of the Environmental Information (Scotland) Regulations 2004 in Quarters 1 or 2	Green	96%	-----	0%	0%	-----
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	19 Data Protection requests were received, with 12 being processed within the 20 calendar day target. The actual target for the Quarter is 63.2%. There has been a reduction in staffing resources and filling of vacancies within the central team that supports this activity.	Red	90%	63%	0%	0%	0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure monitoring, compliance and control of externally purchased services	Deficiency in care issues reported to management team and action plans in place to resolve	We continue to monitor the care services to which South Lanarkshire residents access. Recent changes in Care Standards are now working their way through a new inspection model rolling out in our Care Homes for older people. This model looks at: How well do we support people, How good is our leadership, How good is our staff, How good is our setting, How well is care and support planned. Graded inspections are therefore changing and we need to understand how this impacts on or current Deficiency in Care process. We will need to review in line with this revised inspection model.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	Mainstreaming equalities is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	The Resource is currently drafting its annual Equality Report. The draft report will be discussed at the Social Work Governance group meeting.	Green	---	---	---	---	---
Develop and implement Council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Number of equality impact assessments undertaken for all new and relevant and reviewed policies and procedures	There were no new equality impact assessments undertaken this Quarter.	Green	-----	-----	0	0	0
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes	Preparation of the annual report to the Equality Forum in well underway. The resource is due to present their report 12 December 2018.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2015/16	2016/17	2017/18
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Engage in self-evaluation activity and take forward any improvement actions	Self evaluation activities continue to be undertaken by the Resource as preparation for the themed inspection of Self Directed Support, and the Resources Contribution to the Best Value Audit Review of the Council commence.  Health and Care Standards inspections are currently being piloted in Care Homes for older people. This new inspection process makes significantly changes to the previous inspection models used.	Green	---	---	---	---	---
	Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery	The resource is currently contributing to the Best Value Audit Review and has contributed some focussed work around Local Government Benchmarking Framework	Green	---	---	---	---	---
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	Work is ongoing in the preparation of the Scottish Government performance reports. DTTO, Justice and CPO reports have all been submitted. Preparation is underway for reports due in November.	Green	---	---	---	---	---
Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best	Quarterly updates to IT Programme Board on the progress of IMPROVe	The IT Programme Board continues to meet with regular updates against the current work plan provided. Some further prioritisation work to be undertaken from a range of demands for the Resource which includes the SDS Inspection	Green	---	---	---	---	---



## Delivering the plan and achieving best value

## Develop improvement activity and promote scrutiny

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
possible outcomes for service users and carers	As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale	4 Inspections have been complete in Quarter 2. At present there are two outstanding requirements relating to home care (medication/care plan reviews) services in the Rutherglen/Cambuslang. The Care Inspectorate has introduced a new inspection regime based on the health and care standards launched in April 2018. We will require to review our recording of inspection activity to align to these new processes.	Amber	100.0%	-----	100.0%	93.0%	97.0%
Report on LGBF / Scottish Government Benchmarking Indicators	Older Persons (over 65) Home care costs per hour (SW1)	To be reported in Quarter 4	Report Later	-----	-----	20	20	-----
	Self-directed Support (SDS) spend on adults 18+ as a % of total Social Work spend on adults 18+ (SW2)	To be reported in Quarter 4	Report Later	-----	-----	-----	2%	-----
	Percentage of people 65+ with intensive needs receiving care at home (SW3)	To be reported in Quarter 4	Report Later	-----	-----	36%	36%	-----
	Percentage of adults receiving any care or support who rate it as excellent or good (SW4a)	To be reported in Quarter 4	Report Later	-----	-----	0%	0%	-----
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b)	To be reported in Quarter 4	Report Later	-----	-----	0%	0%	-----
	Older Persons (over 65) residential care costs per week per resident (SW5)	To be reported in Quarter 4	Report Later	-----	-----	411	401	-----
	The gross cost of "Children Looked After" in residential based services per child per week (CHN8a)	To be reported in Quarter 4	Report Later	-----	-----	2,535	2,546	-----
	The gross cost of "Children Looked After" in a community setting per child per week (CHN8b)	To be reported in Quarter 4	Report Later	-----	-----	201	202	-----

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
	Balance of care for looked after children: Percentage of "looked after" children cared for in the community (SW9)	To be reported in Quarter 4	Report Later	-----	-----	87%	87%	-----

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Labour turnover rate	The rate of labour turnover for Social Work Resource from Quarter 2, is 2.4%	Green	5.0%	1.8%	2.0%	2.2%	-----
	100% coverage of Performance Appraisals (PAs) of employees in scope	A presentation on the new Performance Appraisal Process was made to the Social Work Governance Group.	Green	100.0%	-----	-----	90.0%	-----
Implement the Council workforce strategy toolkit and continue the cyclical reporting framework	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs	Workforce planning continues to link with Health and Social Care Integration. Regular reports are presented to Social Work Committee.  The Resource has identified maintaining a trained and qualified workforce presents it challenges, as is reflected nationally with recruitment and retention of a health and social care workforce.	Green	---	---	---	---	---
Manage land and property assets efficiently	% of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people	To be reported later	Report Later	100.0%	-----	-----	100.0%	-----

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2015/16	2016/17	2017/18
Progress the Council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	Work continues across the Resource with IT colleagues on issues associated with digital transformation.	Green	---	---	---	---	---
Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	Work is continuing within our registered care services in terms of awareness raising to the impact of the use of plastics and alternative products.	Green	---	---	---	---	---



## Report Later

## Update of Resource Plan 2017-18 Quarter 4 Progress

Measure	Comments at Quarter 4 2017-18	Updated status at Quarter 2 2018/2019	Updated comments
Report on the progress of the implementation to GIRFEC in relation to Children and Young People (Scotland) Act 2014, to the Child and Family Management Team and the Executive Board.	Full commentary provided within text box, Status was recorded as 'Report Later' and should have been green.	Measure no longer in the Resource plan in current wording. The Act is still referenced but in relation to Continuing Care and Aftercare aspects of the Act.	
90% of Freedom on Information (FOISA) requests to be processed within 20 working day period	No commentary in comments/progress box, status recorded as 'report later'	This measure is reported as amber, and is reported one quarter behind. At Q1 89.5% of FOISA requests were process in 20 working days.	The target has increased from 90% to 96%. The Resource is currently recruiting to a vacancy in this team
90% of Data Protection Act (DPA) requests to be processed within 40 calendar days	No commentary in comments/progress box, status recorded as 'report later'.	This measure is recorded as amber. There were 19 Data Protection Requests with 12 being processed in the 20 calendar days. We have been advised that this all Director measure should be 30 calendar days	The measure has now been updated.
Percentage of adults receiving any care or support who rate it as excellent or good (SW4a)	Percentage of adults receiving care or support who rate it as excellent or good (new) SW4a The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population and some of the responses recorded very low ratings due to the fact that some of the people responding do	Status was recorded as contextual, as Health and Care Survey used to record this measure.	We can evidence positive feedback from Service user feedback from Care Inspectorate reports, Customer Service Excellence activity and a range of service Snap Surveys.

Measure	Comments at Quarter 4 2017-18	Updated status at Quarter 2 2018/2019	Updated comments
	not access any multi-agency services.		
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b)	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (new) SW4b The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population and some of the responses recorded very low ratings due to the fact that some of the people responding do not access any multi agency services.	As above	As above
Older People (over 65) residential care costs per week per resident (SW5)	This indicator does not take into account the varying funding arrangements that are in place, including Free Personal Care/Free Nursing Care payments and individual financial assessments for service users. We will continue to monitor our performance in terms of the national average and within our family group of comparable authorities.	Status recorded as contextual.	LGBF will not be reported until January 2019 for 2017/18 performance
The gross cost of 'Children Looked After' in residential based services per child per week (CHN8a)	The cost of looked after children in a residential setting has increased slightly. Up to date data will not be available until April 2018.	Status recorded as report later	The cost for South Lanarkshire in 16/17 was £2853 and was below the Scottish average of £3404

Measure	Comments at Quarter 4 2017-18	Updated status at Quarter 2 2018/2019	Updated comments
The gross cost of 'Children Looked After' in a community setting per child per week (CHN8b)	The gross cost of looked after children in a community setting has increased compared with previous year's results, representing a decline in performance. This is attributed to the needs and circumstances of the individual children being looked after, local availability of placements, the policy choices and service models adopted by the council, inflationary pressures and the decisions of Children's Hearings. The results are however; better than the Scottish average reported. Data for 2016-17 will not be available until April 2018.	Status recorded as report later	The cost for South Lanarkshire in 16/17 was £242 and was below the Scottish average of £313
Balance of care for looked after children: Percentage of 'looked after' children cared for in the community (SW9)	Our Residential Children's Care Home places have reduced and we have increased placement opportunities within the community through foster care, adoption and kinship care placements. We have targeted resources at Parenting Capacity assessments in order to ensure a child's "forever" home is identified earlier. The shift in the balance of care is evident as we close the gap and near the national figure. Data for	Status recorded as report later	The percentage for South Lanarkshire in the Community is 88.3% and for Scotland 89.9% South Lanarkshire has a number of its own residential establishments to support children and young people. Not all local authorities in our family group (Fife,

Measure	Comments at Quarter 4 2017-18	Updated status at Quarter 2 2018/2019	Updated comments
	2016-17 will not be available until April 2018.		Dumfries, Falkirk, Clacks, S Ayrshire, W Lothian, Renfrewshire) have this capacity.
Home Care – as a proportion of home care clients aged 65+, the number receiving personal care	This measures are no longer gathered	A new measure for Self Directed Support is in our Resource Plan 18/19	No longer in Resource Plan
Home Care – as a proportion of home care clients aged 65+, the number receiving a service at weekends	This measures are no longer gathered	A new measure for Self Directed Support is in our Resource Plan 18/19	No longer in Resource Plan
Home Care – number of home care hours per 100 population aged 65+	This measures are no longer gathered	A new measure for Self Directed Support is in our Resource Plan 18/19	No longer in Resource Plan



# Report

7

Report to: **Social Work Resources Committee**  
 Date of Meeting: **20 February 2019**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **'See Hear' - Sensory Impairment/Performance  
Information - Staffing**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee that the financial allocation secured from the Scottish Government 'See Hear' framework will be utilised to drive forward the local 'See Hear' framework and action plan
- ◆ seek approval to recruit a dedicated Planning and Development Officer for one year to lead on the implementation of the action plan

## 2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that one full time equivalent (FTE) fixed term post of Planning and Development Officer on Grade 3, Level 4, SCP 70-74 (£33,249.68 - £35,311.82) be added to the establishment, as detailed in Section 5 of this report.

## 3. Background

- 3.1. Scottish Government and Cosla developed 'See Hear' a strategic framework for meeting the needs of people with a Sensory Impairment in Scotland April 2014.
- 3.2. They wanted to ensure that adults and children with a Sensory Impairment should expect seamless provision of assessment, care and support and the same access to employment, education, leisure, healthcare and social care as everyone else.
- 3.3. For the purposes of this strategy, Sensory Impairment includes varying degrees of hearing loss, sight loss and loss of both senses. It also covers people at risk of sensory loss and those who may be living with hidden and untreated loss which may be present in people with learning disabilities or conditions such as dementia or stroke. [See Hear - A Strategic Framework](#)
- 3.4. A research project was initiated with the assistance of the University of the West of Scotland, South Lanarkshire Health and Care Partnership (SLHCP) and North Lanarkshire Health and Care Partnership (NLHCP).

- 3.5. The research findings were published in a report See Hear – an exploration of people’s lived experience of having a Sensory Impairment in Lanarkshire. [See Hear report](#)
- 3.6. The report was widely distributed and was launched formally by the project group and representation from the Sensory loss community of Lanarkshire.

#### 4. **SLHCP Perspective**

- 4.1. Profile of our Sensory loss community (Source: South Lanarkshire Council (SLC) Central Research Unit)

Population Profile Definition	Number of People or %
Adults identify themselves as living with disability or long term health condition	97,480
Of which have a hearing impairment	3.2%
Of which have a visual impairment	3%
Primary school pupils with an additional support need	4964
Of which have a Sensory Impairment	181
Secondary pupils with additional support needs	3803
Of which have a Sensory Impairment	182
Additional support needs school pupils	347
Of which has a Sensory Impairment	71

- 4.2. The research project involved 63 participants exploring their lived experiences and resulted in a number of themes developing:
- ♦ awareness: to improve awareness of Sensory Impairment and to develop a partnership wide approach to the ongoing training and development of relevant staff groups, ensuring that those needs in relation to Sensory Impairment are identified at key points within a person’s journey and those needs are met effectively
  - ♦ physical access: the Partnership should consider accessibility of services for Sensory Impaired people, some of which fall within the private sector and the Partnership should consider how best to address this

- ♦ communication: to improve access to information and advice to ensure that people know where and how to seek advice
- ♦ social isolation: to develop more support groups/activities for people with a Sensory Impairment across Lanarkshire, thus reducing social isolation
- ♦ adapting to living with a Sensory Impairment: effective signposting to Rehabilitation Services and promoting self-management (for example developing lip-reading classes)

4.3. The national framework recommendations along with the research findings will assist to develop the action plan in order to drive forward improvement, and will form the work plan for the Planning and Development Officer post.

4.4. The recommendation of the national framework are summarised below:

- ♦ local Partnerships should consider options for the introduction of basic Sensory checks for people of a certain age and at agreed times in their pathway
- ♦ the Scottish Government should scope out the range of formal and informal training opportunities in relation to Sensory Impairment awareness
- ♦ local Partnerships should audit their skills base in relation to awareness of Sensory Impairment in the workforce, beginning in Older People's Services
- ♦ local Partnerships should be able to evidence that service planning reflects need in their area
- ♦ there should be robust systems for maintaining information locally and sharing this across agencies in relation to people who have received a diagnosis of a Sensory Impairment at any time from birth onwards
- ♦ agencies should review their compliance with the Equality Act 2010
- ♦ the Scottish Government should issue further guidance in relation to children and young people living with a Sensory Impairment

## 5. Employee Implications

5.1. In order to drive the project forward, one Planning and Development Officer (Sensory Impairment) will be based in the planning and performance team line managed by the Planning and Performance Manager, with operational support provided by Team Leader physical disability and Sensory Impairment team (Rutherglen/Cambuslang). This post will be for a year only to give impetus to the action plan.

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross cost
Planning and Development Officer (Sensory Impairment)	1	Grade 3, Level 4	70-74	£18.22 £19.35	£33,249.68 £35,311.82	£43,323 £46,010

## 6. Financial Implications

6.1. A budget for Sensory Impairment currently sits with the Team Leader, Physical Disability and Sensory Impairment team (Rutherglen/Cambuslang). This budget will be utilised to fund the post identified above. This budget was part of funding received from the Scottish Government to progress the national See Hear Strategic Framework.

## **7. Other Implications**

- 7.1. If we do not recruit to the above post there is a risk of failing to support our Sensory Impaired community by not implementing the national framework.
- 7.2. Having a dedicated post will provide impetus and add to the sustainable development of the action plan.
- 7.3. The Council is currently developing its British Sign Language (BSL) strategy and action plan, therefore, the work of this post will align well to this development.

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

- 8.1. An equality impact assessment has previously been undertaken as part of the research exercise.
- 8.2. Consultation was undertaken as part of the research exercise and the launch of the local See Hear Report.

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

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

31 December 2018

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

- ♦ support our communities by tackling disadvantage and deprivation and supporting aspiration
- ♦ protect vulnerable children, young people and adults
- ♦ deliver better health and social care outcomes for all

## **Previous References**

- ♦ none

## **List of Background Papers**

- ♦ [See Hear - A Strategic Framework](#)
- ♦ [See Hear report](#)

## **Contact for Further Information**

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

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# Report

8

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Director, Health and Social Care Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Operations Manager - Community Addiction and Recovery Services (CAREs)</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline the current arrangements for managing Community Addiction Recovery Services and the integrated Alcohol and Substance Misuse Service across South Lanarkshire Council and NHS Lanarkshire
- ♦ recommend the establishment of a joint funded Operations Manager, Community Addiction and Recovery Services (CAREs) that is employed through the Council

## 2. Recommendation(s)

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

- (1) that the content of this report be noted; and
- (2) that one full time post of Operations Manager on Grade 4, level 2-5, SCP 80-88 (£38,614 to £43,523) be added to establishment on a permanent basis.

## 3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 requires that certain services currently provided by local authorities and health boards should come together for the purpose of strategic planning and management, this includes services relating to substance misuse.
- 3.2. The delivery of integrated Alcohol and Drug Services has been deliberated upon nationally and locally since the inception of the Joint Future Agenda in 2002. There are many examples of integrated Alcohol and Drug Services across Scotland. The proposed model for integration in South Lanarkshire was agreed at Social Work Resources Committee in February 2018 and the Community Addiction Recovery Services (CAREs) was established with co-located and integrated staffing across South Lanarkshire.
- 3.3. The overall service is managed by a Service Manager for CAREs who has the strategic and operational responsibility for the overall service. This post holder is currently employed through NHS Lanarkshire, however, assumes all the day to day management and governance across both health and council staff.

- 3.4. The Service is hosted within the Rutherglen/Cambuslang locality on behalf of whole of the Partnership as a pan South Lanarkshire resource. Each locality has a CARES team within their locality and there are moves to co-locate and integrate all the teams across South Lanarkshire. The resource is still going through a transition as it moves to a fully integrated resource.
- 3.5. Through the first year of integrating the resources, the demand for access to the service has increased as the teams have developed. This has led to increased demands on the current management structure and, in order to meet the demand of the Council's statutory requirements, an additional post is required.
- 3.6. In addition, the complexity associated with this work, not only with the service user requirements, but also the complexity of working across a range of stakeholders and across the Council, has resulted in the need for this post.
- 3.7. Governance in relation to professional standards of clinical governance from a Health perspective and professional social work governance from a council perspective still need to be adhered too. The Service Manager for the Service receives their own clinical governance from a relevant health professional and in terms of the professional governance of social work staff it has been identified that this is a gap in the current model of delivery.
- 3.8. It is recommended in order to satisfy the professional governance standards, that a council employed management post be created to fulfil this requirement to maintain professional standards. This will ensure that the Operations Manager post for CARES can provide professional supervision and governance for the social work registered staff as part of their registration requirements.
- 3.9. The new post will enhance the continued transition to full integration. The new post will also support planned actions around implementation of the integration of the Service and the day to day management of staff across disciplines, however this will ensure that registration requirements in terms of professional governance can also take place within the resource. The Operations Manager will receive their own professional supervision from an identified Fieldwork Manager or qualified Social Work Manager within the host locality.

#### **4. Recommendation**

- 4.1. It is recommended that the Operations Manager, CARES post is employed under Council terms and conditions and registered with the Scottish Social Services Council, to work across Health and Social Work, to support the roll out of a fully integrated CARES resource.

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

- 5.1. The integrated post of Operations Manager, CARES will be filled on a permanent basis with joint funding between South Lanarkshire Council and NHS Lanarkshire from existing budget allocation within the integrated budget of the Service.

5.2. The following post be added to establishment as detailed:

Post	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost (inc on costs)
Substance Misuse Operations Manager	1	2	Grade 4, Level 2-5	80-88	£21.16 - £23.85	£38,614 - £43,523	£50,314 - £56,710

5.3. This post has been evaluated using the Council grading scheme.

## **6. Financial Implications**

6.1. The cost of this post will be met from existing budgets within the health, and council budgets currently allocated for CAREs. There is no additional costs to either the Council or health in creating this post.

## **7. Other Implications**

7.1. There are no additional risks associated with this report.

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

7.3. There is a statutory requirement that Addiction and Substance Services (CAREs) be included in the Health and Social Care Partnership hence the resource will also be accountable to the Integrated Joint Board as well as reporting the Council and Health Board.

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

8.1. There is no requirement for an equality impact assessment in relation to this report.

8.2. Trade Unions have been notified of the above development as have the staff and management of the Service.

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

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

14 January 2019

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

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

**Previous References**

- ◆ Social Work Resources Committee: 7 February 2018 Substance Misuse Services – Review of Funded Establishment

**List of Background Papers**

- ◆ None

**Contact for Further Information**

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

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# Report

**9**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Charging Policy for Non-Residential Services</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide the Committee with the Charging Policy for Non-Residential Services

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

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

- (1) that the updated Social Work Charging Policy for the charging of non-residential social care services, attached as an appendix to the report, be noted;
- (2) that the Director of Health and Social Care is authorised to update the policy annually in line with Cosla guidance: and
- (3) that further legislative changes, effective from 1 April 2019, in respect of the extension of free personal care to those under the age of 65 years will be noted in the charging policy for 2019/2020.

## **3. Background**

- 3.1. The Council-wide Charging Policy for 2019/2020 was approved by the Executive Committee on 21 November 2018. The Social Work Charging Policy is an extension to this policy.
- 3.2. The Social Work Charging Policy for Non-Residential Services was revised in 2010/2011 to take account of the principles of Cosla's national strategy and guidance on Charging for Non-Residential Social Care Services.
- 3.3. The Cosla guidance provides a framework that aims to maintain local accountability and discretion while encouraging councils to demonstrate that in developing their charging policies they have followed best practice. It also aims to create an enabling environment for local authorities to work together to achieve greater consistency across Scotland in terms of the charges levied on people who use services.
- 3.4. The Charging Policy is up-rated annually in line with Cosla guidance and the Council-wide Charging Policy.

## **4. Legislative Changes**

- 4.1. The Charging Policy document has been updated to take account of the Social Care (Self-directed Support) (Scotland) Act 2013 and the Carers (Waiving of Charges for Support) (Scotland) Regulations 2014.

- 4.2. The Social Care (Self-directed Support) (Scotland) Act 2013 requires local authorities to provide personalisation through a range of options with varying levels of choice and control to people with eligible support needs. The provisions of the Act came into force on 1 April 2014 and applies to all new Social Care clients from that date and to existing clients at the point of their next review. It describes how people can exercise choice and control over the support or services that allow them to live independently. This includes a new duty on the authority to provide four options to all adults, children and carers eligible for support or provided with services. It is a major culture shift in the way Health and Social Care Services are delivered towards a more person-centred and outcomes-focused assessment of needs and delivery of support.
- 4.3. The four options are:-  
Option 1 - direct payment  
Option 2 - individual service fund  
Option 3 - local authority managed  
Option 4 - a mix of the three options
- 4.4. The charging policy has been updated to take account of this legislation and the fact that, subsequent to a financial assessment, those individuals with the ability to pay may be required to fund a proportion of their overall budget, which has been calculated as appropriate to their needs and to achieve their outcomes. The contribution or 'charge' will therefore be linked to the personal budget and ability to pay rather than the services they ultimately utilise to meet their needs.
- 4.5. Where individuals are entitled to an element of free services, that is, free personal care, Cosla suggest that there is some retrospective attribution of 'service hours' to an individual's support plan. This means that the free personal care element can only be identified once the support plan is approved. The Policy has been updated to reflect this practice so that the actual contribution to be collected will be finalised once the support plan has been approved and any free budget elements identified.
- 4.6. Section 3 of the Social Care (Self-directed Support) (Scotland) Act 2013 gave local authorities the power to provide carers with support to help them continue in their caring role and, where the authority has decided to provide support, confers a duty on the local authority to offer the self-directed support options. The Carers (Waiving of Charges for Support) (Scotland) Regulations 2014 was introduced to prevent authorities from imposing any charges to the carer. The Regulations state that a local authority must waive charges where services are provided to adult carers under Section 3(4) of the 2013 and where services are provided to children who are in need under Section 22 of the 1995 Act because they are young carers.
- 4.7. The updated Policy document confirms the Council's Charging Policy for Non-Residential Social Care Services and will ensure transparency for staff and the public by being available via the internet and intranet.

## **5. Employee Implications**

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

## **6. Financial Implications**

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

## **7. Other Implications**

7.1. There are no risk implications associated with this report.

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

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

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

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

8.2. We have engaged with the Self Directed Support (SDS) Implementation Board, Legal Services and have adopted Cosla guidance.

**Val de Souza**

**Director, Health and Social Care**

7 January 2019

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

- ♦ achieve results through leadership, good governance and organisational effectiveness

## **Previous References**

- ♦ Executive Committee of 21 November 2018

## **List of Background Papers**

- ♦ Charging Policy for Non-Residential Services

## **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**

**Charging Policy  
for  
Non-residential Services  
  
2018-19**



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## **1. Introduction**

- 1.1 This document sets out the Council's Charging Policy for Non-residential Services.
- 1.2 The Charging Policy provides details of the legislative background to charges for non-residential services, and how supported persons' contributions are assessed, together with minimum income thresholds and tapers.
- 1.3 The charging policy has been developed in line with the principles of the COSLA National Strategy and Guidance on Charges Applying to Non-residential Social Care Services and the Scottish Office Circular SWSG1/1997 which sets out the powers local authorities have to charge for a range of non-residential services. South Lanarkshire Council reviews the policy on an annual basis.

## **2. Aims of the charging policy**

- 2.1 South Lanarkshire Council is committed to supporting people with social care needs to live at home independently, safely and for as long as possible. To help us to continue to provide services to people with a range of needs, we may need to charge for some care and support services.
- 2.2 Charges apply whether the service is provided by South Lanarkshire Council, by an external provider or for any other expenditure/services funded from a personal budget.
- 2.3 Charges and contributions are an important source of Council income and are a means to help with council- managed stretched resources and to help maintain and develop essential levels of service.

The main aims of the Charging Policy are to:

- provide a consistent, fair and transparent framework for charging
- recover appropriate costs of service provision
- maintain essential services and support high standards of care within available resources
- maximise the income of supported persons

## **3. Legislation**

- 3.1 The Charging Policy has been developed within the parameters of community care legislation and guidance. The legal basis for charging for non-residential services is the Social Work (Scotland) Act 1968, the Community Care and Health (Scotland) Act 2002 and the Mental Health (Care and Treatment) (Scotland) Act 2003.
- 3.2 In terms of the guidance on charging set out in the Scottish Office Circular SWSG1/1997 and with regard to the subsequent development of COSLA guidance, councils have the power to charge for a range of adult non-residential social care services. Details are provided in section 4.

## **4. Services which can be charged for**

- 4.1 Charges can be made for the following social care services:
  - care at home
  - day care

- domiciliary services, including meals on wheels
- wardens in sheltered housing
- laundry services
- aids and adaptations
- after-care services for people with a mental illness
- care and support services for those who have or have had a mental illness
- transport

Administration expenses can also be charged.

Charges for the Alert Community Alarm service, Frozen Meals service and Lunch Club meals are charged at a standard rate as determined by the Council Wide Charging Policy.

- 4.2 Supported persons in receipt of social care services or personal budgets will be offered a financial assessment to determine their ability to pay. This excludes the Alert Community Alarm service, Frozen Meals service and Lunch Club meals where there is a standard flat rate charge applied. See section 6 for the Financial Assessment Process.
- 4.3 The Social Care (Self-directed Support) (Scotland) Act 2013 requires local authorities to provide personalisation through a range of options with varying levels of choice and control, to people with eligible support needs. The provisions of the Act came into force on 1st April 2014 and apply to all new social care cases from that date, and to existing cases at the point of their next review. Self-directed Support enables people to exercise control over the use of resources identified to meet agreed outcomes. This requires the person to be aware of the financial value attributed to meeting their needs to allow them to make an informed choice about how it is used to meet their needs.

The charging policy will apply to Personal Budgets awarded and takes account of legislative requirements, such as free personal care. As Personal Budgets are awarded on an annual basis, the supported person will be required to complete a financial assessment to establish their annual contribution to their budget. The contribution will be calculated as a weekly equivalent sum. See appendix A for SDS Charging Process.

The contribution is directly linked to the approved personal budget and the supported person's ability to pay, not the services that the person ultimately utilises to meet their agreed outcomes. The contribution is therefore finalised once the details of the support plan have been approved to allow consideration of any free personal care.

## **5. Services which are not chargeable**

- 5.1 Legislation and the Scottish Office Circular SWSG1/1997 also sets out which services cannot be charged for and these include:-

- Services for people who are subject to Compulsion Orders under the Criminal Procedure (Scotland) Act 2003
- Nursing Care and Personal Care for people aged over 65 (see Appendix B for list of personal care tasks)
- Preparation of food for people aged over 65
- Advice and information about the availability of services, and assessment of care needs or care management

- 5.2 As recommended by COSLA, South Lanarkshire Council do not currently charge for services provided to people who are subject to Compulsory Treatment Orders under the Mental Health (Care and Treatment) (Scotland) Act 2003
- 5.3 The Scottish Office Circular SWSG1/1997 and subsequent COSLA guidance also encourages councils to exempt charges where a supported person is diagnosed as being terminally ill.

COSLA recommend that where a person, aged under 65, has a progressive disease where death as a consequence of that disease can reasonably be expected within 6 months and the prognosis can be evidenced through a DS1500 or letter from individual's General Practitioner or hospital consultant, charges should be waived.

South Lanarkshire Council waive charges to all supported persons who are deemed to be terminally ill, where it is evidenced by a DS1500 or if the person satisfies the special rules of DS1500 and evidence of prognosis is provided.

- 5.4 The Scottish Executive Circular (No. CD/2/2001) and subsequent updated COSLA guidance requires that home care should be provided free for up to 42 days to those aged 65 and over (on the date of discharge) following NHS in patient care or surgery as a day case (does not apply to A&E), who have been assessed as needing it.

Further considerations are:-

- Only new, intermediate or additional services provided after a person comes out of hospital will be free for a limited time. Services that were in place pre-admission and continue after discharge will continue to be chargeable.
  - Where the person is eligible for free home care, all social care services provided in the person's home are free, such as home care, laundry services and the shopping service.
  - The relief from charging does not apply to discharges following admission on a regular or frequent basis as part of the person's ongoing care arrangements e.g. admissions for respite care or for ongoing but episodic treatment.
  - Services provided wholly outside the person's home, such as day care, lunch clubs etc are not covered, and are therefore subject to the Council's charging policy.
  - The alert community alarm service is not free and will continue to be charged even during the hospital admission period.
  - After the 42 day period, the normal charging policy for non-residential services will apply.
- 5.5 South Lanarkshire Council has extended the above provision to the Supporting Your Independence programme, which is a six week programme of care to re-enable people who due to illness, injury or change in their personal circumstances require some extra support to live independently. During this period, supported persons will not be expected to contribute to their services. However, if services extend beyond the six week period, a financial assessment will be required to determine the person's ability to contribute to their care.
- 5.6 For services provided to children or their families, the charging policy should only be applied if the department does not have a legal or statutory duty to provide the service. South Lanarkshire Council do not apply charges to children under the age of 18. However, if a family is receiving care services which are directly attributable to the parents, then the service would be chargeable dependent on the family's personal/financial circumstances.

- 5.7 For Independent Living Fund cases, the Council will not apply its own charging policy due to the supported person being subject to a charge from ILF. It is the Council's expectation that supported persons will optimise other funding and income sources prior to taking up services. The cost of the services to the Council would therefore be net of such funding.
- 5.8 South Lanarkshire Council do not currently charge for Social Work funded equipment and adaptations for disabled people. Grants are available for some categories of adaptation work in privately owned homes. A mandatory 80% grant is awarded for eligible adaptations for disabled people once their needs have been assessed by an occupational therapist. A grant to cover the full costs may be made subject to eligibility, criteria and assessment. Work must be for standard amenities (including the provision of a low level shower or wet floor shower) or internal alterations. A charge (currently £50) is made towards the costs of administration of the grant.
- 5.8 The introduction of the Carers (Waiving of Charges for Support) (Scotland) Regulations 2014 requires local authorities to waive charges where services are provided to adult carers under section 3(4) of the 2013 Act and where services are provided to children who are in need under section 22 of the 1995 Act because they are young carers.

Charges for support to carers must be waived under the Carers (Waiving of Charges for Support) (Scotland) Regulations 2014 whereas support to a cared-for person (supported person) may be charged for. It is therefore necessary to establish whether support is being provided to the carer or cared-for person (supported person) in order to establish whether it may be chargeable.

## **6. The Financial Assessment Process**

- 6.1 A financial assessment is an integral part of the care assessment process to assess a supported person's ability to pay/contribute towards their services or personal budget and will take account of evidenced income, savings, capital and specific household expenditure.
- 6.2 It is the policy of the Council to include a benefits check to ensure that all benefits are maximised. The Financial Assessor will promote benefit take up for supported persons and where there is an entitlement to benefits, the assessor will assist in making the appropriate benefit application, if required.
- 6.3 Where there are issues with benefit outcomes, a referral may be made to the Money Matters Advisory Services (MMAS) for advocacy and advice.
- 6.4 Where the supported person has a partner, the financial assessment will be based on their joint income and capital and supporting evidence must be provided. Where there is any doubt or dispute regarding whether or not two people are living together as a couple, the Council will refer to the decision made by the Department of Work and Pensions regarding the entitlement to state benefits, whether as a couple or individuals.
- 6.5 Where the supported person or couple receive a range of care services or personal budgets, an assessed single charge will be calculated.

## **7. Timescales for Completing a Financial Assessment**

- 7.1 A financial assessment must be completed within 14 days of the request. A reminder will be issued providing a further 7 days and if no response is received, the supported person may be charged the actual cost of their care.
- 7.2 Where a financial assessment has been received and is incomplete, the Financial Assessor may complete an interim assessment pending the receipt of supporting documentation.
- 7.3 For an interim assessment, the assessed contribution will be communicated and a further 4 weeks provided to allow the supported person or their representative to forward the required supporting documentation or information.
- 7.4 If the documentation is not received by the due date the Financial Assessor will progress the application as a non-responder (please refer to section 9).
- 7.5 If the documentation is received to allow an accurate ability-to-pay assessment, the revised contribution will be effective from the initial implementation date. This may result in the contribution being increased or decreased and invoices being revised.

## **8. Non-disclosure**

- 8.1 Supported persons or their representatives who choose not to disclose their income will be charged the full cost of the chargeable element of their care or personal budget.

If they choose to disclose their income and complete a financial assessment with supporting evidence at a later date, the assessed contribution will be effective from the date the assessment is fully completed.

## **9. Failure to respond**

- 9.1 Supported persons or their representatives who fail to respond to the request to complete a financial assessment with supporting evidence will be charged the full cost of the chargeable element of their care or personal budget.

If they decide to respond and complete a financial assessment with supporting evidence at a later date, the assessed contribution will be effective from the date the full charge was initially implemented.

## **10. Calculating the supported person's contribution**

- 10.1 In accordance with COSLA charging guidance, the amount that a supported person has to contribute towards their care services or personal budgets should be based on their ability to pay. This is determined by the financial assessment process as detailed above. COSLA set a Minimum Income Threshold annually based on rates set by the UK Government Department for Work & Pensions.

- 10.2 There is no requirement to calculate a contribution based on ability to pay for the following services. South Lanarkshire Council charges a flat rate for these services:-

- Alert Community Alarm service
- Frozen Meals service
- Lunch Club meals

10.3 See Appendix C for flat rate charges.

## **11. Minimum income thresholds**

- 11.1 The minimum income thresholds are recommended by COSLA and set a level of personal income below which a person can receive care services or a personal budget without the need to pay a contribution towards the costs of the services they receive.
- 11.2 Supported persons whose income falls below the relevant minimum income threshold do not need to contribute towards their assessed care services or approved personal budget.
- 11.3 The minimum income thresholds are based on DWP rates together with a 25% buffer applied. The buffer is to help those on low income and to recognise that not all of a user's income above these DWP rates should be taken in charges.
- 11.4 The applied threshold is determined by the supported person's marital status and their pensionable age. The pensionable age is confirmed via the Department of Work and Pensions website.
- 11.5 See Appendix C for minimum income threshold values.

## **12. Charge taper**

- 12.1 COSLA recommends that councils should not base the supported person's contribution on all of the remaining income and that they should calculate the maximum contribution by determining a percentage of the remaining income which is available to the supported person over the threshold figure.

This determines the maximum total contribution required from the supported person for their services or budget, regardless of the cost of providing those services or budgets.

- 12.2 See Appendix C for the charge taper.

## **13. Income, benefits and disregards**

- 13.1 Income from all sources including Department of Work and Pensions (DWP) pensions /benefits and net income are taken into account in a financial assessment.

### ***Income / benefits disregarded in full***

- 13.2 The following types of income/benefits are fully disregarded:

- Disability Living Allowance (Mobility component)
- Personal Independence Payment (Mobility component)
- All benefits paid in respect of the supported person's dependent children, for example Child Benefit and Child Tax Credit
- Payments from the Independent Living Fund
- War Disablement Pension and compensation payments paid through the Armed Forces Compensation Scheme

### ***Income / benefits disregarded in part***

- 13.3 The following types of income/benefits are disregarded in part:

- Where night-time services are not provided by the local authority and the supported person receives either the higher rate of Disability Living Allowance (DLA) or Attendance Allowance or enhanced rate of Personal Independence Payment (PIP), only the middle rate for DLA, the lower rate of Attendance Allowance or standard rate for PIP will be taken into account
- Earned income - £20 disregarded

#### ***Disregards for couples***

13.4 There are a number of other disregards which may be applied in a couple's assessment, namely:-

- Where both receive social care services or a personal budget – standard disregards apply
- Where only one receives chargeable services or a personal budget:-
  - Disregard 75% of all partner's income / pension
  - Disregard all of partner's AA / DLA / PIP

#### ***Other Potential Disregards***

13.5 There are a number of other potential disregards recommended by COSLA.

13.6 The list of disregarded benefits or income which the Council will consider as a full or part disregard are noted in Appendix D.

13.7 The Financial Assessor will confirm the disregard applied in each individual case.

### **14. Capital taken into account**

14.1 Capital from all sources, including a partner's capital, is taken into account in a financial assessment.

14.2 The value of the supported person's home is excluded from the assessment.

14.3 There is no upper capital limit at which supported persons will be refused a service.

14.4 COSLA has recommended capital thresholds for calculating tariff income from capital. For any capital held above the threshold, a weekly income is assumed and this is added as 'tariff' income in the financial assessment.

14.5 Where a supported person has capital in excess of the amount to be disregarded and is in receipt of Income Support, there is no requirement to calculate the capital tariff contribution as this will already have been completed by DWP, with an appropriate adjustment to the amount of Income Support paid to the supported person.

14.6 See Appendix C for the capital and tariff income details.

### **15. Housing costs taken into account**

15.1 Housing costs which the supported person is responsible for and can provide evidence of, will be deducted from their total income, before calculating the contribution.

15.2 Housing costs are defined as follows:

- Rent
- Council Tax (including water and sewerage costs)

- Mortgage Interest Payments
- Household Insurance premiums i.e. building and/or contents insurance
- Lodging Allowance (flat rate set by the council)

Please note if Housing or Council Tax Benefit is in payment, only the rent and/or council tax actually paid by the supported person (if any) is taken into account.

- 15.3 Where DWP has included an allowance for housing costs in a supported person's benefits, the allowance should be disregarded in full and no deduction should be made for housing costs from their income.
- 15.4 The gross amount of social security benefits, prior to any deductions e.g. fuel deductions, social fund repayment rent or council tax arrears, should be the level of income used for calculating charges.
- 15.5 For couples' assessments, 50% of evidenced housing costs are deductible.

## 16. Treatment of compensation

- 16.1 COSLA recommends that councils should establish the breakdown of any compensation award and consider whether some elements of compensation payments should be included when assessing a supported person's ability to pay a charge.
- 16.2 All compensation awards are considered by the Council's Legal Team to ensure the treatment of the award within the financial assessment is accurate and fair.

## 17. How a supported person's contribution is calculated

- 17.1 Once a financial assessment is completed, the maximum supported person contribution is calculated as follows:-

(a)	Total Gross Income (including tariff income from capital)
(b)	Less applicable income/benefit disregards
	<b>= Total Net Income</b>
(c)	Less applicable housing disregards
	<b>= Total Assessable Income</b>
(d)	Less Minimum Income Threshold
	<b>= Total Excess Income</b>
(e)	Apply taper to total Excess Income
	<b>= Maximum Supported Person's Contribution</b>

Example:

*Assume single person under pensionable age with taper of 60%*

(a)	Total Gross Income (including tariff income from capital)	£280.00
(b)	Less applicable income/benefit disregards	£58.00
	<b>= Total Net Income</b>	<b>£222.00</b>
(c)	Less applicable housing disregards	30.00
	<b>= Total Assessable Income</b>	<b>£192.00</b>
(d)	Less Minimum Income Threshold	£134.00
	<b>= Total Excess Income</b>	<b>£ 58.00</b>
(e)	Apply taper to total Excess Income	£34.80
	<b>= Maximum Supported Person's Contribution</b>	<b>£23.20</b>



- 17.2 A supported person will not be charged more than their assessed maximum contribution, so if their chargeable services or budget is less than the maximum they will be charged the lower amount.

Example:

If the assessed maximum supported contribution is £50 per week, but the supported person only receives £30 of services per week, they will only be charged the cost of the service, that is £30 per week.

However if the assessed maximum supported contribution is £50 per week, but the supported person receives £300 of services per week, they will only be charged the maximum supported contribution, that is £50 per week.

## **18. When a Contribution is Effective From**

- 18.1 The assessed supported person's contribution is effective from the date the service or budget started. Once the financial assessment is completed, the financial assessor will communicate the contribution amount and effective date to the supported person or representative in writing.

## **19. How contributions and charges are collected**

- 19.1 The contribution to services or a budget will depend on the funding options chosen.
- Invoices will be issued 4 weekly in arrears, with the initial invoice covering the period from the start date of service or budget.
  - Where a Direct Payment has been chosen (a Self-directed Support funding option), the assessed contribution will be deducted from the payment at source. The supported person is therefore expected to pay their contribution into their nominated direct payment bank account to ensure their care service invoices can be paid in full each invoicing period.
- 19.2 Charges for the Alert Community Alarm Service, Frozen Meals and Lunch Clubs are collected as follows:-
- Alert Community Alarm service – an annual invoice is issued in advance
  - Frozen Meals service – payment to be made direct to the provider
  - Lunch Club meals – payment to be made direct to the lunch Club

## **20. Changes in circumstances**

- 20.1 If a supported person has a change in circumstances which affects their income or financial status, they should contact their financial assessor to carry out a review.
- 20.2 Any impact on the assessed contribution will be effective from the date of the change.

## **21. Changes in service provision**

- 21.1 For Self-directed support cases, service changes will have no effect on the contribution, as the contribution is directly linked to the approved personal budget and the supported person's ability to pay, not the services that the person ultimately utilises to meet their agreed outcomes.

A review of the contribution will only be carried out if the Personal Budget is reviewed/changed. This includes the requirement for an annual review.

- 21.2 For all other cases, the contribution may be affected by a change in service provision. Invoices will be amended accordingly.

## **22. Waiving and abating of charges**

- 22.1 COSLA recommends that councils use their powers to abate or waive charges on a case by case basis, where the supported person has difficulty in meeting the approved cost of the service due to their financial circumstances.
- 22.2 Where a supported person feels that they are suffering undue hardship due to the assessed contribution, they can request a review of their contribution. They can request this via their Financial Assessor or Lead Worker.
- 22.3 A Request to Review Contribution form will be issued for completion and the supported person will be required to complete a full statement of their income and outgoings.
- 22.4 The Director of Health and Social Care has the discretionary power to reduce or waive charges in cases of financial hardship and/or risk to the supported person and will consider the facts in each individual case. Waiving or an abatement of the charge may be considered where the supported person meets all of the following criteria:-
- Their circumstances are exceptional
  - The application of a charge would cause financial hardship
  - There is evidence of income and expenditure supplied to support the financial circumstances
  - There is evidence that benefits have been maximised

## **23. Annual review**

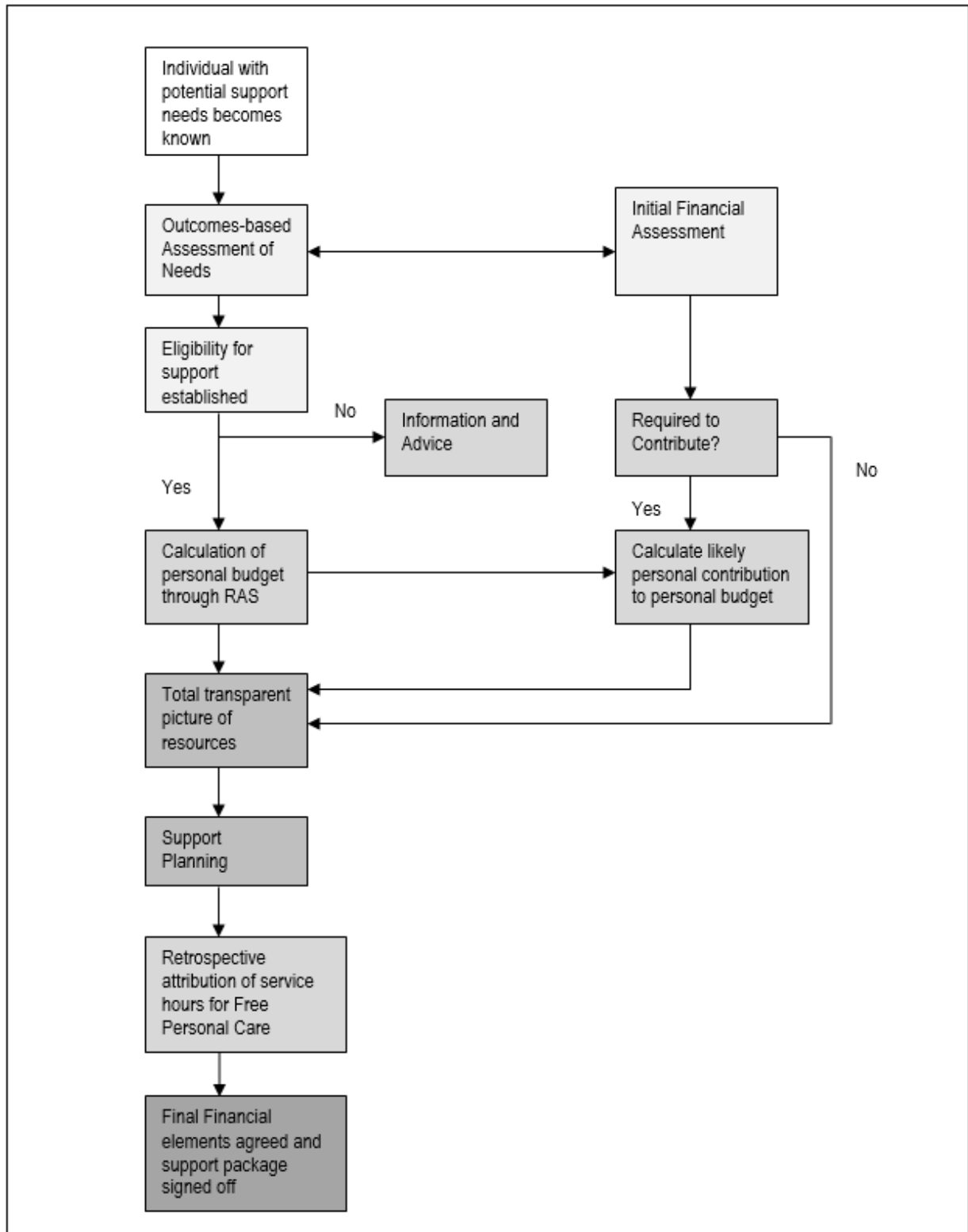
- 23.1 Financial assessments are subject to an annual review in line with the up-rating of DWP pensions and benefits.
- 23.2 Care and support plans, including personal budgets are subject to an annual review.

## **24. Data Protection**

- 24.1 Information provided by the Supported Person or representative will be treated lawfully and correctly in line with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.

## APPENDIX A

### Self-directed Support (SDS) Charging Process



(Excerpt from 'COSLA National Strategy and Guidance – Charges Applying to Non-residential Social Care Services 2018/19)

## **APPENDIX B**

### **Personal Care**

**These guidelines offer further explanation of the components of personal care and should be read in conjunction with the relevant legislative provisions.**

#### **Personal hygiene**

Help with washing as well as bathing and showering is included.

#### **Continence management**

Help with the use of continence equipment is included.

#### **Problems of immobility**

Only care provided to deal with the effects of immobility which directly meets personal care needs as defined by the Act is included (i.e. personal hygiene, continence management, eating, simple treatments and personal assistance tasks).

#### **Food and diet**

Food preparation and provision of meals are not included. However, assistance with eating, assistance to manage special diets and the assistance with the preparation of specialist meals (e.g. pureed foods) is included.

#### **Simple treatments**

Assistance with tasks in this component will continue to be in line with any local agreements defining task responsibilities of health and care at home staff.

#### **Personal assistance**

Help to move about indoors is included.

#### **Equipment & adaptations**

This relates to the provision of social and nursing care not the provision of equipment and adaptations. For the purposes of this policy, only memory and safety devices which help individuals to manage their own personal care needs are included (e.g. the use of personal reminder systems to allow individuals to manage their medicines or the use of sound/movement alarms linked to light controls to guide people with dementia to the toilet and minimise the risks related to wandering at night).

It must be noted that alert community alarms and other associated devices are not included above.

**APPENDIX C****2018/19 Values****1. Services which are not means-tested**

The following services are not means tested and are charged as follows:

<b>Service</b>	<b>Charge</b>
Alert Community Alarm	£82.68 per annum
Frozen Meals	£2.97 per meal
Lunch Clubs	£3.00 per meal

**2. Capital and Tariff Income**

<b>Category</b>	<b>Disregard Capital Below</b>	<b>Weekly Tariff Income</b>
Below state pension qualifying age	£6,000	£1 per £250 <sup>(1)</sup>
State pension qualifying age or above	£10,000	£1 per £500 <sup>(1)</sup>

**3. Minimum Income Thresholds**

The following minimum income thresholds are based on DWP benefit levels together with a 25% buffer applied:

<b>Category</b>	<b>2017/18 threshold</b>	<b>2018/19 threshold</b>
Single person below pension qualifying age	£133	<b>£134</b>
Single person above pension qualifying age	£200	<b>£204</b>
Couple below pension qualifying age	£202	<b>£204</b>
Couple above pension qualifying age	£305	<b>£311</b>

**4. Charge Taper**

The charge taper is 60%.

**Appendix D****Disregarded Benefits/Income List (may be full or part)**

Adoption Payments
Age-Related payments Act 2004 Payments
Bereavement Payment
Budgeting Loan
Carers Allowance (previously Invalid Care Allowance)/Carers Allowance Supplement
Carers Premium
Certain payments made to trainees
Charitable and special funds
Child Benefit
Child related premiums paid to pre April 2003 Income Support Claimant
Child Support Maintenance Payments
Child Tax Credits
Children's Benefits
Christmas bonus
Christmas Bonus paid with benefits
Cold Weather Payments
Compensation payments made through the Armed Forces Compensation Scheme
Council Tax Benefit / Council Tax Reduction
Dependency increases paid with certain benefits
Difference between higher and lower rate of Attendance Allowance and higher and middle rate of DLA care when the person is not receiving night-time services
Difference between enhanced and standard rate of Personal Independence Payment (Daily Living Component) when the person is not receiving night-time services
Direct Payments made by a local authority under Section 12B of the Social Work (Scotland) Act 1968 to Individuals in respect of a care service that they or a dependent child have been assessed as requiring
Disability benefits paid to client's partners where the partner is not a service user
Disability Living Allowance (Mobility component)
Disability payment in respect of child
Discretionary Housing Payments
Earnings
Far East Prisoner of War payment
Foster Payments
Gallantry Awards (e.g. GC, VC, similar from abroad)
Guardian's Allowance
Housing Benefit
Income from a "home income plan" annuity
Income from a mortgage protection policy
Income frozen abroad

Income in kind
Independent Living Fund Payments
Kinship Care payments
Personal Independence Payment (Mobility Component)
Non-dependent child payments
Non-therapeutic Earnings
Scottish Welfare Fund – Community Care Grants
Scottish Welfare Fund – Crisis Grants
Social Fund payments
Student Loan Repayment
Sure Start Maternity Grant
The Macfarlane Trust
The value of any ex-gratia payments from the Skipton Fund to people infected with Hepatitis C as a result of NHS treatment with blood or blood products
Therapeutic Earnings
Trainees' training premium and travelling expenses
Victoria Cross/Japanese Prisoner of War Payments
Victoria or George Cross payments
War Disablement Pension
War Pensioner's Mobility Supplement;
War Widow(er)'s supplementary pension
War Widow's Pension (but not War Widows' Special Payments).
War Widows Pension (pre 1973)
War widows special victims awards
War Widows/Widowers Pension.
War Widows' Special Payments
Where the Service User is a student, any grant payment for a public source intended for the childcare costs of a child dependent
Winter Fuel Payments
Work expenses paid by employer, and expenses paid to voluntary workers





# Report

**10**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Corporate Parenting - Update</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ update the Committee on South Lanarkshire's Corporate Parenting activity

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

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

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

## **3. Background**

- 3.1. South Lanarkshire has prioritised Corporate Parenting as one of the themed sub groups that supports the Partnership work of "Getting it Right for South Lanarkshire Children". The work of the Corporate Parenting sub group is overseen by the Getting it Right for South Lanarkshire's Children (GIRSLC) strategy group.
- 3.2. South Lanarkshire's first Corporate Parenting Strategy and Action Plan 2016-2018 was concluded with the publication of the second annual report in July 2018 which provides an overview of achievements throughout the year (Appendix 1).
- 3.3. Below are some illustrative examples of our achievements over the course of the last plan:
- 3.3.1. Core Commitment 1 - corporate parents will fulfil their responsibilities, listen and respond to the voices of children and families/carers
- ◆ children and young people accessed independent advocacy 281 times and regularly used questionnaires and meetings to support them to have their views and wishes heard
  - ◆ they contributed to a variety of strategic forums including the South Lanarkshire Council Corporate Parenting, the development of a child friendly version of the South Lanarkshire Children's Services Plan and the children's hearing national advocacy model
- 3.3.2. Core Commitment 2 - every child will have an agreed child's plan which will be regularly reviewed within agreed timescales
- ◆ the looked after children and education review process was streamlined into a single system with new guidance to ensure that the children and young people's wellbeing needs are regularly reviewed. This means children are involved in fewer meetings and the child's plans are clearer, with a reduction in disruptions, bureaucracy and duplication

- 3.3.3. Core Commitment 3 - clear pathways and support will be provided through all key transition stages
- ◆ in 2017 of the 25 children registered with a plan for adoption, 60% had a timescale of less than 12 months from decision taken to registration. This improved on the figure of 39% for the previous year
- 3.3.4. Core Commitment 4 - children and young people will be supported to improve their physical, emotional and mental health and wellbeing
- ◆ following the Lanarkshire school nursing review, looked after children's nursing team, merged with the school nursing teams
  - ◆ South Lanarkshire Leisure and Culture, Health Development Officers have provided presentations to a variety of social work teams to increase awareness of leisure opportunities for children and young people
- 3.3.5. Core Commitment 5 - all children will be treated fairly, have equality of opportunity and have a sense of belonging in their learning environment
- ◆ Head Teachers now use the insight toolkit to monitor attainment and show looked after children attainment data
  - ◆ 26 looked after young people accessed a range of opportunities such as Duke of Edinburgh award/Links-2-Life/H20+/ASDAN PSD/Grass Routes. The outcomes they achieved included training as youth workers, volunteering in communities and sustained participation in centre based activities
- 3.3.6. Core Commitment 6 - young people moving into adulthood will be supported to achieve their full potential in life
- ◆ all care experienced young people are now tracked and offered bespoke employability packages to meet their individual needs
  - ◆ collaborative working with New College Lanarkshire ensures that the needs of care experienced learners are taken account of in planning and prioritising at the post school transition stage
- 3.4. The Corporate Parenting sub group continues to meet on a quarterly basis to monitor the progress of the strategy and actions, highlighting good practice, ensuring the views of service user and other stakeholders are included and links with other relevant activity across the GIRSLC Partnership.

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

- 4.1. The new Corporate Parenting Strategy and Action Plan 2018-2020 was launched at the Corporate Parenting conference on 02 November 2018. It was developed following consultation with children, young people, parents and carers (Appendix 2).
- 4.2. The Corporate Parenting Strategy and Action Plan 2018-2020 has four core commitments and eight agreed actions to be taken forward for the next two years and provides a clear framework to achieve the planned improvements. The core commitments and associated activity are noted below:
- 4.2.1. Core Commitment 1 - corporate parents will provide a range of opportunities to listen and respond to the voices of children and families/carers
- ◆ our services will be as effective as they can be when influenced by the voices of care experienced children and young people by corporate parents who understand their responsibilities

- 4.2.2. A working group of corporate parents from Housing and Technical Resources, Social Work Resources, Education Resources, NHS Lanarkshire and Who Cares? Scotland is in place to take forward the development of the champions board. Different models will be explored that are in operation across the country that will ensure where children and young people are looked after and accommodated their needs are understood and their voices are heard.
- 4.2.3. Core Commitment 2 - sustain children with their families and within the community
- ◆ families will be supported to remain together within their communities
  - ◆ corporate parents will work effectively together to provide responsive, consistent and high quality assessment, planning, risk management and review
- 4.2.4. We are seeking to reduce the number of children being looked after outwith their family, aiming year on year to support children to live with their own families and/or kinship carers.
- 4.2.5. A new Under 12s Intensive Family Support Services (IFSS) is currently being developed. It will mirror the work that the over 12s IFSS provide. The new service known as Fás (Gaelic for Growth) will operate from a base in East Kilbride and support children and young people and their families across the Council area.
- 4.2.6. Core Commitment 3 - promote and support the health and wellbeing needs
- ◆ children and young people's health and wellbeing needs are regularly assessed, with bespoke multi-agency responses
  - ◆ children and young people will reach their potential across education, training and employment
- 4.2.7. The Scottish Attainment Challenge was launched by the First Minister in February 2015, focusing on improvement activity in literacy, numeracy and health and wellbeing in specific areas of Scotland and closing the poverty related attainment gap. Care experienced children and young people have been identified as a group who could benefit from the additional resources this workstream could provide. The Corporate Parenting group has identified a range of proposals including improving access to sport and leisure activities and mentoring support.
- 4.2.8. Core Commitment 4 - young people's rights to continuing care and aftercare will be respected and protected
- ◆ young people will be encouraged to remain in the care placements until ready to move on
  - ◆ young people will have bespoke pathways assessments and plans to support lifelong chances
- 4.2.9. The care leavers covenant supports the implementation of Part 10 of the Children and Young People (Scotland) Act 2014, supporting the 'aftercare' (advice, guidance and assistance) of care leavers transitioning into adulthood. It offers clear guidance on how to meet the needs of young people who are often disadvantaged as a result of their care experiences. South Lanarkshire has now signed the care leavers covenant and the related actions will be taken forward by the Corporate Parenting sub group. A mapping exercise has begun to align the care leavers covenant with the Corporate Parent Strategy and Action Plan.

4.2.10. Following from the Corporate Parenting Strategy and Action Plan 2016-2018, work continues to establish a multi-disciplinary throughcare and aftercare team. This will be delivered in two phases, firstly establishing a central team and secondly providing a core and cluster housing and support model.

#### 4.3. Corporate Parenting Conference

4.3.1. The Corporate Parenting conference was held on 2 November 2018. Over 160 people, including young people, were in attendance from a range of corporate parents including Education Resources, Social Work Resources, Police, Councillors and the third sector.

4.4. There was an array of presentations drawing on personal experience and motivation on the theme of 'What Matters to Me' given by Kevin Browne-MacLeod, Director of Care Experienced Membership, Who Cares? Scotland, James Docherty, Violence Reduction Unit and care experienced young people from South Lanarkshire who spoke about their personal experiences of their personal relationships with their foster carers and Social Workers and Teachers.

4.5. The event included the signing of the care leavers covenant and demonstrating South Lanarkshire's commitment to an agenda for change for carer leavers.

4.6. Attendees evaluated the conference very positively, remarking on the personal testimonies of the speakers having an impact on their understanding of their Corporate Parenting role.

### 5. Employee Implications

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

### 6. Financial Implications

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

### 7. 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. The Children and Young Person (Scotland) Act 2014 names 24 public bodies and all local authorities, NHS Scotland Health Boards, National Special Health Boards as well as all colleges and universities in Scotland as corporate parents.

7.4. A corporate parent is an organisation or person in power who has special responsibilities to care experienced and looked after children and young people, a group that includes:

- ◆ those in residential care
- ◆ those in foster care
- ◆ those in kinship care, who live with a family member other than a parent
- ◆ those who are looked after at home

7.5. As a corporate parent the Council has clear legal statutory requirements to fulfil for its looked after young people under the Children and Young Person (Scotland) Act 2014. This includes having a clear strategy and action plan, which is reviewed on an annual basis. As a corporate parent it is intended the Council will carry out many of the roles a parent would. Importantly, it should be able to provide the children and young people it is responsible for with the best possible support and care.

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

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

8.2. The strategy and action plan has previously been widely circulated and consultation activity has taken place with children and young people, all stakeholder and senior managers and staff.

**Val de Souza**

**Director, Health and Social Care**

24 December 2018

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

♦ Accountable, Effective, Efficient and Transparent

## **Previous References**

♦ Executive Committee of 24 February 2016

## **List of Background Papers**

♦ Appendix 1 – Corporate Parenting Annual Report 2018

♦ Appendix 2 – Corporate Parenting Strategy and Action Plan 2018 - 2020

## **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  
**Partnership**  
Stronger together

10

Safe Healthy Achieving Nurtured Active  
Respected Responsible Included



getting  
**it right**  
*for every child*  
in South Lanarkshire

South Lanarkshire **Corporate Parenting Strategy and Action Plan** 2016 – 2018

**Annual Report** July 2018

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## 3. **Next Steps**





# 1. Introduction

## Corporate Parenting Strategy and Action Plan 2016 – 2018 Second Annual Report

Partners have again worked hard, both individually and collectively, to bring about positive change for care experienced children and young people. A number of multi-disciplinary Task and Finish Groups were established to achieve the high aspirations detailed within the six Core Commitments highlighted in the Strategy and Action Plan. Further good progress has been made in this second year and an update of the last year's activity is captured within this report.

The Corporate Parenting Sub Group is one of the key sub groups within the Children's Service Planning structure and its remit was established within the groups Terms of Reference to:

- Produce and launch a Corporate Parenting Strategy and Action Plan
- Oversee the implementation and regular review of the Action Plan
- Monitor and report on progress against the action plan to relevant bodies/groups as required
- Highlight any good practice/business/obstacles to implementation either in single agencies or across agency boundaries
- Ensure the views of service users and other stakeholders are included in planning
- Link with other relevant activities and processes across Children's Services as relevant and required
- Ensure required reports on Corporate Parenting are provided to the Scottish Government accurately and timeously
- Contribute to workforce development and awareness raising in relation to Corporate Parenting duties and responsibilities

The Corporate Parenting Group includes partners from Social Work, Education, Housing (SLC), Who Cares? Scotland, NHS Lanarkshire, New College Lanarkshire, the Scottish Children's Reporter Administration and Skills Development Scotland. The group meets five times a year and reports regularly to the Getting it Right for South Lanarkshire Children's Strategy Group, Partnership Board and the Community Planning Partnership Board.

## 2. Core Commitment Updates

<b>Core Commitment 1:</b> <b>Corporate Parents will fulfil their responsibilities, listen and respond to the voices of children and families/carers:</b>	
<b>Outcome:</b> <ul style="list-style-type: none"> <li>• Children, young people and their families participate in decisions which affect them</li> <li>• Increased understanding of corporate parenting responsibilities</li> </ul>	
What we said we would do	What we have done
Champion the Corporate Parenting Strategy through the Getting It Right for South Lanarkshire Children's Partnership Board	<ul style="list-style-type: none"> <li>• Provided regular reports and updates to the Partnership Board so that they are kept fully informed on the needs and rights of care experienced children and young people, keeping their needs at the forefront of our governance structures</li> <li>• A Task and Finish Group is working on establishing a South Lanarkshire Champions Board</li> </ul>
Enhance structures and systems to gather, record and report on views of all looked after children	<ul style="list-style-type: none"> <li>• Children and young people accessed independent advocacy 281 times in the last year to support them to have their views and wishes heard</li> <li>• Liaison Meetings with Who Cares? Scotland are held quarterly, with quantitative and qualitative reporting and quality assurance. There is an increase of care leavers accessing advocacy</li> <li>• Children, young people and care leavers have shared their views via monthly Participation Groups<sup>1</sup> and have contributed to various strategic forums, eg South Lanarkshire Council corporate parenting website for care experienced children and young people, child friendly version of the South Lanarkshire Children's Services Plan and the Children's Hearing National Advocacy Model. They also contribute to the 1000 Voices project/the National Care Review</li> <li>• A range of questionnaires which capture children in foster care needs and views, eg within carers' annual reviews</li> <li>• Specific groups of adopted young people and those in foster care meet regularly with a range of activities and themed consultations. In recognition of the impact of fostering on the carers' own children, similar groups are held for their sons and daughters</li> <li>• During recruitment, prospective carers' own children are now invited to be briefed and for their questions/views to be sought</li> <li>• Children's views and personal journeys featured at conferences/learning events with written, verbal and filmed presentations. One participant said "the young adult experiences provided food for thought and were particularly powerful"</li> </ul>



<p>Enhance structures and systems to gather, record and report on views of all looked after children</p>	<ul style="list-style-type: none"> <li>• Children in SLC houses invited to comment on all aspects of their care and support through in/formal meetings and questionnaires which are reflected in house development plans. Coordinators and children co-produce monthly progress reports on their care journey</li> <li>• Young people's views were sought and reflected in the creation of the Child Sexual Exploitation protocols. Eg a section on all ages of children and young people's views being taken into account at every meeting and every opportunity is taken to seek their views in a number of creative ways using non/verbal evidence as appropriate</li> <li>• Improved engagement with birth parents and a 33% rise in the number attending Adoption panels in the last three years (16 this year). Tailored panels to suit birth parents' preferences, eg reduction of panel members where there are concerns about them attending a large meeting. Feedback is sought from all attendees following the panels</li> <li>• Fostering and Adoption Panel members' attendance at the Business Meeting where the annual report is discussed and recommendations on performance and any areas for service development are made</li> <li>• Documents adapted to ensure children are consulted and involved in discussions, eg Safer Caring Policy and Plans</li> <li>• Viewpoint has been used by children and young people who are looked after 78 times in 2016 and 78 times in 2017. A new contract with MOMO – A Mind Of My Own will replace Viewpoint later this year and will further enhance opportunities to gather and record children and young people's views</li> <li>• Established a Participation and Involvement Strategy Task and Finish Group chaired by Who Cares? Group undertook process mapping within South Lanarkshire and consulted with care experienced children and young people to support the overarching South Lanarkshire Participation and Involvement Strategy – Children and Family Service 2017 - 2020</li> <li>• A range of looked after young people are involved with Intensive Family Support Services (IFSS), with bespoke, individual, group and family interventions including Happy Families, Teen Talk and Time To Grow, which provide opportunities for views to be sought</li> <li>• A dedicated counsellor for the Family Placement Team has been appointed and is involved in direct, therapeutic work with children, birth parents, carers and families and adds value to the assessment, planning and review processes</li> <li>• A working group which held workshops to examine the reasons for placement disruptions identified the importance of listening to children and taking time to understand their behaviour. The Family Placement Team counsellor is undertaking focused work with young people which has undoubtedly played a significant role in helping to sustain placements and reduce the number of moves</li> <li>• The 0.5 counsellor within the PACT team continues to provide direct, therapeutic work with birth parents, potential carers and families for the very young children. The PACT team has been co-located within the Family Placement team which has enhanced partnership working</li> </ul>
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<p>Provide meaningful and regular engagement with parents, foster and kinship carers using existing forums or, where necessary developing new ones</p>	<ul style="list-style-type: none"> <li>• The South Lanarkshire Kinship Care Group meets monthly and provides support, information and training. The group received support from the STV Appeal Fund which provided a six week activity for 14 children and a respite weekend for 10 carers</li> <li>• Education Resources Inclusion Team briefed foster carers in terms of an ASN policy and procedures workshop</li> <li>• Further carer support groups meet regularly and 3 permanent carer support groups and 3 general carers support groups, all of which are successful. A maximum of forty carers have attended each meeting, with positive feedback, eg "best meeting I've experienced" and "we feel able to express our views and be listened to"</li> <li>• The Family Placement Team training programme for 2017 included 49 courses and provided 1053 places, which included an 18 week Nurturing Attachment course. A programme of Promoting Positive Behaviour training was introduced in January 2018 to include 18 carers, with the learning being shared with the Council's residential workforce</li> <li>• All children in foster care have placement agreements and their carers are clear about children's needs</li> <li>• Carers are now involved in carer recruitment activity and attend regular events to share their lived experience of the rewards and challenges of the tasks involved</li> <li>• External foster care providers have given positive feedback, describing the Council's timeous placement agreements as exemplary</li> </ul>
<p>Deliver a rolling programme of training and communication activity to raise awareness of corporate parenting responsibilities for all partners</p>	<ul style="list-style-type: none"> <li>• Regular briefs and presentations to the GIRFSL Strategy Group and Partnership Board</li> <li>• Continuing Care and Aftercare briefings to operational staff and associated webinar site developed</li> <li>• Shared corporate parenting strategies and plans with Skills Development Scotland, NHS State Hospital and New College Lanarkshire</li> <li>• Consultation and briefings on review of South Lanarkshire Kinship Care Policy</li> <li>• Corporate Parent visit to, then briefing for State Hospital social work team, with discussion on best practice for the care experienced patients</li> <li>• The Education Resources Framework for Inclusion and Equality includes information on the Designated Manager role</li> </ul>



## Core Commitment 2:

**Every child will have a Child's Plan which will be regularly reviewed within agreed timescales:**

### Outcome:

- Individualised plans are in place that safeguard each child's wellbeing needs

What we said we would do	What we have done
Streamline existing LAC and Education review processes into a single system	<ul style="list-style-type: none"> <li>• A successful pilot was completed in Hamilton in partnership with Education and Social Work, with positive feedback. Guidance has been drawn up to roll this out in the new term</li> <li>• The guidance introduces clearer structure and time frames to ensure that the children and young people's wellbeing needs are regularly review at 15 days, three months and nine months, which aligns with compliance with the SCRA Time Intervals</li> <li>• Children are involved in fewer meetings and child's plans are clearer, with a reduction in disruptions and bureaucracy in terms of duplication</li> </ul>
All children looked after at home and within kinship care will have an active Child's Plan (C60) which is regularly reviewed	<ul style="list-style-type: none"> <li>• All children and young people looked after at home and within kinship care have an active Child's Plan</li> <li>• The Performance and Continuous Improvement Group undertook an audit which focused on the quality of planning and review activity of 61 cases and learning activity has improved the quality of the child's plans</li> <li>• Following the findings of the Realigning Children's Services programme, two key themes are being taken forward through multi-agency Task and Finish Groups, one of which has been established to improve the outcomes for children looked after at home. The planned consultation with parents of those looked after at home will help broaden our understanding of the needs, risks and aspirations of families, which will help support individual Child Plans</li> <li>• A working group met to review and update the Council's Kinship Care Policy, which involved consultation with kinship carers, children and young people, Citizen's Advice Bureau</li> <li>• Briefings have been undertaken in all localities to update on legislation, advise that kinship carer assessments will now be approved within localities and chaired by senior managers who have local knowledge. Also, to ensure that kinship carers and children and young people within their care are reviewed on an annual basis</li> <li>• Care and Risk Management (CARM) policy, procedures have been introduced and support the assessment, planning and review processes for Child Plans, particularly for those at high risk to themselves and/or others</li> </ul>

### Core Commitment 3:

#### Clear pathways and support will be provided at all key transition stages:

##### Outcome:

- Planning processes for key transitions are more streamlined and effective

What we said we would do	What we have done
Map the key transition stages from birth to young adulthood, identifying areas for improvement	<ul style="list-style-type: none"><li>• The transition for care leavers was given priority. A report, options analysis and action plan was presented to the Heads of Service and a Throughcare and Aftercare Implementation Group has been established</li><li>• A multi-agency Throughcare and Aftercare Team is being established in two phases, initially to provide individualised pathways assessment, planning and review, with a specific focus on those with high levels of needs and risks, with the second phase to include core and cluster accommodation</li><li>• The governance arrangements for Continuing and Aftercare have been reviewed to improve the quality assurance of both strategic and operational activity, and the interface between the two</li></ul>
Reduce the number of placement moves within foster and residential care	<ul style="list-style-type: none"><li>• The 2016 – 2017 figures show an overall reduction of 31% in children experiencing moves during their care journey than in the previous year</li><li>• The figures also show a reduction of 36% in children experiencing up to three placements throughout their care journey than in the previous year</li><li>• The figure for children experiencing more than three moves remains the same, with seven children in this category. These are children with a complex range of needs and risks.</li><li>• There are three areas of development which will help to reduce this number over time:</li><li>• A new service will commence in October 2018 to provide Intensive Family Services for children aged 5 -12, which is similar to the Intensive Family Support Services for young people aged 12+ and will help to reduce children becoming looked after and enable us to comply with Part 12 of the Children and Young People (Scotland) Act 2014. The service will also reduce the need to source higher level resources</li><li>• Care and Risk Management (CARM) procedures and training were introduced in 2018 to embed CARM practice for managing children and young people to present a risk of serious harm within each locality. The aim is to ensure that presenting risks are managed effectively and minimized through effective communication, information sharing, assessment, multi-agency decision making and the implementation of effective risk management plans</li><li>• The working group which was established to reduce the number of placement disruptions within foster care led focus groups, developed a report and made a number of recommendations, some of which have been effective. For example the more effective carers' support groups and enhanced children's arrangements</li></ul>



Improve timescales for securing permanence	<ul style="list-style-type: none"> <li>In 2016 significant work was undertaken to address the issue of drift and delay in children's plans. This featured effective joint working with Family Placement Team and locality staff. 33 children were registered for permanence with a plan for adoption and 19 with a plan for permanent fostering</li> <li>In 2017 there was an anticipated reduction in numbers, however timescales had significantly improved following the outcomes of the previous year. Of the 25 children registered with a plan for adoption, 60% had a timescale of less than 12 months from decision taken to registration. The figure for the previous year was 39%. Similarly, of the 7 children registered with a plan for permanent fostering in 2017, 58% had a timescale of less than 12 months, with the previous year's figure being 26%</li> </ul>
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<b>Core Commitment 4:</b> <b>Children and young people will be supported to improve their physical, emotional and mental health and wellbeing:</b>	
<b>Outcome:</b> <ul style="list-style-type: none"> <li>Improved health and wellbeing</li> <li>Health inequalities gap is reduced</li> </ul>	
What we said we would do	What we have done
All looked after children will be offered a comprehensive Health Needs Assessment (HNA) of their physical, developmental, emotional and mental health needs	<ul style="list-style-type: none"> <li>In response to Lanarkshire School Nursing review both North and South Health and Social Care Partnership (HSCP) Looked After Children's Nursing team resource merged with the school nursing teams</li> <li>The new school nurse service has 9 priority groups, one of which is looked after children and care leavers</li> <li>The robust quality assurance monitoring and reporting on Cel16 established by the Looked After Children's Nursing team has now been embedded within clinical practice for our South School Nursing team and Health Visiting teams</li> <li>Looked After children and young people have priority access to NHS Sexual Health Services</li> <li>Stress and Distress 18+ in place. 16 and 17 year olds to be captured within the evaluation in terms of further developing the service</li> <li>All young people who have been accommodated are housed via a housing application and not through the homelessness route. The average age of young people accessing housing is 19 years, with an average of 80 days between activation and housing.</li> </ul>
Establish database to support monitoring and reporting requirements	<ul style="list-style-type: none"> <li>Database established and regular reports are submitted to the Corporate Parenting Sub Group and the Social Work Performance and Continuous Improvement Group</li> </ul>

<p>Increase partnership working to remove barriers and promote and sustain access to sport, leisure and cultural activities for all children</p>	<ul style="list-style-type: none"> <li>• As part of the Task and Finish Group action plan, the group developed systems to signpost and communicate to all professionals with information on leisure opportunities available using for example, email communication and VASLAN Locator Tool. This also includes a range of activities which are free including outdoor leisure pursuits.</li> <li>• South Lanarkshire Leisure and Culture Health Development Officers attending and presenting to a variety of Social Work Teams to increase awareness of leisure opportunities including ACE programme/Active Schools programmes and build relationships with Social Work staff</li> <li>• Children and young people encouraged to attend their own individual and group activities with their non looked after peers, eg in one of South Lanarkshire children's houses children and young people are keenly involved in Sea Cadets, Air Force Cadets, Boxing, Army Cadets, Mai Thai and Scouts, with inclusion in camps with other young people from the UK</li> <li>• Work is ongoing with Education Resources Inclusion Team and Active Schools to enable better identification of LAC through SEEMIS and positively discriminate LAC to ensure programmes are accessible</li> <li>• Education Resources – as part of the Designated Manager training the VASLAN Locator toolkit is highlighted to ensure families, children and young people know what is available to access in their own localities</li> <li>• For the last five years a quarterly newsletter Get Out There is written with and for care experienced children and young people is circulated to promote and share experiences on individual and group leisure, sport and cultural activities, celebrate achievements and provide details of forthcoming opportunities and activities</li> <li>• Eight young people were recently involved in the Who Cares? Scotland summer camp</li> </ul>
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#### Core Commitment 5:

**All children will be treated fairly, have equality of opportunity and have a sense of belonging in their learning environment**

#### Outcome:

**Education establishments work proactively to close the attainment gap**

What we said we would do	What we have done
<p>Education establishments continue to improve attendance and reduce exclusions for looked after pupils in order to increase levels of participation</p>	<ul style="list-style-type: none"> <li>• Education Resources Inclusion Team have ensured Headteachers are aware of the Government publications Included Engaged and Involved Part 1: Attendance in Scottish Schools, Included Engaged and Involved Part 2: A Positive Approach to Preventing and Managing School Exclusions and Respect for All: anti bullying guidance</li> <li>• Headteachers are aware of the drive to reduce exclusions and increase attendance rates</li> <li>• The Education Resources Operating Procedures A8 Exclusions are under review and will be published and implemented in August 2018. This includes a focus on LAC and other vulnerable groups of children and young people</li> </ul>





<p>Education establishments continue to improve attendance and reduce exclusions for looked after pupils in order to increase levels of participation</p>	<p><b>Attendance-Looked After at Home-School population in brackets</b></p> <ul style="list-style-type: none"> <li>In 2016-2017 this decreased to 79.8% (93.4%). The attendance of children looked after at home is 13.6% lower than the school population and is 5.5% lower than last year</li> </ul> <p><b>Attendance Looked After Away from Home</b></p> <ul style="list-style-type: none"> <li>In 2016-2017 this increased to 94.6% (93.4%). Children looked after away from home attendance is 1.2% higher than the school population. This is a consistently improving attendance pattern</li> </ul> <p><b>Exclusion-Looked After at Home</b></p> <ul style="list-style-type: none"> <li>In 2016-2017 this decreased to 0.38% (0.04%). This shows a reduction from the previous year of 0.09% and is 0.34% higher than the school population. This is a consistently improving pattern of reduced exclusions</li> </ul> <p><b>Exclusion looked After Away from Home</b></p> <ul style="list-style-type: none"> <li>In 2016-2017 this decreased to 0.22% (0.04%). This shows a reduction of 0.10% and is 0.18% higher than the school population. This is a consistently improving pattern of reduction</li> </ul>
<p>Provide further guidance to every school's Designated Manager in line with legislation to ensure the needs of looked after pupils are identified and supported in order to improve achievement and attainment</p>	<ul style="list-style-type: none"> <li>In relation to the SEEMiS information, most education establishments have at least one manager trained on the SEEMiS processes in the Wellbeing Assessment Toolkit</li> <li>The Wellbeing Assessment will replace the Single Agency Form by August 2018 and further SEEMiS training on Wellbeing Assessment specifically relating to LAC will take place by September 2018</li> <li>Head Teachers use the Insight toolkit to monitor attainment; this can be filtered to show LAC attainment data. This data should align with the ASP targets set</li> <li>An Audit of 50 Additional Support Plans is currently underway and areas for improvement will be provided after this process concludes</li> </ul>
<p>Provide learning opportunities to enhance skills, confidence and wider achievement</p>	<ul style="list-style-type: none"> <li>26 young people have accessed a range of opportunities such as Duke of Edinburgh Awards/Links-2-Life/H2O+/ASDAN PSD/Grass Routes. Outcomes achieved include training as youth workers, volunteering in communities and sustained participation in centre based activities</li> <li>47 different accredited and non-accredited awards have been accessed through Youth Learning Services</li> <li>One young person attending university was recognised by The Fostering Network at their awards ceremony</li> <li>South Lanarkshire's strong commitment to the Children Missing from Residential and Foster Care Partnership Protocol pilot has enabled young people to keep themselves safe by developing confidence and skills. This has been built on sound working relationships to encourage young people to be aware of and manage any risks, without being criminalised for similar behaviour to their non-looked after peers</li> <li>COVEY befriending services, which is commissioned from the third sector, have worked with 30 looked after children in the last year and three young people were supported through their Pathways to Confidence project with YMCA in North Lanarkshire. These parents/carers have received support and one parent attends our Parent and Carers Together group</li> </ul>

### Core Commitment 6:

**Young people moving into adulthood will be supported to achieve their full potential in life:**

#### Outcome:

- More young people will access and maintain positive post school destinations
- More young people will access and sustain accommodation that meets their needs when they move on from being looked after
- More young people will choose continuing care as an option

What we said we would do	What we have done
Increase access to dedicated support pre and post school transition in relation to education, employment and training	<ul style="list-style-type: none"><li>• Multi-agency care experienced tracking group has met regularly and all care experienced young people are tracked and offered bespoke employability packages to meet their individual needs. This group focuses on looked after away from home and now fully tracks looked after at home and young people involved in youth justice services</li><li>• The School Leaver Initial Destination report was issued in March 2018 and gives a snapshot in time of the destinations recorded for young people approximately six months after they left school</li><li>• Positive action was taken to review the existing identification, tracking and support process in place for young people looked after away from home. As a result a more robust 16+ LAAC tracking process is now in place supported by a group of managers across agencies. The remit of the group was extended in 2017 to include young people looked after at home who require support to achieve and sustain a positive destination</li><li>• In 2018 tracking now includes 29 young people age 15 and over who are currently accommodated by another host local authority and attending South Lanarkshire High Schools. This work is delivering outcomes in terms of % increase in positive school leaver destinations for all school leavers, as well as increased access to and coordination of support / resources to those most at risk. The reported figures for 2017 shows 89% of South Lanarkshire care leavers in a positive destination with a national average of 76.4%</li><li>• Collaborative working with New College Lanarkshire has ensured that the needs of care-experienced learners are taken account of in planning and prioritising at post school transition stage. This has resulted in the following progress:<ul style="list-style-type: none"><li>- Information leaflets for accessing dedicated support team throughout the college journey given to all care experienced learners at application stage</li><li>- Care-experienced learners are invited to be part of NCL's Corporate Parenting Team and provide feedback with regard to post school support.</li><li>- There is now a named Student Adviser as the main contact for Care Experienced Learners</li></ul></li></ul>



<p>All corporate parents will provide work experience, apprenticeships and employment opportunities</p>	<ul style="list-style-type: none"><li>• Work continues to identify Modern Apprenticeships and full time employment within the Council when this meets the needs of the young person</li><li>• A South Lanarkshire care experienced young person is employed by Who Cares? and the post is partially funded by SLC to support this service</li><li>• Work experience continues to be sourced to meet young people's individual needs and we will work towards improving the recording of this activity and the breadth of opportunities offered by partners</li></ul>
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## 3. Next Steps

The passion, commitment and partnership working across all agencies and resources will continue with clear leadership, challenge and support from the Corporate Parenting Sub Group.

Focus areas for the next two years:

- Complete stakeholder consultation and prepare, publish and promote the 2018 – 2020 Corporate Parenting Strategy and Action Plan
- Implement the Champions Board
- Sign up to the Care Leavers Covenant and align this with the next Strategy and Action Plan
- Host a further Corporate Parenting Conference – the theme is What Matters To Me
- Continue to support the Realigning Children's Service Programme to support closing the gaps in service and meet the needs of children and families living in our communities



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South Lanarkshire  
**Partnership**  
Stronger together

10

Safe Healthy Achieving Nurtured Active  
Respected Responsible Included



getting  
**it right**  
*for every child*  
in South Lanarkshire

# Corporate Parenting Strategy and Action Plan 2018 – 2020



I want a family who loves me



I never want to move again





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**achieving included**  
**nurtured**  
**healthy active**  
**responsible**  
**safe respected**



I love being with my friends



I like not being judged



# 1. Introduction

## 1.1. Getting it Right for South Lanarkshire's Children and Families' vision:

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

## 1.2. Definition of corporate parenting

South Lanarkshire embraces the definition as laid out in the Corporate Parenting Guidance (2015) as:

*An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver and through which physical, emotional, spiritual, social and educational development is promoted.*

Within the website for care experienced children and young people (2018) a corporate parent is defined as follows:

*"A corporate parent is intended to carry out many of the things a parent would. They may not be able to provide everything a loving parent can, but they should still be able to provide you with the best possible support and care. Corporate Parenting is intended to encourage people and organisations to do as much as they can to make sure children and young people feel in control of their lives and able to grow up safely, achieve all they can and overcome any barriers they face."*

## 1.3 Duties and responsibilities

Part 9 (Section 58) sets out the 'responsibilities' of corporate parents towards those who are care experienced. The six legal duties which every corporate parent must fulfil are:

- Be alert to matters which may harm the wellbeing of those who are care experienced
- Assess their needs for services and support
- Promote their interests
- Seek to provide opportunities to participate in activities designed to promote their wellbeing
- Take action to help them:
  - access opportunities to improve wellbeing
  - make use of services, and access the support
- Take any other action to improve the way we work together

The ultimate aim is to secure nurturing, positive childhoods, from which these extraordinary, and sometimes vulnerable, children and young people can develop into successful learners, confident individuals, responsible citizens and effective contributors.

## 1.4 What does it mean to be a corporate parent?

When a child or young person becomes looked after, the tasks of their parent become the responsibility of everyone working for the Council and partner agencies, and not just those working directly with Children's Services.

Corporate parents should always endeavour to achieve the same outcomes for care experienced children and young people as any parent would want for their own children. They will take responsibility for promoting and securing their wellbeing throughout their care journeys, which ultimately impacts on their lifelong chances. Corporate parents will identify the inequity for those who are care experienced and find innovative ways to close the gap between the vision, policy and practice, whilst being mindful of the detail of the unique inequality for each child and young person.

We must take a strategic, child-centred approach to service delivery and keep shifting the emphasis from **corporate** to **parenting**, taking all actions necessary to promote and support the health and wellbeing of a child from infancy to adulthood.

The specific intention of this Corporate Parenting Strategy is to further strengthen the ownership of responsibility for those who are care experienced with all key partners within the statutory and voluntary sectors. We will continue to promote and insist on nothing short of best practice.

## 1.5 What do we know about our care experienced children and young people?

Each child and young person who becomes care experienced will have had their unique pre-care experiences, often involving abuse and/or neglect. As corporate parents, we are not only accountable in terms of our statutory responsibilities, we are also privileged to work with and care for them, sharing their joys and challenges along their care journeys.

South Lanarkshire is committed to keeping children and young people at home, with their family/kinship and, where this is not possible within a family setting. Some children and young people with multiple complex needs are unable to live within a family setting and require the structure of a residential placement.

The number of South Lanarkshire's looked after children and young people as at 31 March 2018 was 579 as follows:

- 173 (30%) were at home with parents
- 128 (22%) were with friends/relatives
- 206 (36%) were with foster carers
- 72 (12%) were looked after in residential
- 0 were in secure accommodation

These figures show that the majority of looked after children and young people are cared for within a family (88%) and show a continuing trend. We aim to reduce the numbers of new children and young people being cared for within residential placements over the next two years.

The number of those eligible for aftercare has significantly risen due to the implementation of Part 10 of the Children and Young People (Scotland) Act which came into force just after the last strategy and action plan was written. The figure as at 31 March 2018 was 225 which represents a 236% increase in almost three years.



## 2. Current position

### 2.1 How did we get here?

The 2016 – 2018 Corporate Parenting Strategy and Action Plan has just ended. It is fair to describe the plan as having been very ambitious and, in terms of successes, these are captured within both the July 2017 and July 2018 annual reports. We also reported our progress to the Scottish Government at the end of March this year.

A number of Task and Finish Groups were established over and above the work going on individually across agencies by our well trained and talented corporate parenting partners. This approach will continue for the life of this strategy and action plan. It has been agreed that we will streamline the core commitments and associated actions for this plan so that they can be fully achieved over the next two years.

We are signing up to the Scottish Care Leavers Covenant in November 2018 to help improve the outcomes for care experienced young people. It was co-produced by a cross-sector alliance and its aim is to support the promotion of better outcomes provides structured themed improvement approaches across six key areas including:

- Health and wellbeing
- Housing and accommodation
- Education and training
- Employment
- Youth and criminal justice
- Rights and participation

In addition to local consultations, the findings of the Realigning Children's Services programme has been completed which involved 6,800 primary pupils, 9,313 secondary pupils and 510 parents and carers. This links to our children's service plan and, after broad consultation, two key areas of need were prioritised as a high priority, one of which is children and young people looked after at home. The work on the looked after at home population will form part of this strategy and action plan.

This year's corporate parenting conference theme is "What Matters to Me." This is to ensure that, throughout all the work on the vision, the policies and practice, we also truly listen and respond to what matters to those who are care experienced and those who care for them.

### 2.2 What do we want to achieve?

Taking account of our important corporate parenting duties, feedback from consultation and the learning from the past two years, we have identified four cross cutting Core Commitments with associated actions to further improve our outcomes with and for care experienced children and young people.

Current and future multi agency task and finish groups will continue and be developed over time to support each core commitment with easily identifiable objectives.

We love decorating the house at  
Halloween and Christmas



The four core commitments over the next two years are as follows:

## 2.3 Core Commitments

Commitment	What we plan to do
<b>Core Commitment 1</b>	<b>Corporate Parents will provide a range of opportunities to listen and respond to the voices of children and families/carers</b> <ul style="list-style-type: none"><li>• Our services will be as effective as they can be when influenced by the voices of care experienced children and young people by corporate parents who understand their responsibilities</li></ul>
<b>Core Commitment 2</b>	<b>Sustain children with their families and within the community</b> <ul style="list-style-type: none"><li>• Families will be supported to remain together within their communities</li><li>• Corporate parents will work effectively together to provide responsive, consistent and high quality assessment, planning, risk management and reviews</li></ul>
<b>Core Commitment 3</b>	<b>Promote and support the health and wellbeing needs</b> <ul style="list-style-type: none"><li>• Children and young people's health and wellbeing needs are regularly assessed, with bespoke multi-agency responses</li><li>• Children and young people will reach their potential across education, training and employment</li></ul>
<b>Core Commitment 4</b>	<b>Young people's rights to continuing care and aftercare will be respected and protected</b> <ul style="list-style-type: none"><li>• Young people will be encouraged to remain in the care placements until ready to move on</li><li>• Young people will have bespoke Pathways Assessments and Plans to support lifelong chances</li></ul>

We are proud living here –  
it's like being at home

*(young person from SLC children's house)*



## 2.4 How will we achieve this?

The four Core Commitments provide a clear framework to achieve the planned improvements. The attached Action Plan for 2018 – 2020 shows clear action areas to achieve the planned improvements.

The establishment of a Champions Board will provide a platform for looked after children, young people and care leavers to engage regularly and more fully with their corporate parents to discuss and make decisions. The board will provide real opportunities for young people to express their views and feel listened to. Not only will the board help to develop a better understanding of the needs of looked after children, young people and care leavers, it will also help to improve the self-belief and self-confidence of the children and young people. The board will discuss and agree a set of the children and young people's priorities which will be followed through and reported on an annual basis.

The findings of the two year Realigning Children's Services programme, which has published a full and executive summary reports will be further analysed and the data is being included across the life of the Getting it Right for every child in South Lanarkshire Children's Service Plan 2017 – 2020. The lead for the children's service plan attends all key sub groups and this helps to ensure that there is a clear connection in terms of strategic planning and reporting.

In terms of supporting this strategy and action plan, work continues to establish a multi disciplinary Throughcare and Aftercare Team which will come in two phases. Phase one involves establishing a central team and the second to include a core and cluster model with a block of flats and satellite flats supported from the core. The service will be available during core hours, evenings and weekends. The existing two training flats are also available to support a more extended transition for those who are ready to move on.

The above involves generous sharing of commitment and resources which will meet the needs of South Lanarkshire's care experienced young people and this is already evident within the Corporate Parenting Sub Group and across partners.

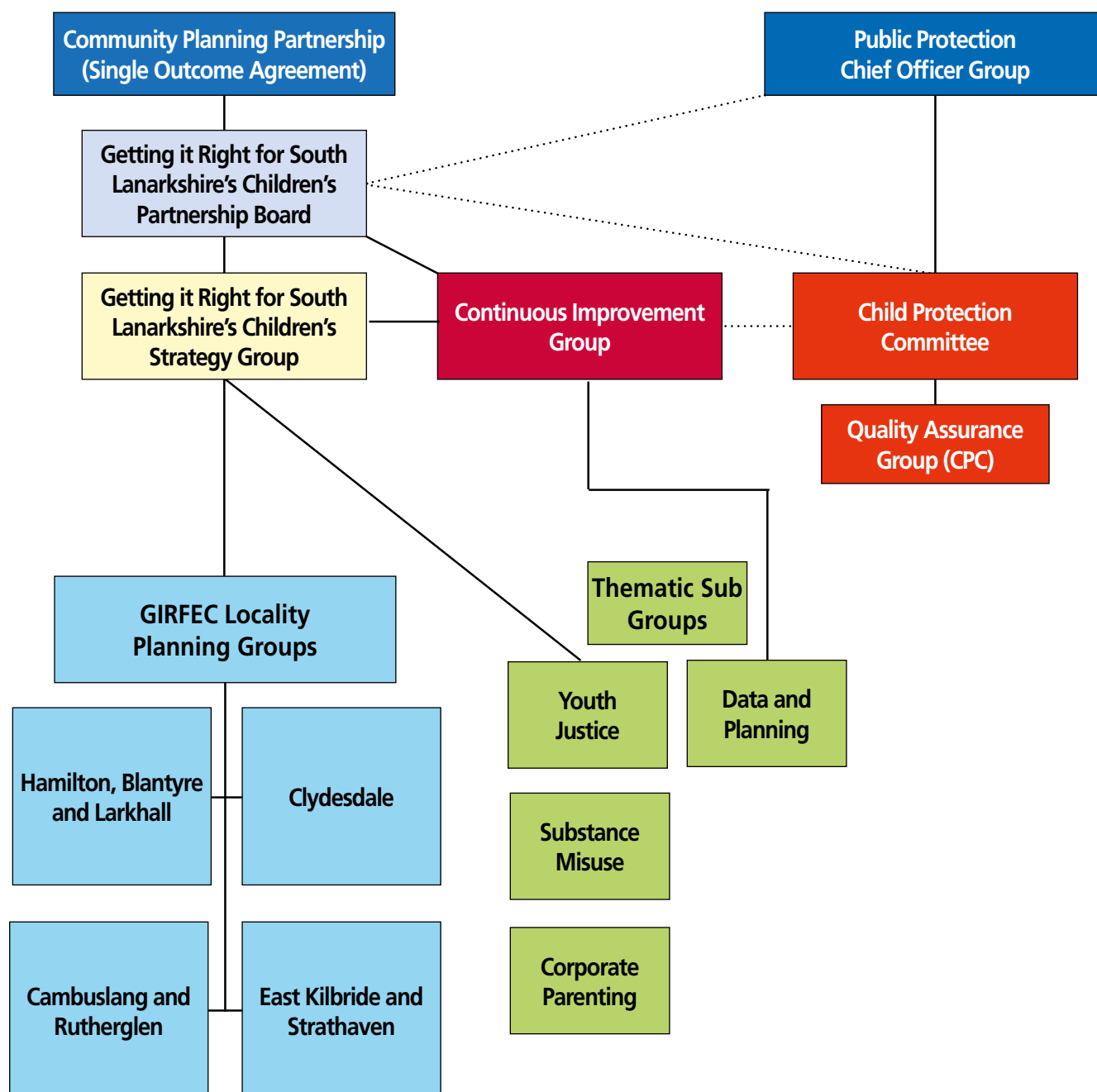


## 3. Governance

### 3.1 Structure

The Corporate Parenting Sub Group is responsible for demonstrating improved outcomes for our looked after population. The action plan will be evaluated and updated annually, reporting directly to the Getting it Right for South Lanarkshire's Children Strategy Group, with bi-annual reports to the Partnership Board.

The following chart shows our governance structure:







## Action plan 2018 – 2020

**Core Commitment 1: Corporate Parents will provide a range of opportunities to listen and respond to the voices of children and families/carers**

- Our services will be as effective as they can be when influenced by the voices of care experienced children and young people by corporate parents who understand their responsibilities

**Outcome:**

- Children and young people are confident their views will be respected and acted upon
- Increased understanding of corporate parenting responsibilities across all partners

Agreed action(s)		Outcome measures and targets	Measure	Lead officer	Timescale
1.1	Close the gap between care experienced children and young people's views and how and which services are provided	<p>Champions Board established, priorities agreed and progressed</p> <p>The Champions Board will empower young people to influence positive change</p> <p>The number of children and young people articulating their views will increase through improved systems to do so</p>	<p>Care experienced children and young people are given specific opportunities to influence and shape policy and services at a local level</p> <p>They will identify key priorities, any unmet need and receive feedback on their views and contributions</p>	Service Manager (Children and Justice)	August 2019
1.2	Provide regular briefings, to all partners and at all levels, to raise awareness of our corporate parenting responsibilities	Range and numbers of partners engaging	All partners are clear about their Corporate Parenting responsibilities and how their own role contributes to this	All members of Corporate Parenting Sub Group	July 2020

I want to be respected

### Core Commitment 2: Sustain children with their families and within the community

- Families will be supported to remain together within their communities
- Corporate parents will work effectively together to provide responsive, consistent and high quality assessment, planning, risk management and review

#### Outcome:

- Individualised plans are in place that safeguards the rights of children to be cared for within a family

Agreed action(s)		Outcome measures and targets	Measure	Lead officer	Timescale
2.1	Enhance the services and intervention methods to support a reduction in children being looked after outwith their family	The number of children being living with their own families will increase year on year	The under and over 12's targeted services will support more children and young people to remain with their families	Service Manager (Children and Justice)	July 2020
2.2	All children and young people at high risk of involvement in offending behaviour will be subject to multi-agency Care and Risk Management Procedures	There will be a year on year reduction in the numbers of young people being placed in external and secure placements and under 18 year olds being detained in HM Polmont YOI	The number of effective CARM risk management plans, which also balance needs, will increase	Service Manager (Children and Justice)	July 2020

Staff make me feel safe



Core Commitment 3: Promote and support the health and wellbeing needs					
<ul style="list-style-type: none"> <li>Children and young people's health and wellbeing needs are regularly assessed, with bespoke multi-agency responses</li> <li>Children and young people will reach their potential across education, training and employment</li> </ul>					
Outcome:					
<ul style="list-style-type: none"> <li>Effective and consistent assessment, planning and review processes are in place for all children and young people being looked after</li> </ul>					
Agreed action(s)		Outcome measures and targets	Measure	Lead officer	Timescale
3.1	Improve the timescales for reporting and responding to the health needs	Number of notifications and assessments on time	The number of children and young people's health needs are identified, addressed and recorded within their active Child Plans	Nurse Director	July 2019
		Number of multi-agency chronologies support more positive change before, during and after care journeys	Care experienced children and young people's assessment, planning and review processes will reflect an improvement in terms of their health and wellbeing	Service Manager (Children and Justice)	August 2019
3.2	Improve the attainment, attendance and school leaver destinations for all school aged children	Use and impact of specific resources, including the Scottish Attainment Fund and Youth Employability Service	Improved outcomes, particularly for those looked after at home	Quality Improvement Officer: Inclusion	August 2019

Carers are really supportive  
and will praise you and  
tell you congratulations

#### Core Commitment 4: Young people's rights to Continuing Care and Aftercare will be respected and protected

- Young people will be encouraged to remain in the care placements until ready to move on
- Young people will have bespoke Pathways Assessments and Plans to support lifelong chances

Agreed action(s)		Outcome measures and targets	Measure	Lead officer	Timescale
4.1	Support young people to remain in their existing placement until ready to move on	Number of young people remaining longer in their placements or a similar one, depending on their needs and wishes in their placements	The number of Pathways Plans and Reviews will increase  The age of those leaving care will rise	Service Manager (Children and Justice)	July 2020
4.2	Young people with complex needs / risks will have access to intensive throughcare and aftercare support	Incremental development of services is implemented  The number of young people's post transition moves will reduce  Care experienced young people will know who to contact for aftercare services	Figures of young people's adverse care leaver experiences is reduced  Care Leavers have a single point of contact	Service Manager (Children and Justice)	July 2020  December 2018

I don't want to have to repeat my life story again and again



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Phone: 0303 123 1015 Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)  
[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)



# Report

11

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Development of Strategic Commissioning Plan 2019 to 2022</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an update on the proposed work to develop the next three year Strategic Commissioning Plan 2019 to 2022

## 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 first draft of the Strategic Commissioning Plan, outlined in Appendix 1, be noted.

## 3. Background

- 3.1. As part of finalising the regulations and orders to support the Public Bodies (Joint Working) (Scotland) Act 2014, Integration Joint Boards (IJBs) were required to prepare and agree three year Strategic Commissioning Plans (SCPs) to enable integration arrangements to 'go live' within local partnerships.
- 3.2. The main purpose of SCPs is to set out how IJBs will plan and deliver services for their area over the medium term, using the integrated budgets under their control. SCPs also provide clarity to the parties (Council and NHS Board) regarding what they are required to operationally deliver and this sits alongside annual directions issued by the IJB.
- 3.3. In preparing and publishing SCPs, IJBs must ensure stakeholders are fully engaged in the preparation, publication and review of the SCP, in order to establish a meaningful co-productive approach, to enable integration authorities to deliver the nine national outcomes for health and wellbeing, and achieve the core aims of integration.
- 3.4. In March, 2016, South Lanarkshire IJB approved its first SCP covering the planning period 2016 to 2019. This Plan was very much seen as a first iteration setting out the key priorities for the future development of Health and Social Care Services in South Lanarkshire.
- 3.5. In providing assurance to the IJB that the strategic intentions outlined within the SCP were being implemented, Annual Performance Reports covering the period 2016/2017 and 2017/2018 have been presented as an outline of progress.

3.6. The current Plan is in its final year and in view of this, an update was tabled to the IJB at its meeting in June 2018 outlining the proposed work that would be undertaken in developing the next iteration of the SCP for the period 2019 to 2022.

3.7. A project plan with associated milestones was tabled to this effect.

#### 4. Progress to Date

4.1. Progress with the development of the Plan is in line with the original project plan. Since the last update to the IJB, a number of important pieces of work have either been progressed or are scheduled. A first draft of the Plan is outlined in Appendix 1 and has been laid in such a way that it follows a recognised strategic commissioning cycle of analyse, plan, do and review. In summary, the draft plan seeks to cover the following:

Section	Detailed Covered
Introduction	Provides information on the purpose of the Plan, how it has been developed and the leadership and governance arrangements.
Vision	Sets out the locally agreed vision for Health and Social Care Services and our duty to deliver the nine National Health and Wellbeing Outcomes set out in the Public Bodies (Joint Working) (Scotland) Act 2014.
Analyse	Main areas covered include: <ul style="list-style-type: none"> <li>♦ policy and legislation affecting Health and Social Care</li> <li>♦ what has worked well?</li> <li>♦ what the strategic needs analysis tells us</li> <li>♦ what the public and stakeholders have told us</li> </ul>
Plan	Covers how we intend to prioritise and plan services to respond to the information gathered through our analysis. In doing so, this covers the main strategic intentions against the strategic themes identified and agreed with stakeholders and the public.
Do	This section of the Plan covers how will we develop the necessary capacity and deploy our resources with regards to: <ul style="list-style-type: none"> <li>♦ organisational development</li> <li>♦ workforce</li> <li>♦ the market</li> <li>♦ enablers to support better integration</li> </ul>
Review	Provides a commitment with regards to how progress will be measured to understand if the Plan is delivering the strategic intentions set out and in turn support the achievement of better Health and Social Care outcomes for the public.

4.2. One of the cornerstones of developing the Plan has been the commitment to engage with all key stakeholders. This has been undertaken in line with the IJB participation and engagement strategy and in particular the national standards for community engagement. In September 2018, the first round of locality consultation sessions took place in each of the four localities and this was followed by a second tranche of events in December 2018. This suite of eight events in total were very well attended with between 80 and 120 people participating in each event. Attendance comprised of 50% of places being allocated to Health and Social Care staff with the remaining 50% made up of members of the public, carers, third sector – covering a range of voluntary organisations, the independent sector and elected members.



- 4.3. The events themselves focused on sense checking the 10 priorities agreed as part of 2016 to 2019 Plan (Appendix 2), what is working well across localities, the main challenges and learning points and the key changes that should be reflected in the new plan. Detailed feedback has been recorded for each of the four events.
- 4.4. In addition to the above, further participation and engagement activity has taken place through input to the four locality third sector forums in September 2018 and the launch of an online public consultation on the Plan and future priorities.
- 4.5. The electronic survey and public information supporting this went live on 12 October and ran for six weeks, closing at the end of November 2018. From a participation viewpoint, 240 members of the public completed the survey, which in itself is five times more than the consultation with the previous plan. The split across the four geographical areas of responders was as follows:
- ◆ 21% from Clydesdale
  - ◆ 21% from East Kilbride/Strathaven
  - ◆ 28% from Hamilton/Blantyre
  - ◆ 10% from Rutherglen/Cambuslang
  - ◆ 20% from outwith South Lanarkshire or where no locality was declared
- 4.6. Given the strong and well developed partnership working with the Council's Housing and Technical Resources and wider housing sector and the fact that the Plan has to reflect the housing contribution, information was also drawn from the successful consultation activity related to both the local housing strategy and rapid rehousing transition plan development.
- 4.7. In totality, the key messages emanating from the public and stakeholder consultation activity to date were:
- ◆ consensus that the vision of working together to improve health and wellbeing in the community – with the community and the original 10 strategic themes remain as relevant today as when first agreed in 2016
  - ◆ in prioritising the 10 strategic themes, the public deemed the most important three to be early intervention, prevention and health improvement followed by mental health and then delivering our core duties
  - ◆ there are a number of new and emergent areas where we need to provide an increased focus including mental health, transitional arrangements from children's services to adult services and homelessness
  - ◆ more work required in developing the enablers to integration, for example shared information systems, co-location in shared buildings and more integrated management systems
  - ◆ the importance of strengthening locality planning and recognising the opportunity to coordinate services better within localities, even where there are multiple points of contact
  - ◆ developing different models of intermediate care to support people to remain at home
  - ◆ promoting models of self-care and self-management, in particular enabling the public to look after their own health and wellbeing

## **5. Next Steps**

- 5.1. There remains work to be done in finalising the draft Plan and this will continue to be progressed with the key partners of the Council, NHS Board, third and independent sectors.

- 5.2. Prior to final sign off of the Plan at the IJB meeting on 25 March 2019, the Plan will be presented and discussed at the following forums:-

<b>Forum</b>	<b>Date of Meeting</b>
Strategic Commissioning Group	30 January 2019
NHS Corporate Management Team	11 February 2019
Integration Joint Board	12 February 2019
Council Corporate Management Team	14 February 2019
Social Work Resources Committee	20 February 2019
IJB Performance and Audit Sub Committee	26 February 2019
NHS Lanarkshire Planning, Performance and Resources Committee	27 February 2019
Council Executive Committee	13 March 2019
Integration Joint Board	25 March 2019

- 5.3. Each iteration of the Plan will therefore consider and account for any further feedback and suggested amendments arising from the orientation of the forums listed above.
- 5.4. Importantly, once the Plan is approved, any new 'directions' issued by the IJB will be required to have the necessary read across and relevance to the Strategic Commissioning intentions articulated within the Plan. In turn, this will give the necessary clarity to the Council and NHS Board and primary operational delivery bodies of Health and Social Care Services.

## **6. Employee Implications**

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

## **7. Financial Implications**

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

## **8. Other Implications**

- 8.1. There are no other 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. Planned consultation arrangements are as outlined above and an equality impact assessment is currently in progress as part of developing and finalising the Plan.

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

21 January 2019

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

- ◆ Accountable, effective, efficient and transparent

**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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*Working together to improve health and wellbeing  
in the community – **with** the community*

# **South Lanarkshire Health & Social Care Partnership Strategic Commissioning Plan 2019-22**

## FOREWORD

Welcome to the second Strategic Commissioning Plan 2019-22 of the South Lanarkshire Integration Joint Board (IJB). It has now been three years since the IJB was first established and there has been significant progress toward the developed of better integrated health and social care services for the people.

This plan has been developed through comprehensive Partnership and governance arrangements to ensure that the strategic direction outlined in this plan reflects the wishes and aspirations of the people of South Lanarkshire and also the national planning priorities set out by the Scottish Government.

Similar to the previous plan, the Partnership are continually strives to develop better integrated health and social care services for the people of South Lanarkshire and there have been a number of very positive achievements made over the 2016-19 period and these are detailed with this plan.

However, it is recognised that nothing stand still as demand for health and social care is continues to change with people live longer, coupled to their needs becoming more complex. In meeting these challenges, the delivery of health and social care services will require to change. This has been clearly reinforced from the consultation and engagement undertaken with key stakeholders and the wider public in developing this plan. A clear message that has come back consistently is the importance of early intervention and prevention and shifting the balance of care towards more community based provision. This is consistent with previous feedback and it is therefore incumbent on the Partnership to demonstrate how services are designed and transformed to meet the aspirations and needs of people in South Lanarkshire.

The Partnership vision of “working together to improve health and wellbeing in the community – with the community” reflects these aspirations and we will aim to provide a high quality and sustainable model of community based care as part of this vision. To make this happen, an ambition of this plan will be to look at how we can realistically shift our resources towards a long term agenda based upon interventions at the right time in the right place. Some of this will require transformational change decision to be taken and this is something that the IJB is keen to embrace with its Partners.

However, this cannot be achieved in isolation. The role of communities and individuals is central to this and the philosophy through our Building and Celebrating Communities approach will be to work with communities to identify what they are best placed to do for themselves and where they then require support from the Partnership in achieving their personal outcomes. This assets based approach will be intrinsic to the implementation of this plan and will be our overarching theme and central to investment being placed upon strong and effective locality planning.

As always, the ongoing development of the health and social care services relies heavily on the continued commitment of our staff and partners. We would like to thank everyone who has taken the time to contribute to Commissioning Plan which reflects the needs and ambitions of South Lanarkshire and are looking forwards to working in close partnership with you as we shape health and social care for the future.



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## SECTION ONE: Introduction

### 1.1 Purpose of this Strategic Commissioning Plan

The South Lanarkshire Strategic Commissioning Plan (SCP) sets out the overall strategy for health and social care services over the next three years. Although covering a three year period, the plan very much looks beyond this, given that the changes in population health and social care needs do not standstill.

Simplistically, this plan provides a direction of travel to:

- Deliver against the Scottish Government strategic aspiration to shift the balance of care through the provision of services which are designed and delivered in the person's home and community
- Demonstrate how the Partners will work to deliver the 9 National Health and Wellbeing Outcomes
- Respond to what the public and key stakeholders told us was important to them through our extensive and ongoing consultation and engagement activity
- Take account of the strategic needs profiling of the population of South Lanarkshire

### 1.2 The Key stakeholders in developing and implementing the plan?

In line with the statutory requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, South Lanarkshire Council and NHS Lanarkshire established a formal integration arrangement to oversee the strategic development of health and social care services. On the 01<sup>st</sup> April, 2016, South Lanarkshire Integration Joint Board (IJB) assumed responsibility for the strategic direction of health and social care services in South Lanarkshire.

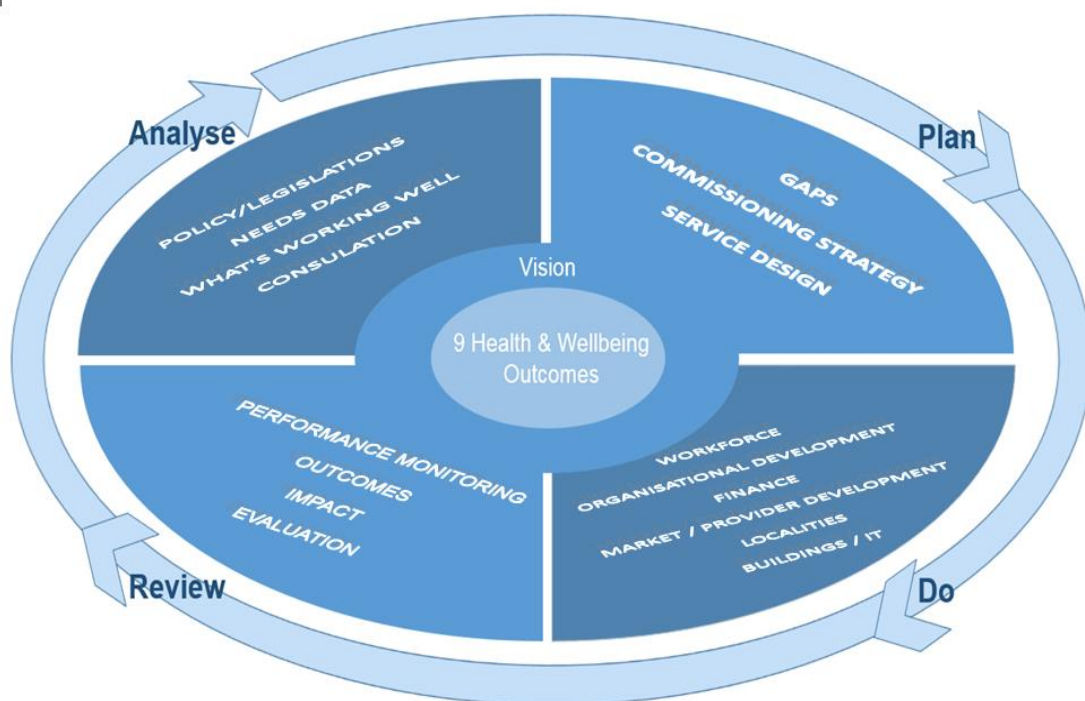
South Lanarkshire IJB is the body responsible for preparing this Strategic Commissioning Plan, which sets out how resources will be directed to secure better health and wellbeing outcomes, vision and key strategic themes developed with stakeholders and the public as outlined in section three.

Collaborative working is critical to the success of delivering the vision set out in the plan. South Lanarkshire Health and Social Care Partnership supports the IJB to operationally deliver community based health, social care and elements of housing services in South Lanarkshire, and is made up of the following organisations:

- NHS Lanarkshire
- South Lanarkshire Council
- Third sector organisation (represented through the Third Sector interface Voluntary Action South Lanarkshire (VASlan))
- Independent care organisations (represented by Scottish Care)

### 1.3 How has the Plan been Developed?

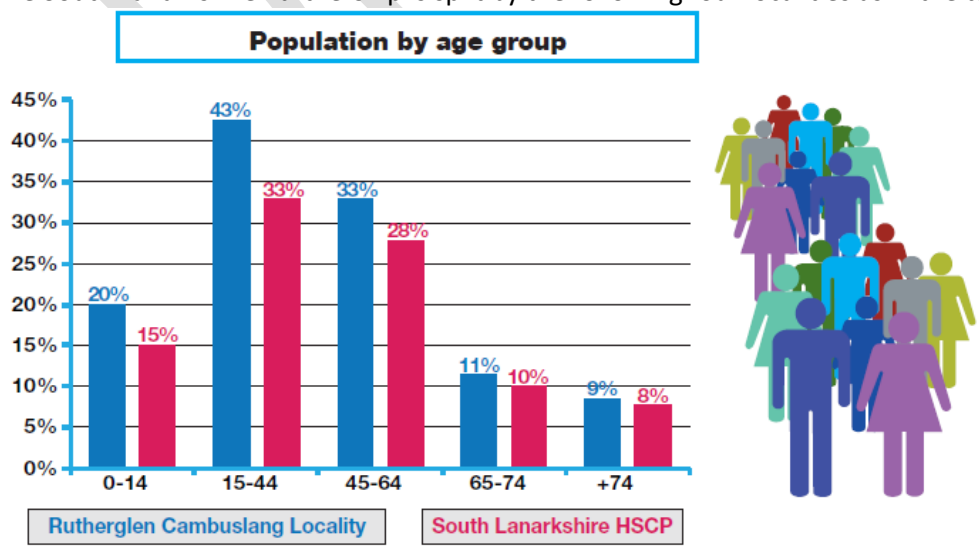
The plan has been developed through a recognised strategic commissioning process which considers a four step cyclical approach of *analyse, plan, do and review* as outlined in the diagram below.



This plan will take each of the steps in this model to describe how we have developed our strategic intentions to improve health and social care services. Underpinning this approach outlined above is a similar methodology within each of the four localities as outlined below.

#### Locality Planning

The South Lanarkshire Partnership is split by the following four localities as in the table below:



Locality	Population 2016/17
Hamilton/Blantyre ( <a href="#">ADD LINK TO LP</a> )	108,030
East Kilbride ( <a href="#">ADD LINK TO LP</a> )	87,380
Clydesdale ( <a href="#">ADD LINK TO LP</a> )	61,474
Rutherglen/Cambuslang ( <a href="#">ADD LINK TO LP</a> )	60,216
<b>Total</b>	<b>317,100</b>

Each of the four localities has developed a locality plan which takes account of their own unique strengths and assets, as well as challenges within the locality. We are working to ensure that services provided within these areas are meeting the needs of the people who live there.

All four localities have their own Locality Planning Group, these groups are the voice of the local community within the Partnership and have real influence to effect changes at a local level. These forums work within our Strategic Planning Group which has oversight of the South Lanarkshire Strategic Plan.

#### **1.4 How will the plan be implemented in practice?**

The development of the SCP has been led by the South Lanarkshire IJB and more specifically the Strategic Commissioning Group. Specific governance arrangements established for the IJB include a Strategic Commissioning Group (SCG) and four Locality Planning Groups (LPG), of which each has its own locality plan which underpins the overall SCP.

The SCP has read across and other important plans including the Community Plan, Local Housing Strategy (LHS), Children's Services Plan and NHS Lanarkshire's Achieving Excellence Strategy.

All these key stakeholders contribute to the development and delivery of this partnership plan. The IJB is responsible for approving the SCP and in turn, then directs both South Lanarkshire Council and NHS Lanarkshire to operationally deliver the strategic intentions outlined in this plan.

Simplistically the following diagram explains the role of the IJB (Strategic) and the HSCP (Operational) in executing the development and delivery of the plan.

IJB

- Developing and Leading the Strategy

HSCP

- South Lanarkshire Council
- NHS Lanarkshire
- Third Sector
- Independent Sector

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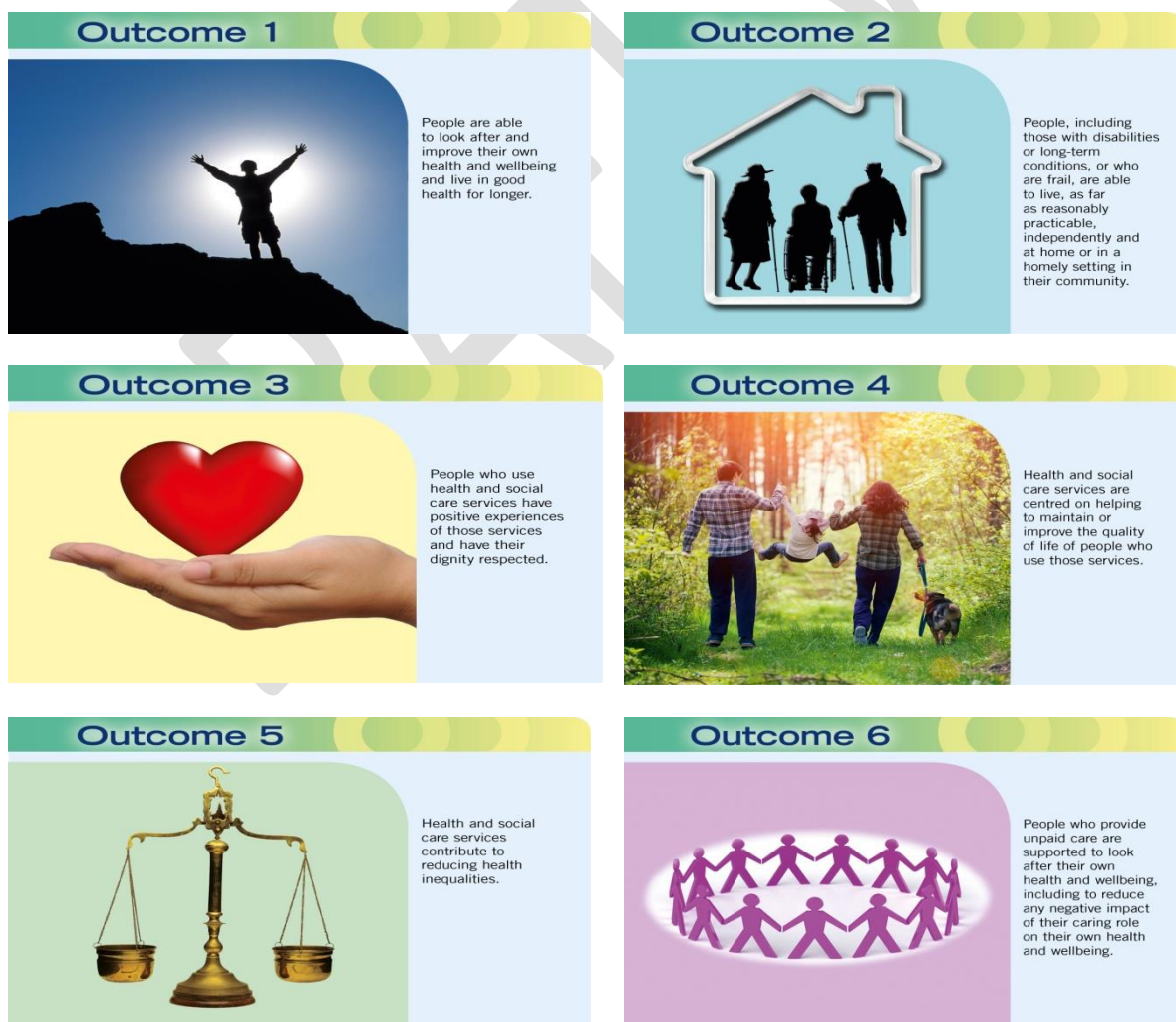
## SECTION TWO: The Vision for the People of South Lanarkshire

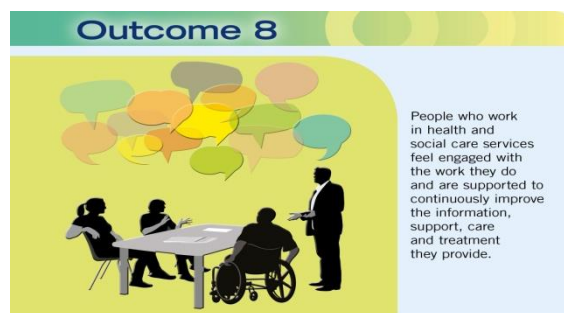
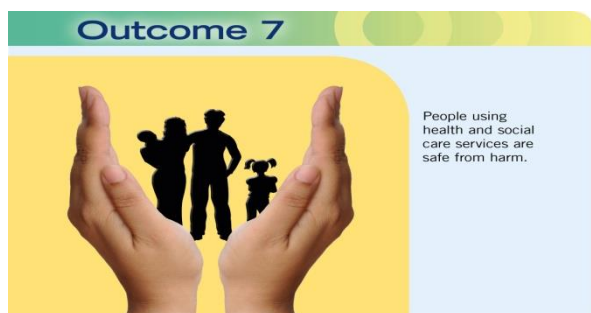
### 2.1 South Lanarkshire Vision

South Lanarkshire Integration Joint Board agreed a vision for services in advance of developing its first Strategic Commissioning Plan. From our consultation and engagement activity with the wider public and key stakeholder, the feedback is that this vision remains as relevant today as when first developed and agreed. From our online survey results, 95% of survey responders strongly agreed or agreed with the vision for health and social care services, thus providing the necessary affirmation of this overarching vision.

Therefore, the vision of the IJB remains ***“working together to improve health and wellbeing in the community – with the community”***

Further to this, the IJB, in line with the Public Bodies (Joint Working) (Scotland) Act 2014 is committed to the spirit and strategic direction set out, particularly with regards to the importance of working to achieve the 9 Health and Wellbeing Outcomes as outlined below:





As referred to above, a conscious strategy and process for developing the plan has been adopted, thus providing a logical sequence and story as to rationale for the direction of travel outlined in the plan.

## SECTION THREE: Analysing South Lanarkshire

In this section of the plan there are a number of extremely important areas of work which were undertaken with a view to informing what it is that the Partnership needs to focus on as its key priorities. The important elements that this sections covers are listed below:

- What the public and stakeholders told us was important
- What we know worked well from our last plan
- How the population needs are changing
- The important national policy drivers impacting on health and social care

Taken as a whole, this will give a picture of the key issues for the IJB to consider and factor into its planning decisions.

### 3.1 What the public and stakeholders told us was important

A comprehensive participation and engagement process was undertaken to support how the plan has been developed. This process was not an isolated piece of work and very much intrinsic to the IJB's Participation and Engagement Strategy which was formally approved in June, 2018.

The starting point for the more specific engagement activity was to reflect on the previous Strategic Commissioning Plan 2016-19, given that extensive work was undertaken with key stakeholder to identify the overarching strategic themes. For information, there were a total 10 strategic themes agreed and this is where resources and IJB Directions were targeted as part of implementing the 2016-19 plan. The 10 themes were:

No	Theme
1	Statutory/Core Work
2	Early intervention, prevention and health improvement
3	Carers Support
4	Models of self-care and self-management
5	Seven day services
6	Intermediate care to reduce reliance on hospital and residential care
7	Suitable and Sustainable Housing
8	Single points of contact
9	Mental health and wellbeing
10	Enablers to support better integrated working

This review included a series of key partners and stakeholders consultation events across the four locality planning areas in September and December 2018, in order to consider these themes and whether any amendments or additions are required. Approximately 800 delegates participated across eight sessions, sharing their views. As well as the locality engagement events, the review included dedicated sessions with senior management and elected members, Third Sector Forums, as well as workshops and development meetings with service providers and partner organisations.



Alongside these coordinated consultation events and planning sessions, the partnership developed an innovative and informative multi-media communications package that showcases South Lanarkshire's approach and progress towards achieving our integration health and wellbeing priorities. From the feedback at the stakeholder events a number of clear messages were articulated:

- Affirmation that the 10 strategic themes sited in the 2016-2019 SCP remain as relevant today as when first agreed
- Capacity building in communities and the in particular the Building and Celebrating Communities approach needs to be an overarching principle which all agencies work in terms of strengthening relationships and work with communities
- There should be an increased focus on mental health inclusion, particularly in an early intervention and prevention and support context
- Transitional arrangements covering children's services to adult services and adult to older people's services could be improved
- A more focussed commitment to shift the balance of care towards more community based interventions including encouraging people to self care and self manage
- The importance of supporting people to be maintained within their own home and community including stability and consistency of support for those affected by homelessness.

#### **Headlines from the wider Public Consultation**

Of equal or more significant importance was the direct feedback received from members of the public whereby a comprehensive survey was completed by 240 residents who shared their views about the key strategic themes and priorities within their area. The split across the four geographical areas of responders was as follows:

- 21% from Clydesdale
- 21% from East Kilbride/Strathaven
- 28% from Hamilton/Blantyre
- 10% from Rutherglen/Cambuslang
- 20% from outwith South Lanarkshire or where no locality was declared

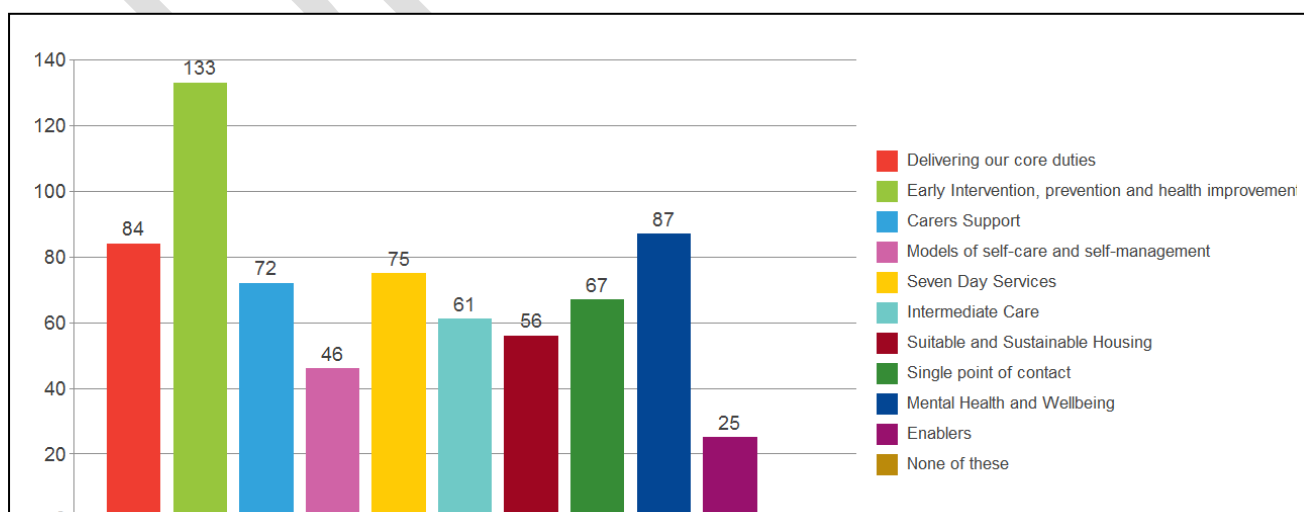
Importantly this builds on the success of a similar public consultation undertaking when developing the last plan. From this survey a number of clear messages were received from the public including 95% of respondents agreeing that the vision for health and social care in south Lanarkshire should continue to be ***working together to improve health and wellbeing in the community – with the community.***



In terms of the existing 10 strategic themes referred to above, the public provided the following feedback in relation to whether or not they remain relevant:

Strategic Theme	Public Response
Delivery statutory/core duties	94% of respondents strongly agreed or agreed that this them remains relevant for the partnership to pursue
Early Intervention, Prevention and Health Improvement	93% of respondents strongly agreed or agreed that this theme is relevant for the partnership to pursue
Carers Support	94% of respondents strongly agreed or agreed that this theme is relevant for the partnership
Models of self-care and self-management	93% of respondents strongly agreed or agreed that this theme is relevant for the partnership to pursue
Seven day services	90% of respondents strongly agreed or agreed that this theme is relevant for the partnership
Intermediate care	92% of respondents strongly agreed or agreed that this theme is relevant for the partnership to pursue
Suitable and sustainable housing	92% of respondents strongly agreed or agreed that this theme is relevant for the partnership
Single points of contact	92% of respondents strongly agreed or agreed that this theme is relevant for the partnership to pursue
Mental health and wellbeing	92% of respondents strongly agreed or agreed that this theme is relevant for the partnership
Enablers to support integrated working	91% of respondents strongly agreed or agreed that this theme is relevant for the partnership to pursue

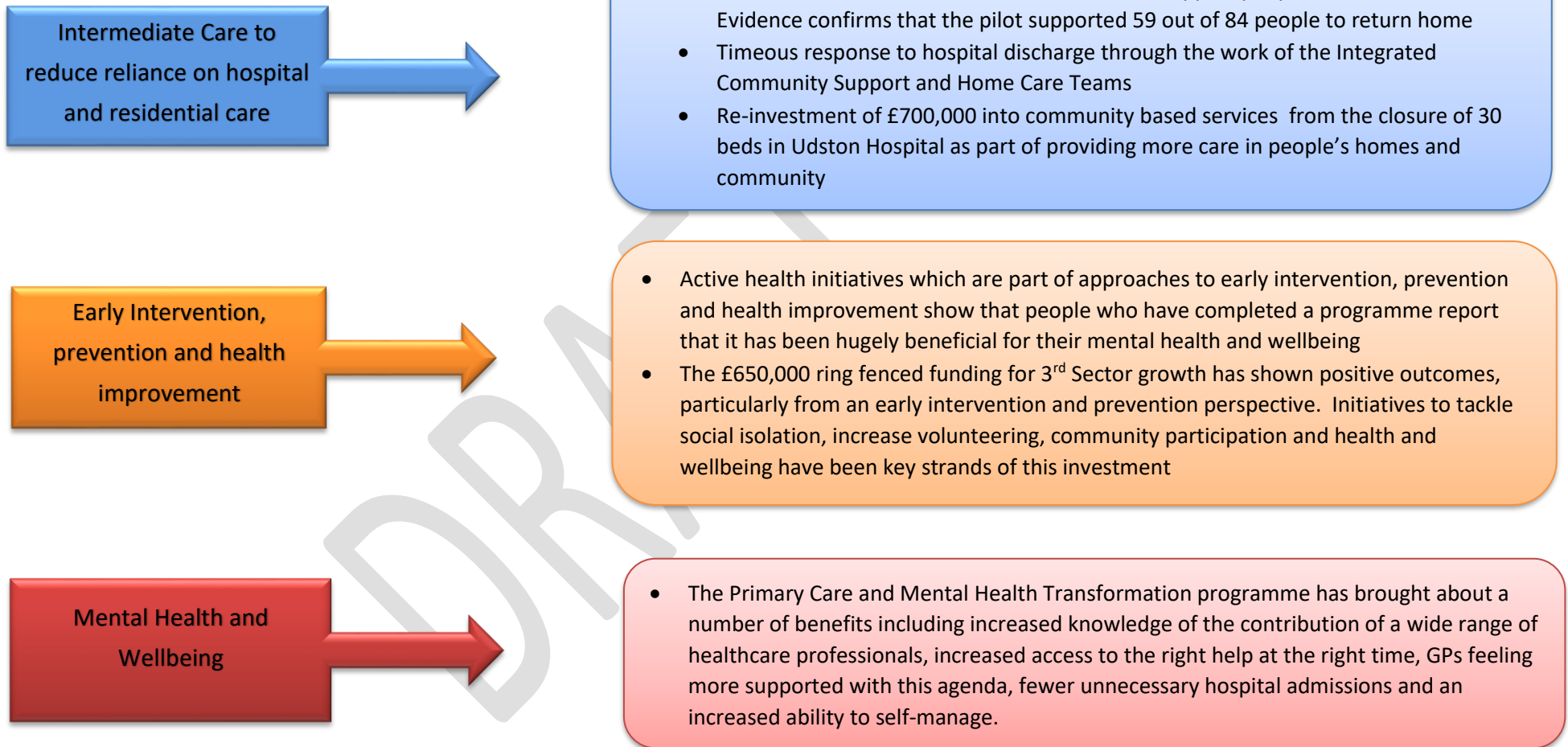
In terms of prioritising the strategic themes, the public were asked to feedback on the three themes which they regarded to be of highest priority. The graph below illustrates the outcome of this exercise:

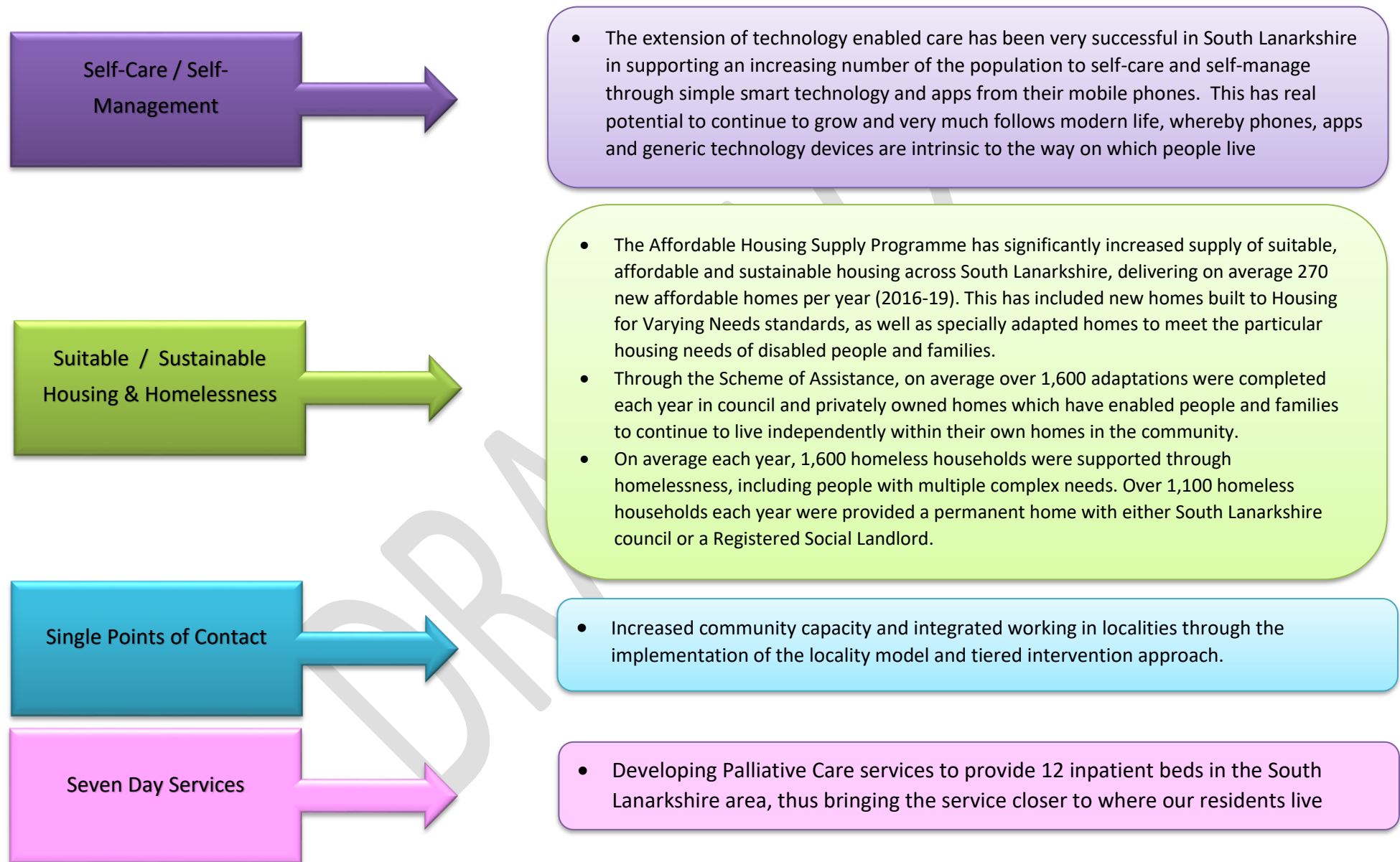


What is clear from the public consultation is that it provides further affirmation of the feedback received at the stakeholder events. Additionally, there are a number of themes which are very close in terms of prioritising, the top three were deemed to be *early intervention, prevention and health improvement, mental health and wellbeing* and *delivering our core duties*. It is very evident from the public's perspective, that there is a clear focus on early intervention, prevention and health improvement, which is consistent with the Partnership's ambitions, particularly with regards to shifting the balance of care and empowering people to have good health and wellbeing.

### 3.2 What has worked well from the last plan?

Through our Annual Performance Reports to the IJB, there are a number of strategic decisions which have translated into innovative operational delivery and more importantly supported people's health and wellbeing. Here is a snapshot of some of our progress so far:



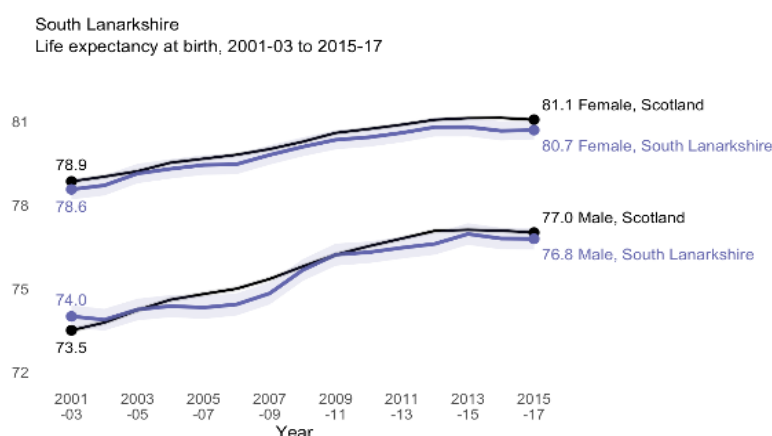


### 3.3 What the strategic needs analysis of our population tells us?

In preparing the previous Strategic Commissioning Plan, a comprehensive needs analysis was completed to support planning decisions and assumptions. This work has continued with data readily available through the NEXUS Strategic Needs Data system which allows profiling of need to be undertaken at various levels including for the whole of South Lanarkshire, across the four localities and down to data zone level.

In summary, and in considering some of the key indicators, the following information provides a quick overview of the changing needs over the last 5 years 2013-2018:

#### Life Expectancy



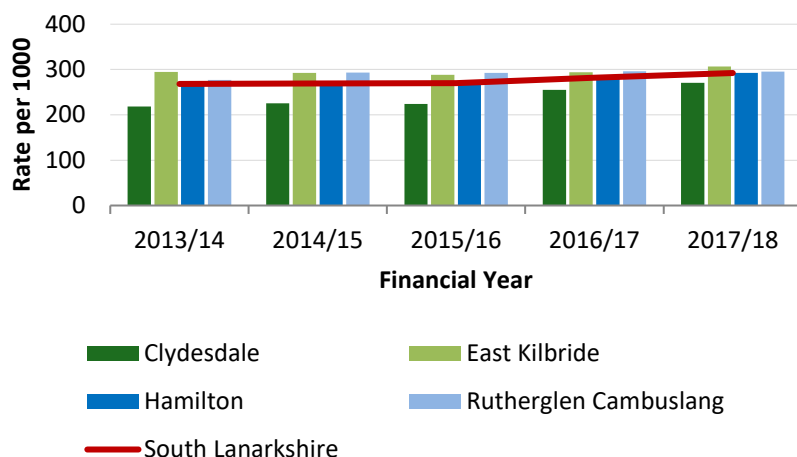
Life expectancy for males and females in South Lanarkshire is 76.8 and 80.7 years respectively. The gap between male and female life expectancy is narrowing for South Lanarkshire and in a Scottish context, South Lanarkshire had the 12<sup>th</sup> poorest life expectancy figure for men and the 10<sup>th</sup> poorest for women.

More importantly though is health life expectancy and in this context both males and females in South Lanarkshire are below the Scottish average, meaning that people in South Lanarkshire will spend a higher proportion of their lives in poor health when compared to Scotland as a whole.

The population for all ages has grown by 1% over this period. However, for the 75+, growth (as expected) is more pronounced at 5.5%

## Emergency Admissions

### South Lanarkshire Emergency Admissions Rate (per 1,000 ), Ages '65+'

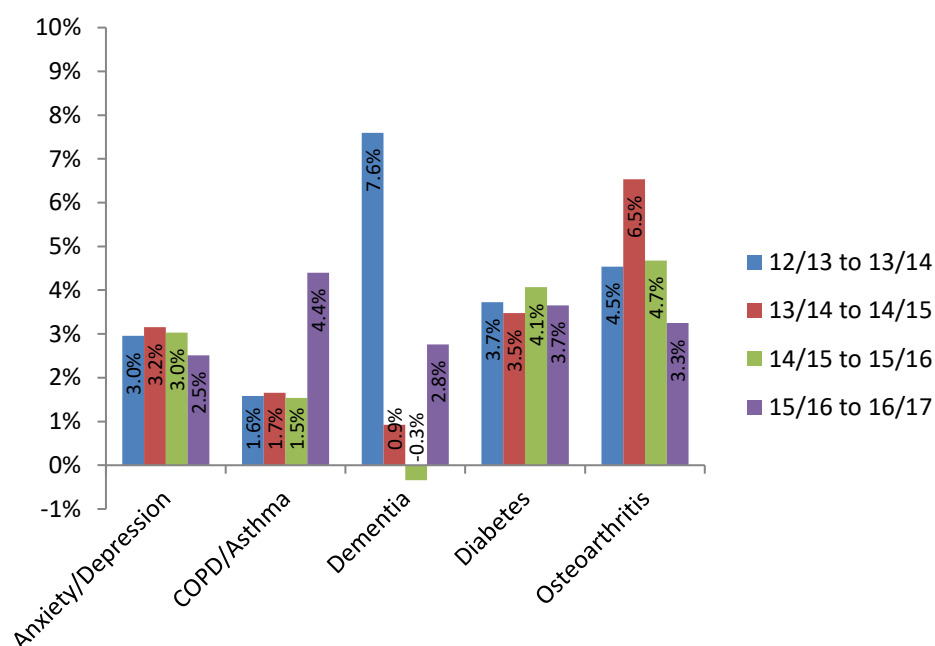


Emergency admissions for those aged 65+ increased by 10% over the period. At the same time, emergency bed days reduced by 1.5%, meaning that resources are being deployed more effectively to reduce the length of time people are staying in hospital

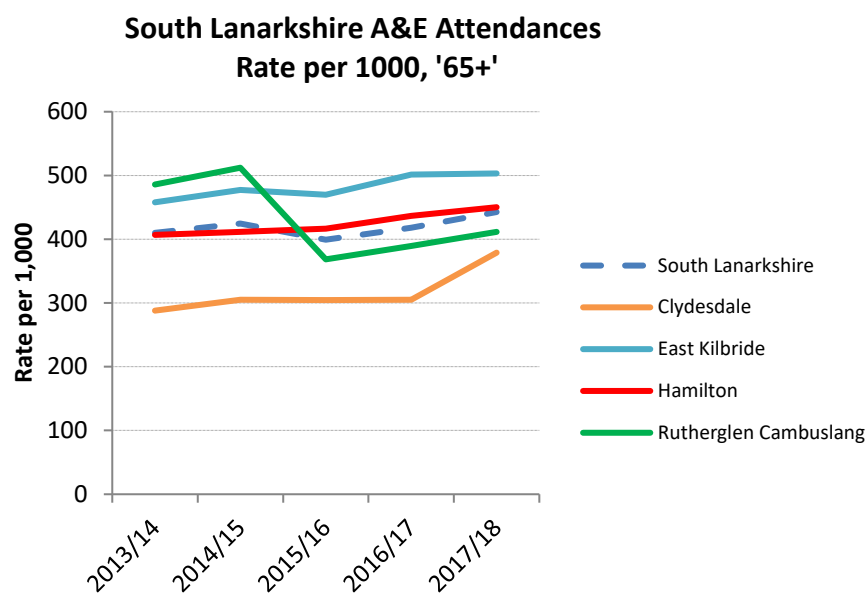
## Long Term Conditions

From a long term conditions perspective, demand continues to increase at a rate faster than demographic growth. For example, over this period conditions such as anxiety / depression, cancer, COPD / Asthma and dementia prevalence have all increased by 10%. There are other conditions including diabetes where the demand has grown by 20%

### South Lanarkshire Annual % Increase in Prevalence Rate per 1,000 Population, 2012/13 to 2016/17 - Selected Long Term Conditions

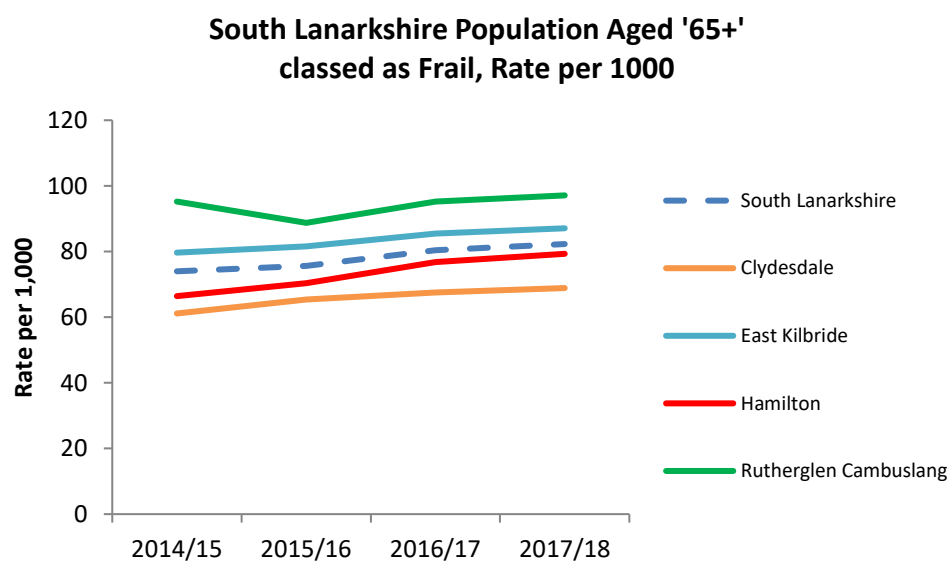


## Accident and Emergency Attendances



Accident and emergency attendances for the 65+ continue to show an increasing trend. Over this period, there has been a 10% increase in demand

## Frailty



Frailty levels in the population have risen by 10%

- Based on Housing Need and Demand Assessment (HNDA) and local data and analysis, South Lanarkshire's Local Housing Strategy (LHS) 2017-22 has set out Housing Supply Targets (HST) for 1,058 additional new homes each year to meet identified household growth requirements.
- The number of households headed by someone aged 60 and above projected to at a higher rate than for Scotland as a whole. Therefore, as well as a general increase in supply, there is a need for more homes that are suitable, adapted and affordable to meet the needs of older people.
- On average, each year 1,600 households are found to be homeless and the council has a duty to find settled accommodation. Within this group there are a significant proportion (approximately 30%) have additional moderate-high support needs, and around 5% have multiple complex needs, requiring intensive wrap-around support services.

**AWAITING INFO GRAPHICS/GRAPHS FROM MATT/EILEEN**

### **3.4 The Policy and Legislative Framework**

The policy and legislative environment for health and social care has changed incrementally since the 2016-19 SCP was published. Appendix 1 references all of the key policy areas which applied in the context of the last plan and importantly remain as relevant today. Many of these policy and legislative areas are statutory in nature, with aspects of delivery such Adult Support and Protection Self Directed Support and the Community Empowerment legislation being some of the more significant themes from a statutory perspective.

Since 2016, there have been a number of new policy/legislative requirements which the IJB has had to factor into current and future strategic planning. Whilst there is no doubt that new legislation places extra duties on the IJB, Health Board and Council, it is important to highlight that many of these requirements are complementary to the overall strategy of delivering community based supports and focusing on early intervention, prevention and health improvement. Detailed below is a short summary of the more significant ones:

#### **Housing Contribution Statement**

A Housing Contribution Statement (HCS) to the Strategic Commissioning Plan is a statutory requirement, as set out in Scottish Government's Housing Advice Note (Sept 2015). The HCS is an integral part of the Health and Social Care Partnership's Strategic Commissioning Plan that clearly articulates the links between housing, health and social care, as well as improving the alignment of strategic planning and supporting the shift in emphasis to prevention. As a local housing authority, South Lanarkshire Council has a statutory duty and a strategic responsibility for promoting effective housing systems in South Lanarkshire, which covers all housing tenures, and to meet a diverse range of needs and demands.

The first HCS was included as an appendix for the SCP 2016-19. Since then, Health, Social Care and Housing partners have worked closely together to further integrate our strategic planning and delivery of priority actions, through senior representation across all key planning groups and embedding shared partnership priorities within the Local Housing Strategy (LHS) 2017-22 and the new rapid Rehousing Transition Plan 2019-24.



For this Strategic Commissioning Plan 2019-22, the core features of the HCS are now embedded within the plan to show the governance arrangements, joint needs assessment, shared partnership priorities, key challenges, delegated functions and monitoring arrangements.

### **The Health and Social Care Delivery Plan December 2016**

The Health and Social Care Delivery Plan, sets clear activities and milestones that focus on four major programmes of activity:

- health and social care integration
- the National Clinical Strategy;
- public health improvement; and
- Reforming NHS Boards.

From a Health and Social Care Partnership perspective, national targets of reducing the number of unscheduled bed days by 400,000 has been agreed. To achieve this, transformational change decisions to shift the balance of care and reduce reliance of acute hospital beds require to be considered. Reporting of progress against the ambitions within the Delivery Plan are reported quarterly to the IJB in specific regards to:

- Accident and Emergency performance
- Unplanned admissions
- Occupied bed days for unscheduled care
- Delayed discharges
- End of life care
- The balance of spend across institutional and community services

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

The Carers (Scotland) Act 2016 – will bring a number of additional duties within the scope of the IJB and Strategic Commissioning Plan, including:

- A new adult carer support plan with a 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 service and publish short breaks services statement
- A duty to involve carers in the discharge from hospital of the people they care for

### **Scotland's Public Health Priorities 2018**

The Scottish Government and COSLA have jointly published public health priorities for Scotland, aimed at focusing action across the public sector and voluntary sector and in communities. The priorities are the first milestone in a wider reform of public health. They set a direction for Scotland's public services over the next decade, with the aim of organisations and communities working better together to focus on prevention, to reduce health inequality and increase healthy life expectancy. Specifically the report reflects on the fact that new thinking and innovative solutions will be needed to improve public health in Scotland, over the next decade and beyond. It acknowledges that success will require activity across all sectors because "wellbeing cannot be created and sustained by the NHS alone." Six areas for action to help people lead healthier lives have been identified as follows:

- Healthy places and communities.
- Early years.
- Mental wellbeing.
- Harmful substances.
- Poverty and inequality, and.
- Healthy weight and physical activity.

### **South Lanarkshire's Local Housing Strategy (LHS) 2017-22 and wider Housing Contribution**

In August 2017, South Lanarkshire Council approved '*Affordable Homes, Sustainable Places*', South Lanarkshire's five year LHS covering the period 2017-2022. The LHS was developed to be consistent with the Strategic Commissioning Plan (SCP), including nine LHS priority outcomes, five of which align closely with the SCP priorities for supporting people to live independently in their own home in the community through promoting housing choice and increasing supply of suitable and sustainable homes, as well as recognising the specific needs of carers, older people, people with complex needs and people who experience homelessness.

### **Rapid Re-Housing Transition Plan 2019-24**

In June 2018, the Scottish Government set out a national vision for rapid rehousing transition plans (RRTP) to reduce homelessness and improve outcomes for people who experience homelessness. The national RRTP vision and approach closely align with South Lanarkshire's Local Housing Strategy (LHS) 2017-2022. Concurrent with the development of this Strategic Commissioning Plan (SCP) 2019-22, Housing has worked closely with the Health and Social Care Partnership, as well as key community planning partners and stakeholders, to develop South Lanarkshire's first Rapid Rehousing Transition Plan (RRTP) 2019-24.

This plan seeks to build upon the existing strategic framework and solid foundations of partnership-working to seize upon a unique opportunity to achieve a step change in preventing and reducing homelessness in South Lanarkshire. Co-produced with partners, it sets out five high-level and ambitious priority objectives that partners aim to achieve in South Lanarkshire over 2019-2024:

- Significantly reduce the overall level of homelessness
- Significantly reduce time spent by households in temporary accommodation and minimise moves before moving to settled homes
- Improve and increase the provision of housing support for households to live independently within communities
- Expand the scope and capacity of our Housing First approach to be the first response for households with multiple complex needs
- Enhance integration and partnership working to embed RRTP through a whole systems approach

The RRTP 2019-24 is developed to align with the SCP 2019-22, the LHS 2017-22, the Strategic Housing Investment Plan which is updated annually, and South Lanarkshire's Community Plan. It is implemented from April 2019.

### **Primary Care Improvement Plan (PCIP) and General Medical Services (GMS) Contract**

The modernisation of Primary Care Services and the new General Medical Services Contract are two of the most significant planning and policy developments in terms of their impact on health and social care services.

In delivering this, IJBs across Scotland are required to approve a Primary Care Improvement Plan which sets out how services will be transformed to develop more innovative and sustainable ways of delivering community based health services through recognition that there are other skilled staff beyond General Practitioners who can (in many circumstances) more appropriately meet people needs and outcomes.

Alongside this is the work to agree a new GMS Contract and this work acknowledges the need to balance of work from GPs to relevant multi-disciplinary teams, in the wider primary care managed services. There is also an understanding of the requirement for service redesign with ring fenced resources to enable the change to happen.

### **Prioritisation**

The IJB recently approved the implementation of a prioritisation framework for users and carers which stratifies levels of need into four distinct levels of risk:

- Low
- Moderate
- Substantial
- Critical

This will have implications in the sense that future provision of social care services will be delivered to those where the needs are assessed as being 'substantial or critical'. Support will still be offered to those assessed as being low and moderate, but this will involve less formal supports such as signposting to universal services and 3<sup>rd</sup> Sector supports.

## SECTION FOUR: Planning for South Lanarkshire

### 4.1 Planning

In planning where we intend to focus our efforts over the next three years and beyond, there is a clear direction of travel which our key stakeholders and wider public would expect us to focus on. Moreover, the strategic needs analysis data also affirms this position. In summary, what this analysis stage of the commissioning cycle has told us is:

- The strategic themes remain as relevant today as when first agreed in 2016
- The policy intentions as directed by the Scottish Government are supported by our local population, in that shifting the balance of care towards more community based provision and supporting people to remain at home for as long as possible remain very important
- There are a number of new and emergent areas where we need to provide an increased focus including mental health, transitional arrangements from children's services to adult services and meeting the health and social care needs of people affected by homelessness
- Supporting people to self-care and self-manage through earlier intervention and prevention work is viewed as being of highest importance
- The needs analysis undertaken highlights that demand in South Lanarkshire for health and social care services will continue to grow, particularly in the trends observed for long terms conditions and hospital care continue. In order to change the demand patterns, there requires to be a cultural shift, both in terms of empowering the population to self – care and self-manage and also how we transform services to be more focused on early intervention, prevention and health improvement

#### 4.2 Strategic Themes

Therefore, on the basis of the above, the revised strategic themes within the plan will be as detailed in the diagram below, with the different sized raindrops reflecting the overall importance of each theme.



From a general perspective and as a Partnership, we are keen to grow an assets based approach that will run as a principle through all of the work that we do with communities. Therefore, as an overarching/umbrella principle, **Building and Celebrating Communities (BCC)** will be the recognised approach within health and social care and across our wider Partnership arrangements with regards to how we better understand 1) What is it that communities are best placed to do when it comes to health and social care? 2) What is it that communities are best placed to do with some help from outside? 3) What is it that communities need outside agencies to do for them when it comes to health and social care? This assets based approach recognises what individuals and communities are best placed to do for themselves. In doing so, the added value and role of health and social care services can be better understood in helping people to achieve their desired outcomes.

The strategic themes which underpin BCC from the consultation and engagement process are defined as follows:

**Delivering our Core Duties** – health and social care services work within are required to work within a clearly defined legal and policy framework. In doing so, some of the services provided are statutory, for example protecting vulnerable children, young people and adults or delivering accessible community services, free at the point of use are duty that are very important part to ensuring we support our local citizens. Our ambition is to continue to deliver high quality core services and that there is relevant, timely and appropriate information, support and care available to those who need it most

**Early intervention, prevention and health improvement** – empowering people to be more responsible and self – aware with regards to the importance of good health and well – being is a key aspect of shifting the balance of care. Early intervention and prevention applies in equal measure to people with good and not so good health. It is acknowledged that early intervention strategies can mitigate against the effects of health problems once identified. We want to focus our early intervention and prevention on an age and stage basis recognising that children will be the adults of tomorrow

**Models of self-care and self-management** – transforming the way in which we deliver our services through capitalising on digital and more remote forms of service delivery will be pivotal in shifting the balance of care. At the same time, it will offer other options to the traditional planned appointments systems and associated travel

**Carers support** – the role and contribution of unpaid carers is recognised and valued as crucial. The advent of the Carers (Scotland) Act 2016 furthers existing commitments to ensure that responsive support services are in place, which support carers with their caring role and daily living.

**Intermediate/transitional care** – is a key strategic theme in terms of supporting people to remain at home, whilst at the same time, giving them as much opportunity to recover and return to their home following a period of ill health or a hospital admission

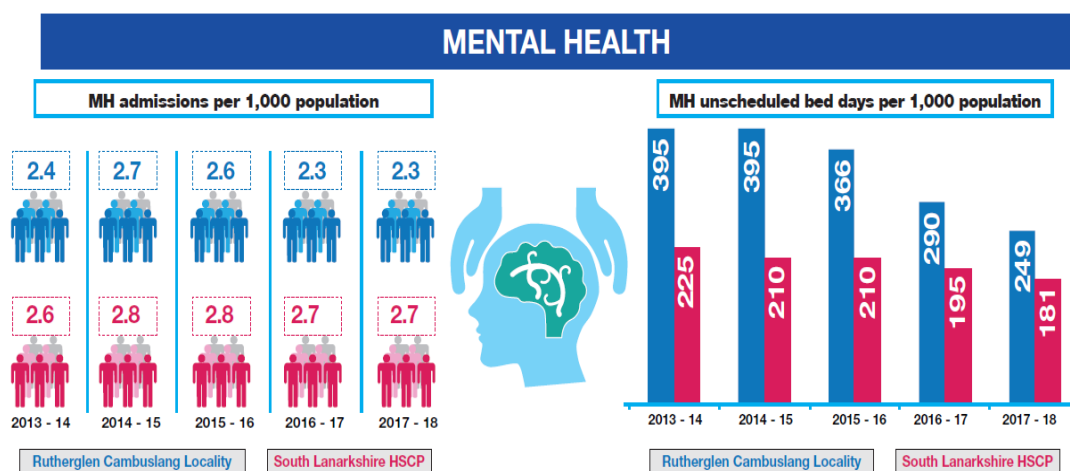
### Suitable / sustainable housing and homelessness

Housing provides a foundation for health and wellbeing. A key focus is on ensuring that South Lanarkshire increases the supply of homes of the right type and size, in the right places, to meet the housing needs of current and future residents. An important priority is to ensure that people with particular needs and their carers are provided with appropriate support, including adaptations and other services, to enable them to live independently in their own homes in the community.

Preventing and reducing homelessness is a traumatic experience and often linked to significant needs beyond housing, including health and wellbeing. A key focus is on preventing homelessness wherever possible and working in partnership to reduce homelessness, with particular focus on meeting the requirements of particular vulnerable groups and people with multiple complex needs.

**Accessible services (including 7 day services and single points of contact)** – it is again recognised that accessing the right services at the right time and in as efficient a way as possible, will help to spread the overall demand across, as opposed to the majority of activity being delivered in day time hours. Importantly, it will also use resource more efficiently and effectively.

**Mental Health and wellbeing** – Mental health includes our emotional, psychological, and social wellbeing and affects how we think, feel, and act. It is one of the most significant and complex areas of demand in health and social care services. Our focus needs to shift more towards prevention and early intervention as part of a conscious strategy to reduce the impact people's lives. Staff and services across settings, in recognition of the interplay between physical and mental health, should support and care for individuals in a mental health inclusive way and reduce stigma and discrimination.



**Transitional arrangements** – health and social care services are provided ‘cradle to grave’. For many of our people, these services support them for long periods of their lives. In such circumstances, how we plan and support people as they transition from childhood into adulthood and older age is critical achieving the ambition of seamless and single system working.

#### 4.3 Strategic Commissioning Intentions

##### VISION

##### STRATEGIC THEMES

##### STRATEGIC COMMISSIONING INTENTION

*Working together to improve health and wellbeing in the community – with the community*

Delivering Statutory / Core Duties

Early Intervention, Prevention and Health Improvement

Enhance the SDS journey for Service users and carers as part of increasing the choice and options available to people in accessing supports

Target social care resources to the most vulnerable through the implementation of a prioritisation/eligibility framework

Continue to design / develop the Primary Care Transformation plan and ensure readiness to align to the new GMS contract effectively

Deliver all services in line with statutory requirements as set out in the legislation cover Health and Social Care Services eg, legislation pertaining to Pub Protection; Mental Health, Learning Disability and Carers

Agree a comprehensive model that allows third sector organisations to work collaboratively in order to deliver community-based alternatives to health and care interventions, that the model for collaboration has a clear mechanism for engaging and supporting the wider community to drive an early intervention, prevention and health improvements. **REWORD CI TO REFLECT SOCIAL PRESCRIBING**

Expand the awareness and recognition of the breadth and impact that Third Sector provision has on the EIPHI agenda

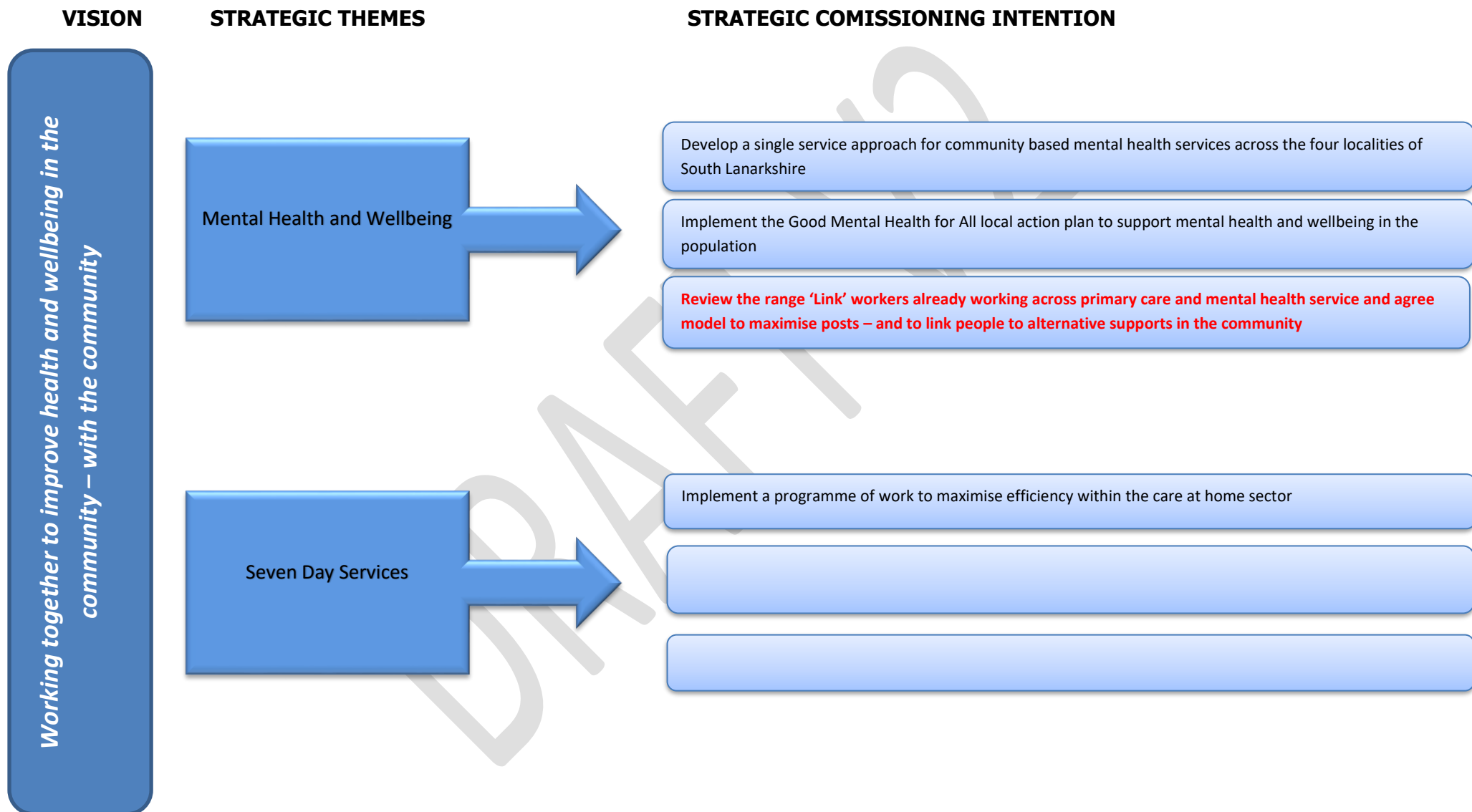
FINANCIAL INCLUSION

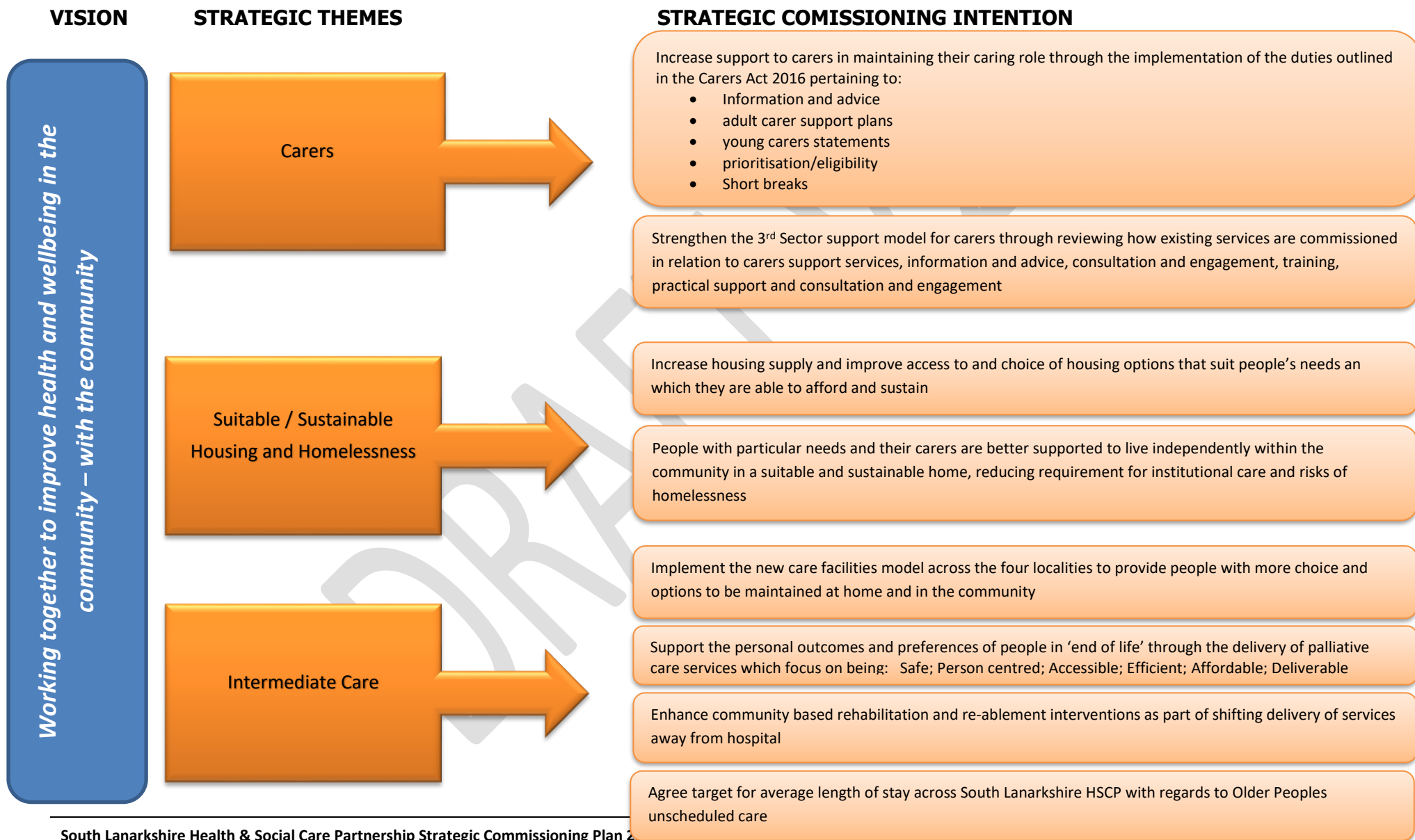
ADP – ROAD TO RECOVERY - ALCOHOL

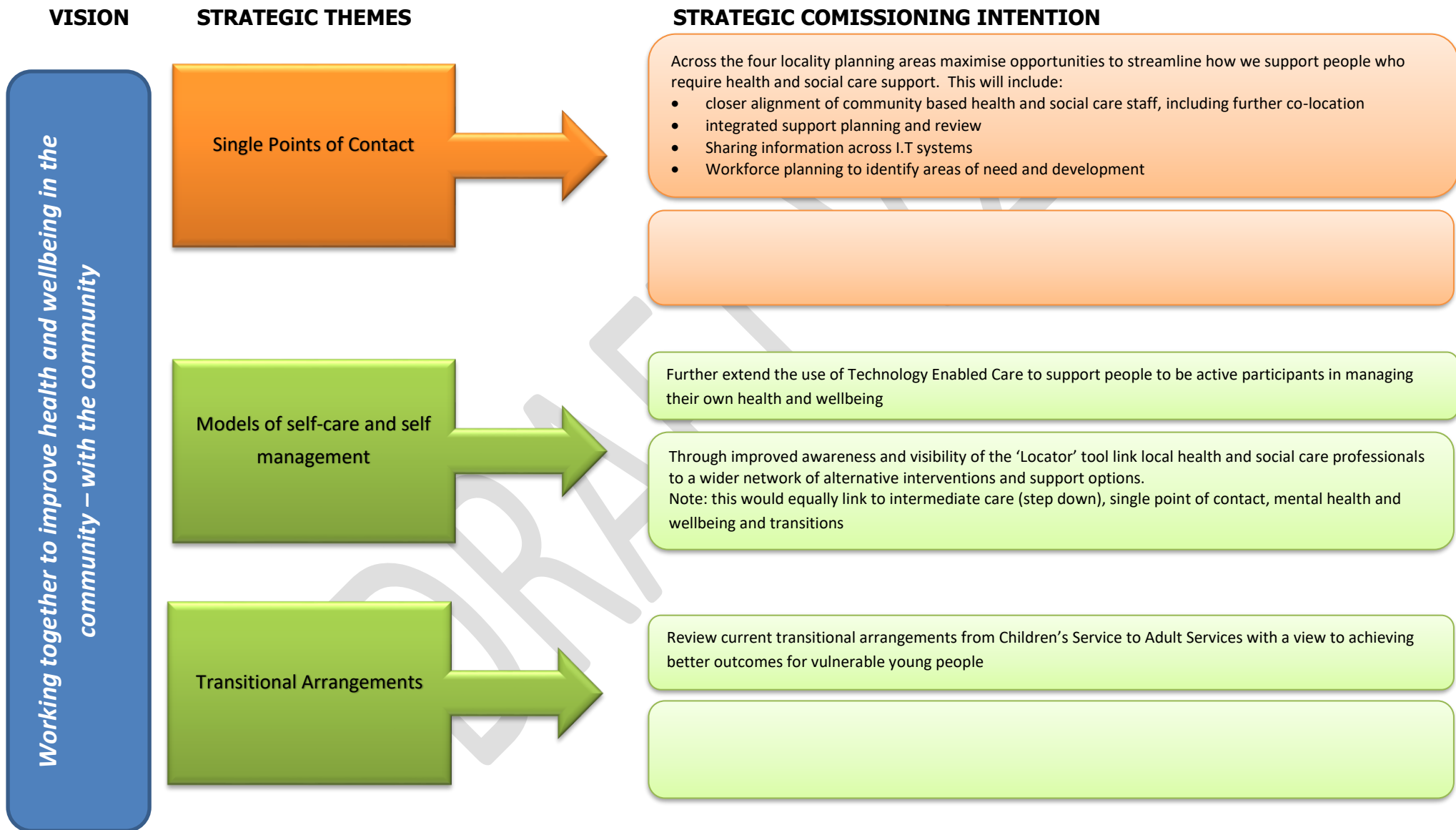
Through the targeted use of the Third Sector Integrated Care Fund support community based alternatives that address the underlying causes of health inequalities

Develop options which meet the choices and preferences of adults, older people and carers to access a wider range activities that support self-care / self-management and xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx









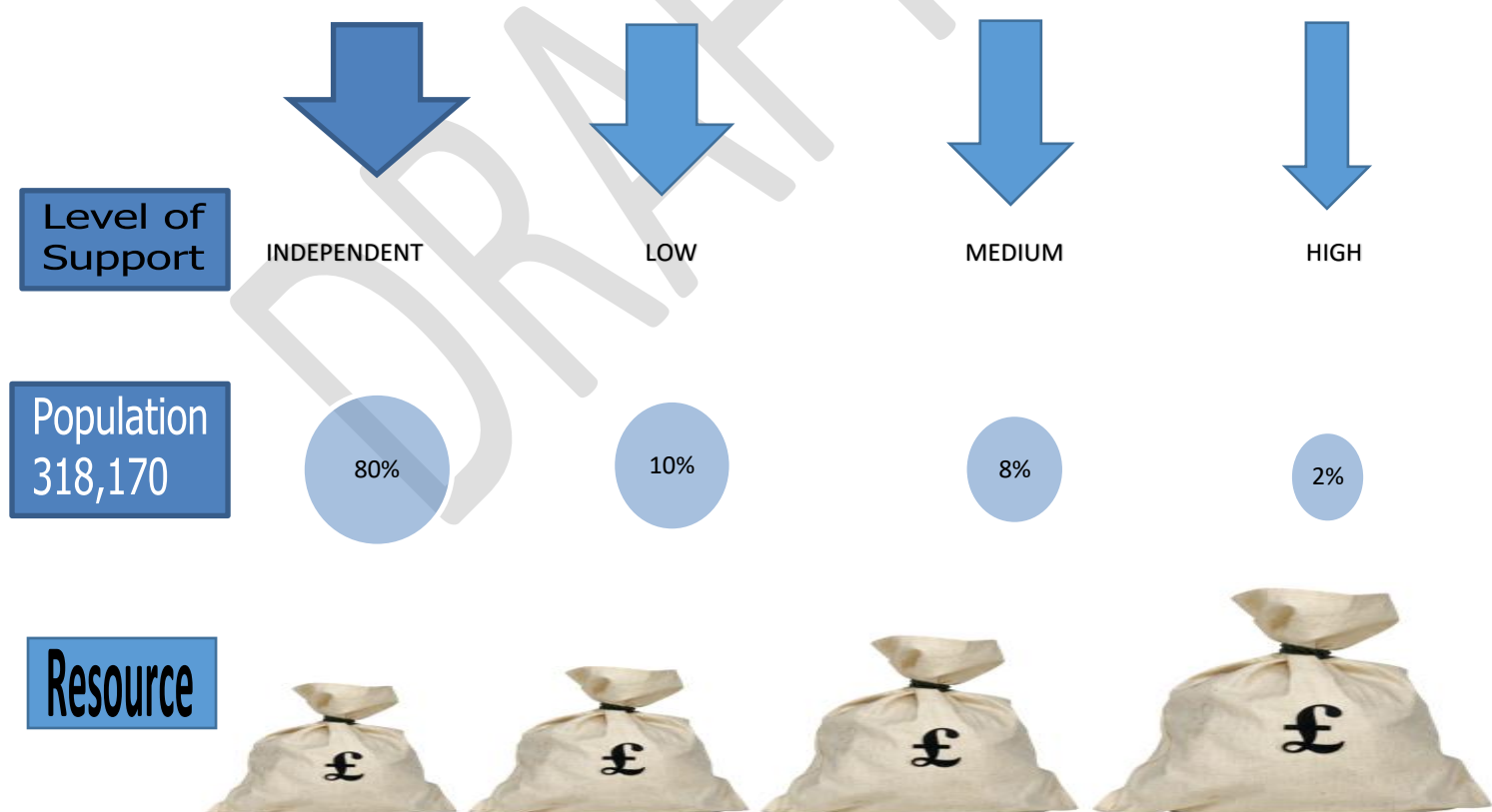
## SECTION FIVE: How will we DO this?

In order to implement the vision, strategic direction and planned intentions outlined above, the IJB will require to work closely with its operational delivery partners, particularly the Council and NHS Board. There are a number of core resources and assets which will require to be aligned to the each to this plan.

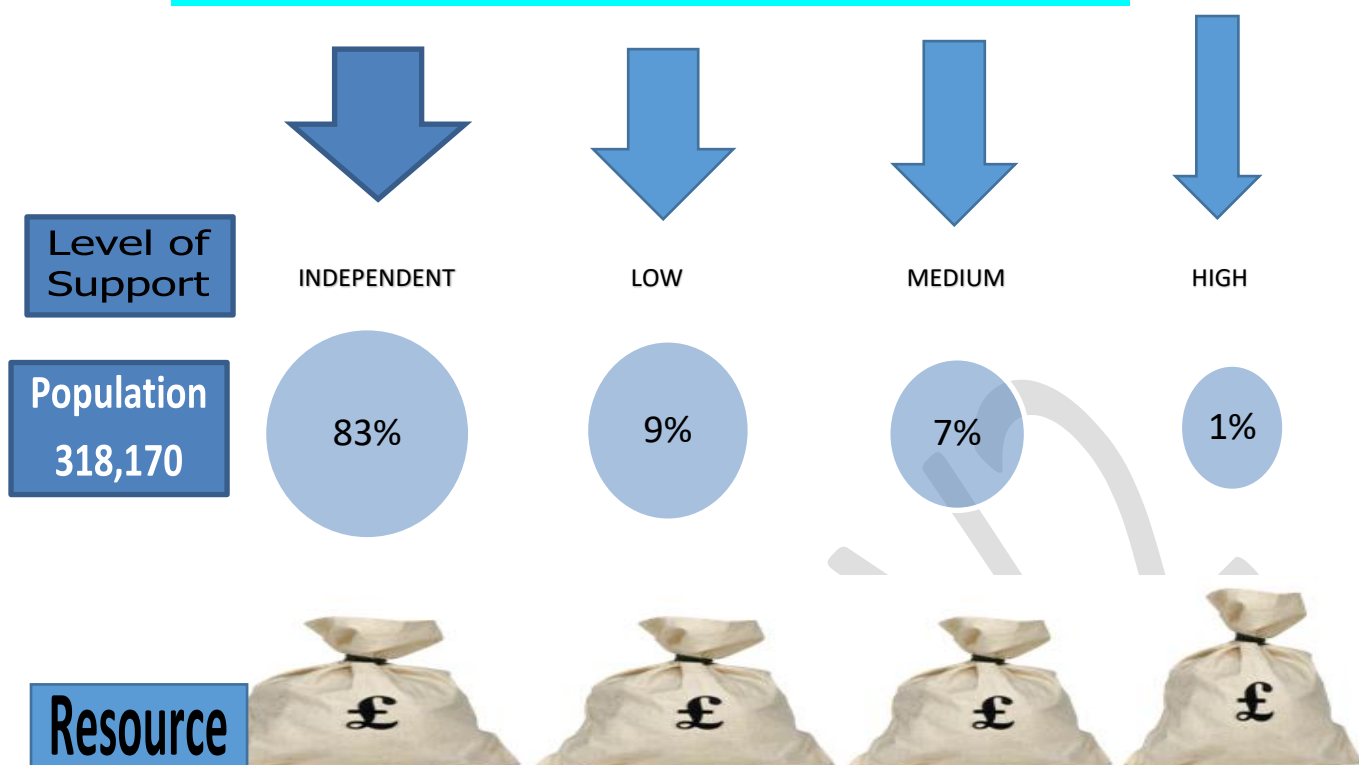
Importantly, and given the view of the public of South Lanarkshire, coupled with the changing levels of demand and policy environment (as outlined in earlier sections of this plan), there will require to be a degree of transformational change to allow services to react flexibly to demand and continue to modernise services into the future and beyond.

The real challenge in achieving this will be how the IJB directs its resources, given that many of these resources are already under significant pressure in terms of their spread and reach. However, if current trends in demand are to be contained and to an extent reversed through earlier intervention and prevention, then there requires to be a paradigm shift from the current way in which resources are deployed to a new way of thinking, which is ultimately based upon a longer – term strategy. The diagram below illustrates the current position and a proposed re-positioning of where resources should be re-invested:

### CURRENT USE OF RESOURCES



## AMBITION TO SHIFT RESOURCES IN A DIFFERENT WAY



Resources or enablers which the Partnership will focus on have been identified as follows:

- Organisational Development
- Workforce
- The Market for Health and Social Care Services
- Locality Planning
- Strategic Communication
- Financial Framework
- Support Services
- IJB 'Directions'

### 5.1 Organisational Development

There is a significant organisational development agenda to take forward in achieving the aspiration of this plan as outlined above. In particular ensuring there is the necessary capacity and capability in the following areas:

- Change management and resourcing the transformational change agenda
- Management and Leadership
- Continuing professional development
- Coaching and succession planning
- Research

Whilst some of the above building blocks are already in place in terms of organisational development, there is a clear action for the Partnership with regards to developing an Organisational Development Plan which outlines how this capacity, capability and knowledge will be harnessed and developed to support change and transformation

**ACTION** – Organisational Development Strategy to be developed in first year of this plan and aligned to the key strategic themes and commissioning intentions outlined in Section Four.

## 5.2 Workforce

Alongside communities, the health and social care workforce is the most significant and potentially most effective asset in terms of the resources available to respond to changing demands. This workforce has changed and evolved overtime. However, for all the points mentioned above with regards to changing demand and public expectations, the workforce will require to move with this and in doing so, become more flexible and innovative with regards to service delivery. The national Integrated Workforce Plan outlines a number of recommendations and workstreams which will result in further advice, support and guidance to Partnerships.

Similar to organisational development, the Partnership has a solid foundation upon which to build, in that inter – disciplinary and multi – disciplinary skill – mix models of delivery have already been successfully tested in areas such as hospital discharge and integrated case management of people with complex needs living in the community, for example, the Integrated Community Support Team.

Given that the overall aspiration is to provide more care and support in the community, the Partnership will need to consider the types of roles and skill – mix in delivering the aspirations set out in this plan.

**ACTION** – Workforce Plan to be developed which aligns to the key strategic themes and commissioning intentions outlined in Section Four.

### 5.3 The Market for Health and Social Care Services

South Lanarkshire has a mixed market of health and social care delivery and in realising the commissioning intentions outlined above, there is a clear direction of travel from the needs analysis with regards to where the market will have to flex. The key areas of change/action which this plan will have to actively facilitate as commissioning intentions are implemented are detailed below.

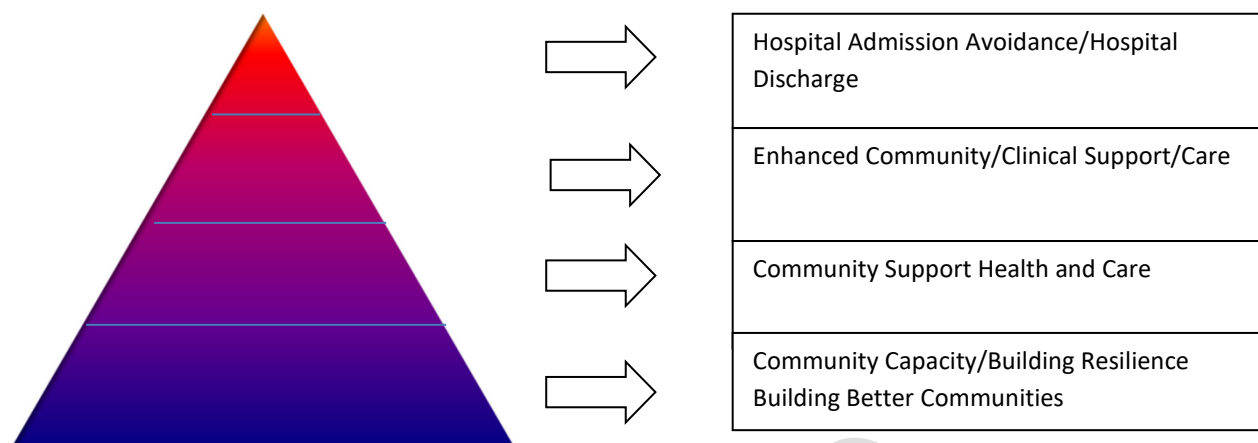
#### ACTIONS

- Building sufficient capacity within Communities, the 3<sup>rd</sup> Sector and community health and social care services such that South Lanarkshire can reduce its reliance on hospital and residential forms of care. This will mean further work being undertaken to re-align resources to more community based interventions, similar to examples such as the reinvestment of funding from hospital beds within Udston through the provision of additional home care and community nursing services
- Growing the necessary workforce capacity and correct skill – mix. For example, within Primary Care, investment into disciplines which reduce the burden on GPs to free up their time for more complex care. This will include utilising and investing in disciplines the skills of Advanced Nurse Practitioners, Allied Health Professionals and Pharmacists to more appropriately support people to access the right support at the right time. Some of this will require new roles to be created or existing roles to be redesigned
- Increasing our market intelligence and working with Partners to invest in the right areas to align to the Strategic Commissioning Plan. An example of this is shaping and influencing where external providers choose to invest both from a geographical perspective and service specification perspective. The current investment within the external nursing home sector is an contemporary example of where this investment and growth could be further joined up

### 5.4 Locality Planning

The strength, contribution and influence of the locality planning agenda has grown significantly since the first Strategic Commissioning Plan 2016-19 and some of this has already been outlined in earlier sections of this plan.

However, one of the key developments from the previous plan that will be carried over and further embedded is the commitment to the locality Community First Tiered Model, which essentially outlines the levels of proportionate support which health and social care services will work to provide. This model is outlined below:



Embedding this approach fully across the four localities will be very much a key enabler to supporting the development of the strategic themes, particularly with regards to the actions detailed below.

#### ACTIONS

- Streamlining across points to services and supports
- Strengthening collaboration and communication across agencies working directly with people who require our support
- Providing local leadership
- Engaging and working directly with communities, particularly with regards to the Building and Celebrating Communities (BCC) work
- Implementing the locality plan as part of responding demonstrating the contribution to the delivery of the SCP and also the unique characteristics of the locality

### 5.5 Strategic Communication

The advent of Health and Social care integration heralded a seismic shift in how statutory agencies work together and deliver services along with partners, stakeholders and communities. The foundations of this new partnership structure have been set against a backdrop of unprecedented population growth and increasing demand. Emerging into this landscape have been new structures, plans, protocols and a lexicon of associated jargon.

Over several years, South Lanarkshire Health and Social Care Partnership (HSCP) has sought to communicate comprehensively, widely and accessibly via a variety of platforms and mediums. A key objective has been to bring clarity to what can be a complex agenda. Target audiences range from internal groups, like staff and partner agencies, to a spectrum of stakeholders and the general public.

As the agenda has progressed, and to consolidate and refine this approach, in June 2017, South Lanarkshire Integrated Joint Board approved a new Communication Strategy. A key aim of the strategy was to introduce standards of industry best practice to ensure all communication activities in the partnership were based on the following tenets:

- Have defined and measurable outcome
- Present a clear and consistent narrative tailored to respective audience group



- Are creative and innovative to maximise reach
- Are clearly and demonstrably geared to supporting the delivery of strategic objectives and national health and wellbeing outcomes.

Since the introduction of this strategy, several key achievements have been attained. Some of these milestones include:

- The launch of a partnership website [www.slhscp.org.uk](http://www.slhscp.org.uk) which is regularly updated with vibrant content from across the HSCP. The website also ensures the partnership and IJB is fully transparent
- The introduction of Communication Workshops across all of South Lanarkshire's localities to illustrate this strategic approach in action and highlight the benefit of working in this way. The workshops have also been a forum to equip and empower community groups with industry best practice to drive action
- The Chief Officer's blog explaining strategic developments and illustrating good practice and updates at local level. The blog, distributed to all staff and partners, also promotes the Chief Officer's open door sessions, where staff, partners and public can meet and discuss any issue
- Structured communication campaigns which have measurably supported operational work streams, services and programmes, from Building and Celebrating Communities, the growth of Telecare and Telehealth to the multi award winning Continence Improvement Project
- A responsive communication service supporting the day-to-day needs of the partnership during a fast-moving agenda. This includes media liaison (pro-active and reactive) publishing, graphic support, film production and web maintenance.

The delivery of the Communication Strategy is led and co-ordinated by our Communication Manager who is supported by the respective Communication Directors of NHS Lanarkshire and South Lanarkshire Council Communication departments and their respective resources, as appropriate. At the time of writing, the current communication strategy was being reviewed so the strategic objectives set down in this document – and established via broad stakeholder engagement – can be best supported.

Fundamental tenets of this approach going forward will include:

#### ACTION

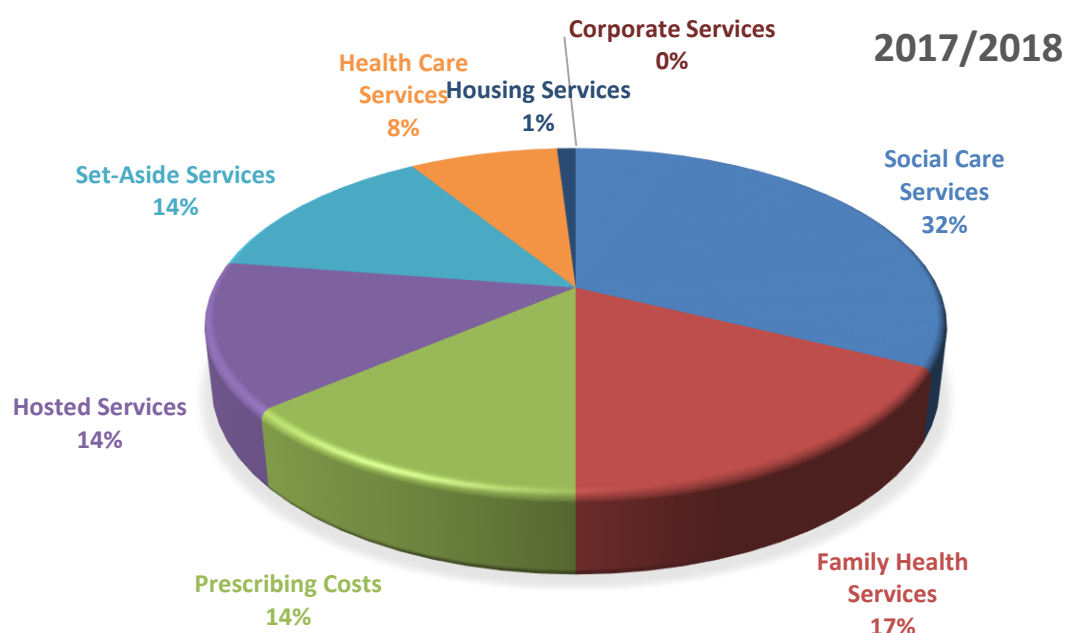
- The continuation of an empowering approach, equipping all key partners and individuals with a working knowledge of communication best practice, and enabling, inspiring and driving community-based action via the Building and Celebrating Communities programme.
- A commitment to compelling and clear communications that resonates and bring clarity to the agenda, raising awareness of services and what key policies mean for people, in real, human terms
- The continued commitment to a strategic approach to all our communication activities and ensuring they are clearly and demonstrably geared to supporting priorities and objectives (as set out in this document), the national health and wellbeing outcomes and, ultimately, people's lives.

## 5.6 Financial Framework (FIGURES TO BE UPDATED)

Supporting the delivery of the aspirations in this plan will require to the IJB and its Partners to think about the short, medium and long term financial implications. The information outlined below details where the current spend of the IJB budget is allocated.

The total amount of money spent in 2017/2018 was £476.245m. The comparison of actual expenditure between 2016/2017 and 2017/2018 on services is detailed in the table below and is also graphically illustrated in the chart.

Services	2016/2017		2017/2018	
	£m	%	£m	%
Social Care Services	150.729	32%	156.703	33%
Family Health Services	84.231	18%	85.223	18%
Prescribing Costs	67.013	14%	67.571	14%
Hosted Services	62.592	13%	66.692	14%
Set-Aside Services	55.154	12%	54.715	11%
Health Care Services	42.401	9%	40.169	8%
Housing Services	5.202	1%	5.020	1%
Corporate Services	0.147	0%	0.152	0%
<b>Total Expenditure</b>	<b>467.469</b>	<b>100%</b>	<b>476.245</b>	<b>100%</b>



There are a number of key actions with regards to the financial framework, not least the ambition which underpins this plan in terms of shifting the balance of care and with that the balance of spend towards an agenda focused more on early intervention and prevention and community based delivery.

Detailed below are a number of actions which the Partnership will work through in the lifetime of this plan.

#### ACTION

- Short to medium term financial plan developed
- Alignment of financial plan to the strategic commissioning intentions and 'Directions'
- Agree a target to shift the balance of spend towards from early intervention and prevention and support people to self-care and self-manage

### 5.7 Support Services

In delivering the plan and its business, the IJB relies on a variety of support services which includes elements of support and advice from human resources, planning and performance staff, legal, accommodation from which services are provided, information technology and financial advice. All of these services are key enablers, particularly with regards to ensuring as much as possible that services work to the principle of seamless delivery and single system working.

The support services outlined above are not a direct part of the IJB's budget and sit within the Council and NHS Board's overall budget. However, they are provided as an 'in – kind' contribution to the IJB from both organisations.

Given the key role that they do play, the IJB, Council and NHS Board will work collaboratively to ensure that these services support operational delivery of health and social care services. Building on previous work, a number of actions will be progressed as detailed below.

#### ACTION

- Co-locate services where it makes sense to concentrate staff and disciplines who work very closely to provide integrated care
- Maximise the opportunities to share information across health and social care information systems to reduce bureaucracy, improve communication and seamless working
- Scale – up the use of Telehealth and Telecare to enable more people to self-care and self-manage and provide alternatives to traditional forms of service delivery, for example formal appointments
- Streamline governance and reporting arrangements across the IJB, Council and NHS Board
- Work with human resources colleagues to support the development of new roles and responsibilities to deliver new models of care

### 5.8 IJB 'Directions'

As part of the Public Bodies (Joint Working) ((Scotland) Act 2014, the IJB has a mechanism in place through which it can actions the strategic intentions set out in its Strategic Commissioning Plan. Section Four of this plan outlines the strategic intentions of the IJB and the mechanism which the IJB utilises to implement these is through 'Directions'. The IJB uses the 'Directions' to agree and communicate with the Parties (NHS Board and Council) the expectations of the strategic commissioning intention. In turn the Parties work to operationally implement in line with the 'Direction' issued. A key part of this process is that the IJB must confirm to the Parties, the budget assigned to support implementation of the 'Direction'.

Of note, some of the strategic commissioning intentions outlined in this plan already have an existing 'Direction', whereas others will require a new 'Direction' to be agreed and issued.

**ACTION**

- IJB to confirm to the Parties existing and new 'Directions' associated with the strategic commissioning intentions outlined to deliver the aspirations outlined in this SCP
- Financial information to be aligned to each 'Direction'.

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## SECTION SIX: Review

### 6.1 How we will know what we are doing is right

Evaluating health and social care integration is a complex process and requires a method that can incorporate the scope and variety of provision. The complexity and level of ongoing change involved with integration makes it impossible to directly link cause and effect, which makes it difficult to know what we are doing is right. The partnership now has a track record of using something called Contribution Analysis, to show how we are achieving the nine national health and wellbeing outcomes. This has been used to gather evidence around how we think change happens, although this can be refined over time. When the evidence comes together to tell the same story, we can reasonably claim that the activities evaluated have contributed to the observed results. This gives us a level of confidence that what we have done is influencing what we see happening. A wide range of developments have been evaluated recently and some of these are summarised in Table n (Appendix 1).

### 6.2 Performance Measurement

Supplementing evaluation activity and contribution analysis is the more formal national and local performance measures which are reported to the IJB on a quarterly basis. South Lanarkshire Health and Social Care Partnership already has a wealth of needs assessment, performance and evaluation based information. This has evolved and matured since the establishment of integration arrangements and it is the intention to continue to develop this.

The IJB currently measures the performance of health and social care services through a suite of performance measures intended to track whether or not aspirations to shift the balance of care are being achieved as set out. For example measures with regards to reducing hospital emergency activity, emergency admissions and less reliance on inpatient care are used as a proxy to determine whether or not Partnerships are managing to shift the balance of care.

In addition to this, a range of qualitative measures are also reported, which capture the perceptions and views of the public with regards to the quality of services and whether or not they are supporting people to improve their agreed personal outcomes. Appendix 2 gives an overview of the data which will assist in measuring progress and impact.

### 6.3 Governance and Decision Making

There is recognised governance and decision – making arrangements in place to support the development, design and implementation of health and social care services in line with the ambitions outlined in this plan. Appendix 3 illustrates this.

This governance and decision making process also links across to similar Partnership arrangements such as, the Community Planning Partnership, Local Housing Strategy Steering Group and the Children Services Partnership.

**Table n – Summary of how SLHCSP developments contribute to national outcomes**

<b>SLHSCP development</b>	<b>Evaluation methods</b>	<b>Summary of evaluation results (December 2018)</b>	<b>Outcomes (section 2)</b>
Intermediate Care (IC)	Literature review, data analysis, focus group, interviews	This bed-based model of IC is working well. Roll-out should strictly adhere to the current ethos and gate-keeping function	2, 3, 4, 6, 7, 8, 9
Day Opportunities	Phase 1 - Interviews, literature review Phase 2 – Interviews, data analysis	New models of Integrated Day Services and Intermediate Day Care benefit service users who rely on them for most of their social interactions, structuring their days, maximising outcomes and maintaining their health and wellbeing	1, 2, 3, 4, 5, 6, 7, 8, 9
Voluntary Action South Lanarkshire funded work	Feedback from service users, outcome measures, and case studies	There is robust evidence across South Lanarkshire that voluntary sector funding has been well-deployed and is contributing to achieving all of the national outcomes	1, 2, 3, 4, 5, 6, 7, 8, 9
Technology Enabled Care	Data analysis, surveys, case studies	There is robust evidence that remote health monitoring is contributing to national outcomes. Videoconferencing is cost-effective and well-liked. GPS locator is supporting greater independence for service users and reassurance for carers	1, 2, 3, 4, 5, 6, 7, 8, 9
Care Home Continence Bundle	Interviews, data analysis, case studies	Early findings show that fewer continence products are being used and the bundle has encouraged more personalised care	1, 2, 3, 4, 5, 6, 7, 8, 9
Primary Care & Mental Health Transformation	Data analysis, interviews, case studies, surveys	A considerable amount was achieved, including increased capacity to manage patients, increased access to appropriately trained healthcare professionals, GPs feeling more supported, health behaviour change, increased knowledge of mental health	1, 2, 3, 4, 5, 6, 7, 8, 9
Hairmyres A&E project	Shadowing, observation, data analysis (including logistic regression)	Many factors influencing admission from A&E were identified, with illustrative case details. Regression analysis had low explanatory power, largely due to data availability/quality	2, 3, 4, 6, 7, 8, 9
Physical Activity – Active Health, Physical Activity Prescription (PAP)	Data analysis, outcome measures, focus groups	54% of Active Health participants feel better able to cope after the classes and their mental wellbeing is significantly improved. PAP is rolling out well and obesity is the most common reason for referral	1, 2, 3, 4, 5, 6, 8, 9
Weight management – Weigh to Go (WtG), Specialist Individual Support (SIS)	Data analysis, outcome measures, interviews, focus groups, questionnaires	>60% of WtG clients lost weight and the programme has been lengthened to support more weight loss. SIS has engaged SIMD 1& 2 clients who like the tailored support offered and the programme is evolving to increase successful weight loss	1, 2, 3, 4, 5, 6, 8, 9

## South Lanarkshire Health and Social Care Partnership

## Senior Management Team Quarterly Report

No	SOURCE	Measure	Target
<b>OUTCOME 1: People are able to look after and improve their own health and wellbeing and live in good health for longer</b>			
1	NI - 1	Percentage of adults able to look after their health very well or quite well	
2	NHS	27-30 month Child Health Surveillance - No concerns	85%
3	NHS	Addictions - completed (LDP)	90%
4	NHS	Addictions - ongoing waits (LDP)	90%
<b>OUTCOME 2: People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonable practicable, independently and at home or in a homely setting in their community</b>			
5	NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	
6	NI - 12 / SMG 1a / NHS	Emergency admission rate (per 100,000 population)	
7	NI - 13	Emergency bed day rate (per 100,000 population)	
8	NI - 14	Readmission to hospital within 28 days (per 1,000 population)	
9	NI - 18	Percentage of adults with intensive care needs receiving care at home	
10	NI - 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	
11	NI - 20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	
12	NI - 21	Percentage of people admitted to hospital from home during the year, who are discharged to a care home	
13	NI - 22	Percentage of people who are discharged from hospital within 72 hours of being ready	
14	SW	Number of people self directing their own support and the funding choices selected	
15	SW	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	90%

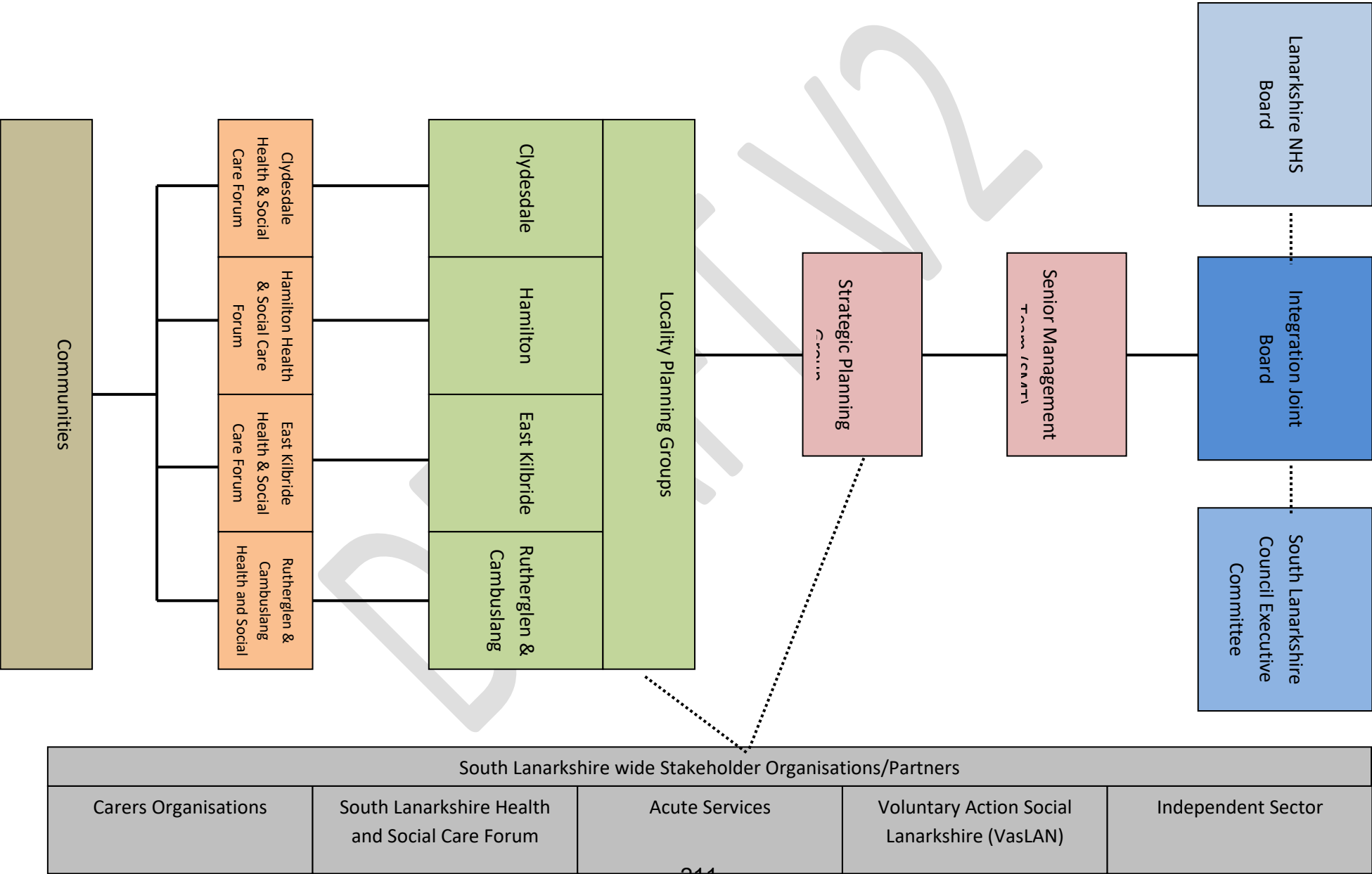
16	SW	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	90%
17	SW	Monitor the percentage of occupancy rates in our Older People's Day Centres	
18	MSG 4 / NHS	Delayed Discharges Bed days standard delays	
19	MSG 3a / NHS	A&E Attendances	
20	MSG 2A	UC Bed Days	
21	NHS	Average Length of Stay over 65 - South	9.45
22	NHS	Discharges within 24 hours - South	800
23	NHS	Dementia PDS 5 Pillars Outcomes (South Only)	80%
24	NHS	Dementia Post Diagnostic Support	=> Prev Year
25	MSG	A&E Attendances - South	TBA
28	NHS	Emergency bed days - South	TBA
29	NHS	Emergency Admissions	9500
30	NHS	PC Out of Hours Home Visit 1 hour	75%
31	NHS	PC Out of Hours Home Visit 2 hours	75%
32	NHS	PC Out of Hours PCEC 1 hour	75%
33	NHS	PC Out of Hours PCEC 2 hours	75%
<b>OUTCOME 3: People who use health and social care services have positive experiences of those services, and have their dignity respected</b>			
34	NI - 15 / SMG 5a	Proportion of last 6 months of life spent at home or in a community setting	
35	MSG 6	Balance of care: Percentage of population in community or institutional settings (all ages)	
36	NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	
37	NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	
38	NI - 5	Total % of adults receiving any care or support who rated it as excellent or good	
39	NI - 6	Percentage of people with positive experience of the care provided by their GP practice	



40	NHS	18 Week RTT Performance – CAMHS (LDP)	90%
41	NHS	18 Week RTT Performance – Psychology (LDP) (NHSL)	90%
42	NHS	Consultant Outpatient WT - Adult Mental Health - 12wks	90%
43	NHS	Consultant Outpatient WT - Older Adult Psychiatry - 12wks	90%
44	NHS	Consultant Outpatient WT - Learning Disability - 12wks (NHSL)	90%
45	NHS	Admission to MH Wards: Proportion NHSL Patients (NHSL)	>95%
46	NHS	MSK Physiotherapy - 12wks	90%
47	NHS	MSK Physiotherapy - 12wks (NHSL)	90%
48	NHS	MSK Podiatry - 12wks	90%
49	NHS	MSK OT	90%
50	NHS	MSK OT (NHSL)	90%
59	NHS	Advance booking to an appropriate member of the GP team (90%) (LDP)	90%
60	NHS	48 Hour access Primary Care	90%
<b>OUTCOME 4: Health and Social Care services are centred on helping to maintain or improve the quality of life of people who use those services</b>			
61	NI - 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	
62	NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	
<b>OUTCOME 5: Health and social care services contribute to reducing health inequalities</b>			
63	NI - 11	Premature mortality rate per 100,000 persons	
64	NHS	Sustain and embed successful smoking quits, at 12 weeks post quit, in 40% of SIMD areas. (LDP)	103 / quarter
<b>OUTCOME 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing</b>			
65	NI - 8/NHS	Total combined % carers who feel supported to continue in their caring role	
66		Identify the number of new carers identified and supported each year through the third sector	
<b>OUTCOME 7: People who use health and social care services are safe from harm</b>			

67	NI - 9	Percentage of adults supported at home who agreed they felt safe	
68	NI - 16	Falls rate per 1,000 population aged 65+	
69	NHS	Staff flu vaccination (NHSL)	50%
<b>OUTCOME 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide</b>			
70	NI - 10	Percentage of staff who say they would recommend their workplace as a good place to work	
<b>OUTCOME 9: Resources are used effectively and efficiently in the provision of health and social care services</b>			
71	NI - 23	Expenditure on end of life care, cost in last 6 months per death	
72	NHS	Breakeven Position (LDP) Including Prescribing (£000)	£0
73	NHS	Breakeven Position (LDP) Excluding Prescribing (£000)	£0

Governance and Decision Making





# Report

**12**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>20 February 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Lanarkshire MAPPA Annual Report 2017/2018</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide a briefing to the Committee on the Annual Report of the Multi Agency Public Protection Arrangements for 2017/2018 within the Lanarkshire area.

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

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

- (1) that the report be noted.

## **3. Background**

3.1. Sections 10 and 11 of the Management of Offenders etc (Scotland) Act 2005 provide the statutory basis for the operation of Multi Agency Public Protection Arrangements (MAPPA). MAPPA in itself is not a statutory development but a means of the local authorities, police, Health Boards and Scottish Prison Services to “jointly establish arrangements for the assessment and the management of risks posed by certain categories of offenders”.

3.2. The Report highlights key areas of activity undertaken by MAPPA Partners in Lanarkshire, provides information on areas of performance and notes local and national developments in relation to the management of sex offenders in the community. It also notes some key challenges and how these have been/will be addressed as well as our priorities for the coming year.

## **4. Summary of Annual Report**

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

4.2. The Lanarkshire MAPPA Annual Report has been publically available since 9 November 2018. The Report was published simultaneously on the North Lanarkshire Council (NLC) and South Lanarkshire Council (SLC) website with a national Report document published on the Scottish Government website the same day.

4.2.1. The full Lanarkshire Report can be found at the links below:

<https://digital.northlanarkshire.gov.uk/search-results?collection=north-lanarkshire-meta&form=verint&query=MAPPA+annual+report>

[https://www.southlanarkshire.gov.uk/downloads/file/8049/mappa\\_annual\\_report\\_2018](https://www.southlanarkshire.gov.uk/downloads/file/8049/mappa_annual_report_2018)

4.2.2. The Scottish Government Report can be found at the following link:

<https://www.gov.scot/publications/multi-agency-public-protection-arrangements-mappa-scotland-national-overview-report-2017-18/>

4.3. All staff involved in MAPPA face challenges from the increasing number of offenders being managed. During 2016/2017, for the first time ever in Lanarkshire, over 700 Registered Sex Offenders (RSOs) were managed during the reporting period and this upward trend continued again into 2017/2018. In the past year there was an increase of 2%, which, although down from the 5% increase in the previous year, still continues the upward trend of increasing numbers of offenders. As detailed in previous reports, this challenge of managing increasing numbers in an environment of consistent budget and Resource pressures is hugely demanding.

4.4. The total number of RSOs being managed continue to increase year on year.

Year	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Number of RSOs managed	275	352	343	417	425	450	508	586	675	711	726

4.5. Within the reporting period, 27 RSOs were reported for a breach of statutory conditions, this is a 50% increase on the previous year. In addition, three were convicted of a further Group 1 or 2 offence which represents a 40% reduction from last year.

4.6. Further statistical information is included within Appendix 2.

## **5. Progress Update on Business Plan 2016/2017**

5.1. This progress Report is in response to the commitment detailed in the MAPPA Annual Report for 2017/2018 that Lanarkshire MAPPA would address the issues detailed in Appendix 1.

## **6. Significant Operational Events**

6.1. A brief overview of a number of significant operational events are provided in the Report, including:

- ◆ Shared Services Review
- ◆ creation of Health and Social Care Partnerships
- ◆ other risk of serious harm offenders
- ◆ housing issues
- ◆ NHS Lanarkshire
- ◆ internet offenders

- 6.2. Where applicable, case studies have been provided to help illustrate the nature of the work involved and highlight the good practice of staff.

## **7. Future business plan 2018/2019**

- 7.1. The multi-agency members of the Lanarkshire Management Operational Group (MOG) and Strategic Oversight Group (SOG) worked collaboratively to produce the following business plan to address the key issues for the period 2018/2019.
- 7.2. Lanarkshire MAPPA remains committed to ensuring that best practice and innovation remain at the forefront of managing offenders. All agencies have a firm commitment to work effectively in partnership, to manage offenders and jointly address issues of risk. With the core feature to protect the public through effective work with offenders, the shared aim is to help change offending behaviour and mitigate the risk of re-offending, see Table 1.

## **8. Employee Implications**

- 8.1. There are no significant future implications as a direct result of the Annual Report being published.

## **9. Financial Implications**

- 9.1. There are no financial implications as a direct result of the Annual Report being published.

## **10. Other Implications**

- 10.1. There are no additional risks 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. The Report does not introduce a new policy, function or strategy or recommend an amendment to an existing policy, function or strategy, therefore, no equality impact assessment was carried out.
- 11.2. In preparing this Report, all key Partners were consulted.

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

20 December 2018

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

- ◆ Protect vulnerable children, young people and adults
- ◆ Make communities safer, 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:-

Kenny Dewar, MAPPA Coordinator

Ext: (Phone: 01698 894138)

Email: [kenny.dewar@southlanarkshire.gov.uk](mailto:kenny.dewar@southlanarkshire.gov.uk)



MAPPA and External Related Processes				
Action point	Issue	Action Owner	Action(s)	Update
1.1	Capacity Assessments for MAPPA Offenders	SOG	<ol style="list-style-type: none"> <li>1. Improve Guidance locally on what/how to request a capacity assessment for a MAPPA offender</li> <li>2. Identify a pathway for 'urgent' assessments.</li> <li>3. Improve the management of young adults with capacity issues.</li> </ol>	<p>Existing guidance found to be fit for purpose and there are no outstanding requests for capacity assessments.</p> <p>As above. Any future request/referral will be addressed via the existing procedures.</p> <p>Ongoing.</p>
1.2	Identify and improve connections to MAPPA and other Public Protection disciplines.	COG and SOG	<ol style="list-style-type: none"> <li>1. Identify methods to improve access to information for staff working with MAPPA offenders who are service users of other public protection disciplines and vice versa.</li> <li>2. Improve information sharing of Serious Case Reviews across all public protection disciplines.</li> </ol>	<p>MAPPA Information leaflet<sup>1</sup> updated to improve information available to all staff working across the public protection disciplines. Chief Officers Group: Public Protection oversee all the public protection disciplines and regular meetings occur between the relevant Co-ordinators.</p> <p>SLC launched a Public Protection Strategy that specifies the sharing of SCR's as a key deliverable. SCR's from each public protection discipline are reviewed regularly via COG meetings in both Local Authorities.</p>

<sup>1</sup> [http://www.southlanarkshire.gov.uk/downloads/file/3857/mappa\\_information\\_leaflet](http://www.southlanarkshire.gov.uk/downloads/file/3857/mappa_information_leaflet)

1.3	Care and Risk Management (CARM) assessments	SOG	<p>1. Develop implementation of CARM process within each Local Authority area.</p> <p>2. Improve usage of appropriate risk assessment tools for young people involved in MAPPA.</p>	<p>SLC have developed and agreed implementation of CARM procedures<sup>2</sup> across the authority. 'Test' cases have been identified and will be utilised to further develop processes going forward. NLC continue to develop CARM procedures with a view to linking these to existing standardised practices across the authority.</p> <p>Both Local Authorities have reviewed their usage of risk assessment tools for young people involved in MAPPA and have agreed to improve the number of staff trained in the relevant tools as well as undertaking training in a new nationally recognised risk assessment tool (START-AV) during 2018.</p>
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<sup>2</sup>[http://intranet.southlanarkshire.gov.uk/download/downloads/id/5378/community\\_justice\\_outcome\\_imrpovement\\_plan\\_executive\\_summary\\_2017-2018.pdf](http://intranet.southlanarkshire.gov.uk/download/downloads/id/5378/community_justice_outcome_imrpovement_plan_executive_summary_2017-2018.pdf)

MAPPA Identified Training Requirements				
Action point	Issue	Action Owner	Action(s)	Update
2.1	Training	SOG and Multi-agency Training sub-group	<ol style="list-style-type: none"> <li>1. Provide MAPPA awareness training to internal and external partner agencies</li> <li>2. Conduct Internet Offenders awareness training for staff involved in supervision and monitoring of such offenders.</li> <li>3. Ensure appropriate CJSW staff receive Risk of Serious Harm (RoSH) training.</li> <li>4. Deliver RoSH and LSCMI awareness events to staff and MAPPA partners</li> </ol>	<p>MAPPA presentations delivered to various partner agencies working across other PP disciplines, i.e. The State Hospital, Routes to Work, MHO Students Course, Glasgow Caledonian University, SLC Unpaid Work Service</p> <p>Training provided by the Lucy Faithful Foundation in November 2017 and attended by circa. 100 staff from MAPPA multi-agency partner organisations.</p> <p>Ongoing as part of core training requirement for CJSW's.</p> <p>Awareness and engagement event held in Lanarkshire in January 2018 and attended by relevant MAPPA partners</p>

MAPPA Management Issues				
Action point	Issue	Action Owner	Action(s)	Update
3.1	Welfare Reform	SOG	1. Ensure appropriate cognisance is taken of impact of welfare reforms on MAPPA offenders and provision for online access to benefits is accounted for.	Both NLC and SLC Housing Services have produced a 'Tenants Guide to Universal Credit' that provides necessary information for service users. Welfare Reform and UC remain standing items on MOG meetings.
3.2	MAPPA Level 1 process	MOG and SOG	1. Review MAPPA Level 1 process locally and consider any best practice identified either locally or nationally.	National Level 1 Minimum Practice guidance circulated and utilised locally across NLC and SLC. Level 1 processes in both LA's remains under review.
3.3	Audits	MOG and SOG	1. Conduct MAPPA Chair and File audits in line with national guidance.  2. Ensure identified learning from audits is embedded in local practice.	Both the MAPPA Chair and File audit process has been followed as per National Guidance and relevant cases reviewed.  Learning from the above audits has been embedded into MAPPA process locally and disseminated as appropriate to staff.

MAPPA Continuous Improvement				
Action point	Issue	Action Owner	Actions	Update
4.1	Conduct review across all partners to make the best use of housing stock.	NLC & SLC Housing	Action – NLC and SLC Housing services to establish a sub group to take this forward.	<p>Housing Sub Group has been established with multi-agency attendance and input. Various issues in relation to housing stock have been considered, including use of specific types of accommodation, impact of ERA process, impact of Welfare Reform and in particular Universal Credit impact on service users and housing costs for temporary or permanent accommodation. The outcomes and actions of the Housing Sub Group are then reported to the MOG and SOG for consideration.</p> <p>NLC Housing regularly monitor temporary accommodation and are pro-active in moving service users into permanent lets to maximise stock availability. Any areas of concern in relation to stock availability is considered by Senior Management and informs the Strategic Continuous Improvement Group and Local Housing Strategy where applicable.</p>
4.2	CJSW to be the leads on ViSOR for Category 3 Offenders (Other Risk of Serious Harm). This requires significant hardware, resource and training implications.	CJSW Lead Officer, NLC & SLC	Criminal Justice Social Work to develop and implement plan to adhere to MAPPA Guidance expectations as lead-agency for Category 3 offenders on ViSOR	<p>Multi-agency Short Life Working Group approved and reports via SOG. Within NLC, Admin and Senior Management support has been agreed in relation to ViSOR responsibilities for Category 3 offenders. Following the successful vetting and training of the aforesaid staff ViSOR information recording will be implemented within NLC. Progress will be reviewed after the first three months with a view to extending this arrangement to cover MAPPA</p>

				<p>level 2 offenders. ViSOR arrangements for MAPPA level 1 individual's remains outstanding due to resource implications and pending a successful outcome in respect of the incremental ViSOR Plan.</p> <p>SLC have agreed an implementation plan and have commenced with the vetting and training of a number of staff at Team Leader level. Additional ViSOR terminals have been purchased and are being installed as part of the agreed rollout of ViSOR across the authority.</p>
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Table 1

Action	What	Success Measure	Who	Update / Criteria
1	Develop an accommodation options approach for older registered sex offenders	Accommodation options approach developed that improves the transition of older adult RSO's from prison to community	Housing Sub-group	
2	<p>Conduct training /awareness raising of MAPPA</p> <p>a) for those who work with older adults, and</p> <p>b) for those who work with those RSO's with learning disabilities</p>	<p>Improve knowledge and awareness of older adults staff in working with MAPPA cases.</p> <p>Develop training to assist staff working with RSO's with learning disabilities</p>	Training Sub-group	
3	Improved working practices between Criminal Justice and Adult services within each local authority	Greater understanding and improved co-working of relevant cases	Quality and Assurance Sub-group	
4	Improve planning process to include earlier engagement in ICM process	<p>Improved transition from prison into community setting.</p> <p>Increased attendance at annual and pre-release ICM of key agencies,</p>	<p>SOG</p> <p>SPS, Housing, Police, Local Authority CJSW</p>	

		including community based agencies.		
<b>5</b>	Consider future requirements of MAPPA self-evaluation process	Process benchmarked against other public protection disciplines	Quality and Assurance Sub-group	
<b>6</b>	Develop MAPPA training and awareness programme for staff within Responsible Authorities and Duty to Co-operate agencies or third sector.	MAPPA training and awareness programme developed and delivered.	Training Sub-group	
<b>7</b>	Update the MAPPA MOU and ISP documents to take account of new GDPR legislation	Updated 2018 version of MOU and ISP signed off by all relevant partners	SOG  All agencies	



## Appendix 2

### Statistical information<sup>3</sup>

**Table 1: Registered Sex Offenders in the Community within Lanarkshire CJA area**

<b>REGISTERED SEX OFFENDERS (RSO's)</b>	<b>NUMBER</b>
<b>a) Number of Registered Sex Offenders:</b>	
i) At liberty and living in your area on 31 <sup>st</sup> March 2018 <sup>4</sup> :	463
ii) Per 100,000 of the population on 31 <sup>st</sup> March 2018 <sup>5</sup> :	(Est. population of 658,130) 70
<b>b) The number of RSO's between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018 having a notification requirement who were reported for breaches of the requirements to notify:</b>	27
<b>c) The number of "wanted" RSOs on 31<sup>st</sup> March 2018<sup>6</sup>:</b>	2
<b>d) The number of "missing" RSOs on 31<sup>st</sup> March 2018<sup>7</sup>:</b>	0

<sup>3</sup> This section is required to be included in the MAPPA Annual Reports as per S11 3 (a) and (b) The Management of Offenders etc (Scotland) Act 2005.

<sup>4</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities managed by MAPPA.

<sup>5</sup> <https://www.nrscotland.gov.uk/files//statistics/population-estimates/mid-17/tables/mid-year-pop-est-17-tab-2.pdf>

<sup>6</sup> A Wanted Registered Sex Offender is defined as those who are subject to the notification requirements of the Sexual Offences Act 2003 and who have a live warrant in force.

<sup>7</sup> A Missing person is defined as anyone whose whereabouts is unknown and:

- where the circumstances are out of character; or
- the context suggests the person may be subject to crime; or
- the person is at risk of harm to themselves or another.

**Table 2: Civil Protection Orders**

<b>The Number of</b>	<b>Applied for by Police</b>
a) Sexual Offences Prevention Orders (SOPOs) in force on 31 <sup>st</sup> March	19
b) SOPOs imposed by courts between 1 <sup>st</sup> April and 31 <sup>st</sup> March	1
c) Number of sex offenders convicted of breaching SOPO conditions between 1 <sup>st</sup> April and 31 <sup>st</sup> March	1
d) Risk of Sexual Harm Orders (RSHOs) in force on 31 <sup>st</sup> March	1
d) Number of sex offenders convicted of breaching RSHO conditions between 1 <sup>st</sup> April and 31 <sup>st</sup> March	0
f) Number of Foreign Travel Orders (FTOs) imposed by courts between 1 <sup>st</sup> April and 31 <sup>st</sup> March	0
g) Number of Notification Orders (NOs) imposed by courts between 1 <sup>st</sup> April and 31 <sup>st</sup> March	0

**Table 3: Registered Sex Offenders managed under MAPPA**

REGISTERED SEX OFFENDERS (RSO's)		NUMBER OF OFFENDERS	
Number of RSOs managed by MAPPA Category:			
	In the community on 31 <sup>st</sup> March 2018 <sup>8</sup>	In total on 31 <sup>st</sup> March 2018 <sup>9</sup>	
i) Level one – Ordinary Risk Management:	447	545	
ii) Level two – Local Inter-agency Risk Management:	16	45	
iii) Level three – MAPPA:	0	1	
b) Number of Registered Sex Offenders convicted of a further Group 1 or 2 crime between 1 <sup>st</sup> April to 31 <sup>st</sup> March <sup>10</sup> .			
i) Level one – Ordinary Risk Management:	2		
ii) Level two – Local Inter-agency Risk Management:	1		
iii) Level three – MAPPA:	0		
c) Number of RSO's returned to custody for a breach of statutory conditions (including those returned to custody because of a conviction of Group 1 or 2 crime):	8		
d) Number of indefinite sex offenders reviewed under the terms of the Sexual Offences Act 2003 (Remedial) (Scotland) Order 2011 between 1 April and 31 March.	0		
e) Number of notification continuation orders issued under the terms of the Sexual Offences Act 2003 (Remedial) (Scotland) Order 2011 between 1 April and 31 March.	0		
f) Number of notifications made to Jobcentre Plus under the terms of the Management of Offenders etc. (Scotland) Act, 2005 (Disclosure of Information) Order 2010 between 1 April and 31 March.	79		
g) Number of RSO's subject to formal disclosure:	0		

<sup>8</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities managed by MAPPA.

<sup>9</sup> These figures include all offenders who have been notified to the MAPPA Coordinator by the Responsible Authorities in the community and within the SPS estate or NHS facilities as at 31 March 2018. It should be noted the method of recording these figures in the Lanarkshire Annual Report has altered from previous years whereby these figures included all offenders who had been notified at any point between 1 April and 31 March.

<sup>10</sup> This figure is in relation to those managed at those levels from 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018

**Table 4: Restricted Patients**

<b>RESTRICTED PATIENTS (RP'S):</b>	<b>NUMBER</b>
<b>a) Number of RP'S:</b>	
i) Living in your area on 31 <sup>st</sup> March 2018:	35
ii) During the reporting year:	35
<b>b) Number of RP's per order on 31<sup>st</sup> March:</b>	
i) CORO:	27
ii) HD:	1
iii) TTD:	7
<b>c) Number within hospital/community on 31<sup>st</sup> March:</b>	
i) State Hospital:	12
ii) Other hospital on suspension of detention (SUS):	0
iii) Other hospital with unescorted SUS:	0
iv) Community (Conditional Discharge):	2
<b>d) Number managed by category on 31 March 2018:</b>	
i) Level one – Ordinary Risk Management:	0
ii) Level two – Local Inter-agency Risk Management:	0
iii) Level three – MAPPP:	0
<b>e) Number of RPs convicted of a further Group 1 or Group 2 crime between 1 April 2017 and 31 March 2018:</b>	
i) MAPPA level one:	35
ii) MAPPA level two:	0
iii) MAPPA 3:1	0
<b>f) Number of RPs between 1 April 2017 and 31 March 2018:</b>	
i) who did not abscond or offend:	35
ii) who absconded:	0
iii) who absconded and then offended:	0
iv) where absconsion resulted in withdrawal of suspension of detention:	0
<b>g) Number of RPs on Conditional Discharge between 1 April 2017 and 31 March 2018:</b>	
i) who did not breach conditions, not recalled or did not offend:	2
ii) who breached conditions (resulting in letter from the Scottish Government):	0
iii) Recalled by Scottish Ministers due to breaching conditions:	0
iv) Recalled by Scottish Ministers for other reasons:	0

**Table 5: Delineation of RSO'S by age - in the community on 31<sup>st</sup> March 2018<sup>11</sup>.**

Age	RSO Number	RSO Percentage %
Under 18	3	1
18 - 21	13	3
22 - 25	34	7
26 – 30	41	9
31 – 40	97	21
41 – 50	97	21
51 – 60	99	21
61 - 70	51	11
Older than 70	28	6
Total	463	100

It is important to note that this table is in reference to the current age of those subject to MAPPA and not the age of when the offence was committed.

**Table 6: Delineation of RSO's by sex - in the community on 31<sup>st</sup> March 2018<sup>12</sup>**

Sex	RSO Number	RSO Percentage %
Male	459	99
Female	4	1

**Table 7: Number of RSO's managed under statutory conditions and/or notification requirements in the community on 31<sup>st</sup> March 2018<sup>13</sup>**

Number of RSO's:	Number	Percentage %
On Statutory supervision:	185	40
Subject to notification requirements only:	278	60

<sup>11</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities.

<sup>12</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities.

<sup>13</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities.

**Table 8: Number of Other Risk of Serious Harm Offenders managed under statutory conditions on 31<sup>st</sup> March 2018**

<b>Other Risk of Serious Harm Offenders</b>	<b>Number</b>
a) Number of offenders managed by MAPPA level as at 31 <sup>st</sup> March 2018	
1. Level 2 – Multi-Agency Risk management	3
2. Level 3 - MAPPP	0
b) Number of offenders convicted of a further Group 1 or 2 crime:	
3. MAPPA Level 2	0
4. MAPPP Level 3	0
c) Number of offenders returned to custody for a breach of statutory conditions(including those returned to custody because of a conviction of a Group 1 or 2 crime)	0
d) Number of notifications made to DWP under the terms of the Management of Offenders etc. (Scotland) Act 2005 (Disclosure of Information) Order 2010 between 1 April and 31 March	0

# Report

13

Report to: **Social Work Resources Committee**  
Date of Meeting: **20 February 2019**  
Report by: **Director, Health and Social Care**

Subject: **Update of Social Work Resources Risk Register and Risk Control Plan**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present an update on the Risk Register and Risk Control actions for Social Work Resources

## 2. Recommendation(s)

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

- (1) that the contents of the Resource Risk Register be noted; and
- (2) that it be noted that the outstanding Risk Control actions will be progressed by relevant officers.

## 3. Background

- 3.1. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes. The strategy requires Resources to record and review risks and control actions regularly. Social Work Resources follow the guidance in developing, monitoring and updating the Risk Register on an ongoing basis.
- 3.2. The purpose of the Register is to ensure that the Resource is fully aware of its top risks; that these risks are prioritised; and that controls are in place to eliminate or minimise the impact of the risks.
- 3.3. The Resource scores the risks in accordance with the Council scoring mechanism, based on likelihood and impact. This results in risks being scored between one and nine (low – high).
- 3.4. Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls).
- 3.5. The last update of the Social Work Resources Risk Register was reported to the Social Work Resources Committee on 7 February 2018.
- 3.6. The Council's top Risk Register and Risk Control Plan has been reviewed. This work was completed in September 2018.

- 3.7. The Central Risk Management Team annually review Resource compliance with the risk management strategy. The outcome of the 2017/2018 review identified that Social Work Resources achieved 100% compliance, scoring 42 out of a possible 42.
- 3.8. A separate Strategic Risk Register for South Lanarkshire Integration Joint Board (IJB) has been developed and reported to the IJB (Performance and Audit) Sub-Committee on 29 August 2017. This is now embedded as part of the overall IJB's Code of Corporate Governance.

#### **4. Resource Risk Management**

- 4.1. Each Resource has a Resource Risk Management Group which has responsibility for the promotion and management of risk.
- 4.2. The Social Work Resources' Risk Management Group reports to the Social Work Governance Group on a quarterly basis. The Risk reporting agenda within Social Work Resources is coordinated through the Senior Management Team and supported by the Service Development Manager who attends the Risk sponsors group.
- 4.3. The work of the group over the last year has focused on the review and update of the Resource Risk Register, and ensuring that the Register reflects the Council plan and individual service plans.

#### **5. Risk Register**

- 5.1. Work has been completed by the Resource Risk group to finalise the review of the Resource Risk Register. The update gave consideration to risks at a service level, as well as strategic Council risks.
- 5.2. The Resource Risk Register will be monitored on an ongoing basis to allow new risks to be added and for the control measures and scores of the existing risks to be reviewed in light of new information.
- 5.3. Risks can result from internal or external influences, with examples being the impact of projected funding cuts or legislative changes or the impact of internal service changes.
- 5.4. The development process for the Resource Plan requires a risk assessment process to be undertaken as appropriate resulting in some actions within the Resource Plan having a corresponding risk identified within the Risk Register.
- 5.5. The main changes to the Register are summarised below:-
  - ◆ a new Risk is added in relation to Brexit
  - ◆ Risk description for the IJB has been changed from 'The Council is not sufficiently prepared to deliver the IJB strategic directions set out in the strategic commission plan 2016 to 2019' to 'The Council fails to evidence compliance with the directions issued by the IJB'
- 5.6. Risks scored seven to nine are considered to be high risks and these are monitored closely. The top risks identified for the Resource, that is, those that are residually scored as being high, are attached at Appendix 1.



- 5.7. A clear link is made to the Council's top risks. Top risks and Resource specific risk implications are noted within the Appendix.
- 5.8. Risks evaluated residually as being medium or low risk will be monitored to ensure that they continue to be adequately managed.

## **6. Insurance Hotspots**

- 6.1. A review of claims carried out for the period 1 April 2016 to 31 December 2017 identified the following insurance hotspot areas for Social Work Resources:-
- ◆ mobile phone security
  - ◆ slips, trips and falls including those in winter weather
  - ◆ risks associated with vehicle incidents
- 6.2. The following progress has been made with actions included in the hotspot action plan:-
- ◆ staff briefing undertaken regarding loss of mobile phones
  - ◆ communication with service users regarding difficulty Council may face in delivering services during periods of severe weather
  - ◆ actions awaiting guidance on a Council wide basis are still being pursued:
    - ◆ footwear
    - ◆ training
    - ◆ updating risk assessments
  - ◆ staff briefing undertaken in respect of reinforcing legislation changes in term of fines/licence endorsement

## **7. Scope and Appetite for Risk**

- 7.1. South Lanarkshire Council (SLC) aims to be risk embracing, that is it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.
- 7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a high residual risk exposure as this would indicate instability but a low residual risk exposure should also be avoided as this indicates lack of innovation.
- 7.3. SLC's ideal risk exposure should be consistent with an acceptable tolerance of:-
- ◆ no more than 20 per cent of residual risks at a high level
  - ◆ around 40 per cent to 50 per cent of residual risks at a medium level
  - ◆ around 30 per cent to 40 per cent of residual risks at a low level

- 7.4. Social Work Resources risk exposure is detailed in Table One below:

Table One – Social Work Resources Risk Exposure

<b>Residual Risk score</b>	<b>2016/2017</b>		<b>2017/2018</b>	
	<b>Number of risks</b>	<b>Percentage of risks</b>	<b>Number of risks</b>	<b>Percentage of risks</b>
High (7, 8 or 9)	7	41%	8	44%
Medium (4, 5, or 6)	7	41%	7	39%
Low (1, 2, or 3)	3	18%	3	17%
	<b>17</b>	<b>100%</b>	<b>18</b>	<b>100%</b>

- 7.5. Despite the fact that the risk exposure is out with the ideal risk exposure defined by the Risk management strategy, it has remained similar to the previous year with slight movement in risk scores. This risk exposure is to be expected as these are the highest level risks currently being faced by the Resource.

- 7.6. Social Work Resources has ensured that all inherent risks scored at a high level have cost effective control measures in place. Where further control measures are required, these are included within the Resource Risk Control Plan.

## **8. Risk Control Actions**

- 8.1. There are a number of Risk Control actions identified as part of the Resources Risk Register review.
- 8.2. Progress with completion of Resource Risk Control actions is monitored on a monthly basis by the Central Risk Management Team. This is also reviewed by the Resource Risk group.
- 8.3. There are no Risk Control actions due for completion during the remainder of 2017/2018.

## **9. Major Projects, Partnerships or Change**

- 9.1. Within Social Work Resources 12 Partnerships have been identified. One of these is considered to be high risk, that is, the South Lanarkshire Health and Social Care Partnership.
- 9.2. Appropriate risk management arrangements are in place for the high level Partnership. See 3.8 above.

## **10. Next Steps**

- 10.1. The Resource Risk Management Group will continue to meet on a quarterly basis and report to the Social Work Governance Group. The Risk Register will be reviewed on an ongoing basis by the Group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided to Committee on an annual basis.

## **11. Employee Implications**

- 11.1. Time will be required by the Resource Risk management group in the management of the Resource Risk Register and Risk Control Plan.

## **12. Financial Implications**

- 12.1. During the year, if any new initiatives are identified which would help mitigate any particular risk faced by the Resource, some financial assistance may be available from the risk management fund. This is managed through a bid being submitted and assessed against set criteria.
- 12.2. During the 2017/2018 financial year, the Resource made successful risk management bids for the following initiatives:
  - ♦ £20,000 for improved security at Auchentibber Resource Centre

## **13. Other Implications**

- 13.1. Failure to demonstrate that risk is actively considered and managed cannot only lead to avoidable financial loss but could also affect delivery of services and could affect the Resources' reputation.
- 13.2. There are no implications for sustainability in terms of the information contained in this report.

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

- 14.1. 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.
- 14.2. Consultation on the content of this report has been undertaken with members of the Social Work Resources' Risk management group.

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

16 November 2018

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

- ♦ Accountable, effective, efficient and transparent

### **Previous References**

- ♦ 2016/2017 Annual Risk Report February 2018

### **List of Background Papers**

- ♦ None

### **Contact for Further Information**

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

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Social Work Risk Register 2018

SWR Category	Risk	Inherent score	Sample of Controls	Residual score
1	<p><b>Reduction in Council funding resulting in difficulties maintaining frontline services.</b> (top Council Risk)</p> <ul style="list-style-type: none"> <li>• Money Matters mitigating implications of the welfare reform agenda</li> <li>• failure to achieve Resource savings targets</li> <li>• failure to collect care and grant income</li> </ul>	9	<ul style="list-style-type: none"> <li>• Money Matters service continues to income maximise</li> <li>• active participation in the efficiency agenda</li> <li>• annual budget meetings</li> <li>• service reviews and redesign</li> <li>• assessment and care management arrangements and income maximisation opportunities</li> <li>• review grants to voluntary organisations</li> <li>• review service user and carer prioritisation in terms of accessing service and support</li> <li>• support carers in their caring role</li> <li>• target resources on those with critical/substantial needs</li> <li>• work in partnership with voluntary organisations to provide early intervention and preventative supports</li> <li>• service reviews including IT solutions to deliver service models</li> <li>• reassess 'waiving of charges' SDS in relation to carers' adults carer support plans</li> </ul>	8
2	<p><b>Potential liability arising from claims of historic child abuse</b> (top Council Risk)</p> <ul style="list-style-type: none"> <li>• perceived failure on the authority and predecessor authority to fulfil its obligations in relation to looked after children</li> <li>• potential disclosures to the inquiry which result in the Council as the successor authority being liable</li> <li>• claims for compensation</li> <li>• damage to the reputation of the Council</li> <li>• potential periods of the inquiry uninsured</li> </ul>	9	<ul style="list-style-type: none"> <li>• cross council steering group established</li> <li>• review of historical records pertaining to current section 21 notices completed</li> <li>• timescales met for section 21 notices received</li> <li>• level of insurance cover exists in relation to predecessor authorities</li> </ul>	7

SWR Category	Risk	Inherent score	Sample of Controls	Residual score
	<p><b>The Council is significantly affected by the impact of the UK leaving the European Union</b> (top Council Risk)</p> <ul style="list-style-type: none"> <li>• funding and finance (for example economic changes; and increased costs)</li> <li>• workforce and employment (for example loss of available workforce; skills shortage)</li> <li>• procurement and trade (for example availability of imported goods; supplier bases effected)</li> <li>• legislation (for example changes in laws covering environment; procurement)</li> <li>• support to businesses located within South Lanarkshire area (economic development)</li> </ul>	9	<ul style="list-style-type: none"> <li>• the Council participated in the CoSLA survey in respect of non UK EU/EEA workforce employed and has identified the estimated current number of employees that fall into this category and in which Resources that they are employed. The personal data verification exercise is underway to confirm exact numbers</li> <li>• the Council's economic development service provides support to businesses within the South Lanarkshire area</li> <li>• economic development gathers informally intelligence through partners and business networks</li> <li>• advice published by the Government and other economic development agencies shared via partners and business networks</li> <li>• horizon scanning – CIPFA updates; internet; news; Fraser of Allander Institute reports etc.</li> <li>• the Council's financial strategy addresses potential changes in funding</li> <li>• there is potentially new funding that the Council could apply for in the period 2019-2023 totalling £4m</li> <li>• the HM Treasury has provided assurances around the current EU funded programme for all projects with a signed agreement in place prior to the UK</li> <li>• briefing paper prepared on "EU Funded Projects – Project Outcomes and Personnel Implications"</li> <li>• reports presented to the CMT on "Brexit and the implications for the Council's European funded projects"</li> </ul>	7
	<p><b>Information Governance not subject to adequate control</b> (top Council Risk)</p> <ul style="list-style-type: none"> <li>• ineffective records management practices could lead to data breaches</li> <li>• poor information recording within client index systems</li> <li>• systems not geared towards sharing relevant information across partners</li> <li>• impact of GDPR</li> </ul>	9	<ul style="list-style-type: none"> <li>• regular audits of case file activity undertaken</li> <li>• data sharing protocols are in place with partners to ensure appropriate sharing of information about service users</li> <li>• Electronic Documents Records Management System (EDRMS) is embedded in case file practice in all localities</li> <li>• Resource preparing for corporate file structure</li> <li>• SWISplus training team dedicated to training staff in use of client index system</li> <li>• contract monitoring in place with external providers ensuring their data protection obligation followed</li> </ul>	7

SWR Category	Risk	Inherent score	Sample of Controls	Residual score
			<ul style="list-style-type: none"> <li>annual audit checklists</li> <li>information governance board GDPR action plan</li> </ul>	
	<b>The Council fails to evidence compliance with the directions issued by the Integration Joint Board</b> (top Council Risk) <ul style="list-style-type: none"> <li>implications for children and justice services</li> <li>governance and accountability arrangements</li> <li>locality planning models</li> <li>locality service delivery models</li> <li>budgets and finance</li> <li>reputation</li> </ul>	9	<ul style="list-style-type: none"> <li>children's health services in the Partnership</li> <li>IJB code of corporate governance in place</li> <li>Director Health and Social Care and senior management team in place</li> <li>locality planning arrangements established and locality senior managers appointed</li> <li>strategic commissioning plan in place</li> <li>consultation and Partnership plan</li> <li>strategic needs assessment activity established</li> <li>performance reporting framework established</li> </ul>	7
	<b>Adverse weather</b> (top Council Risk) <ul style="list-style-type: none"> <li>43 registered care services</li> <li>failure to deliver home care services</li> <li>failure to provide day care (transport)</li> <li>staff stranded in care homes</li> <li>large home care workforce attending vulnerable clients in urban and rural settings</li> </ul>	8	<ul style="list-style-type: none"> <li>all service continuity plans including adverse weather in place</li> <li>Emergency Social Work Service available</li> <li>severe weather protocols in place</li> <li>all staff to report to nearest local office in adverse weather</li> <li>locality HUBs, care homes, day care centres utilised in adverse weather</li> <li>transport arrangements co-ordinated</li> <li>prioritisation of service users in adverse conditions according to need</li> <li>communication with service users/carers regarding implications of severe snowfall and access</li> </ul>	7
	<b>Procurement practice and management of contracts</b> (top Council Risk) <ul style="list-style-type: none"> <li>centralised procurement function reducing capacity and knowledge of health and social care requirements</li> <li>inadequate monitoring of contracts for</li> </ul>	9	<ul style="list-style-type: none"> <li>liaison with central procurement</li> <li>governance arrangements in place</li> <li>standard model contracts in place</li> <li>monitor Care Inspectorate reports on purchased services</li> <li>deficiency in care meetings in place for poor gradings of care providers</li> <li>review of grants to voluntary organisations</li> </ul>	7

SWR Category	Risk	Inherent score	Sample of Controls	Residual score
	social care <ul style="list-style-type: none"> <li>failure to deliver statutory duties, that is, protect vulnerable children, young people and adults if social care contract not in place</li> <li>failure to recognise that procurement of care and support services is a complex</li> <li>principles of choice and control</li> </ul>		<ul style="list-style-type: none"> <li>provider liaison meetings</li> <li>strategic commissioning plan</li> </ul>	
	<b>Lack of capacity and skills to provide to meet increased service demands</b> (top Council Risk) <ul style="list-style-type: none"> <li>impact of cross cutting services reviews</li> <li>delivery of person centred care</li> <li>Home Care workforce to support increased older people demographic growth</li> <li>ageing workforce</li> <li>mixed economy of care</li> <li>Scottish Social Services Registration (SSSC) requirements for Managers within children's homes</li> <li>Scottish living wage</li> <li>registration requirements</li> <li>lack of suitably qualified potential recruits in general work force</li> <li>implications of Brexit</li> <li>dedicated and skilled workers who protect and support people or help them to deal with challenging circumstances across all ages, stages and settings of life</li> </ul>	9	<ul style="list-style-type: none"> <li>learning and development board identifies and monitors training and support required</li> <li>Social Work Governance Board in place</li> <li>Social Services in Scotland – a shared vision and strategy 2015/2020 review current approaches to social care workforce planning and assess whether there is a case for a national workforce planning tool</li> <li>Council workforce plan</li> <li>registration requirements for care at home and housing support services</li> <li>development of care academy alongside third sector organisations</li> <li>supervision policy audit undertaken and templates updated</li> <li>the Review of Social Work Education (RSWE) will continue with the SSSC leading work on a number of the recommendation. As part of the RSWE they will seek to:               <ul style="list-style-type: none"> <li>revise, publish and implement an updated framework and standards in Social Work education</li> <li>explore graduate-level apprenticeships and other work-based routes into Social Work with the sector</li> <li>develop a new standard for continuous professional learning for social service workers</li> </ul> </li> </ul>	7

