



Chief Social Work Officer Annual Report 2022-2023

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Introduction

The aim of [Social Work Resources](#) is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and to supporting local people to maximise their potential, maintain their independence and improve outcomes.

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

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

All local councils have a duty under the Social Work Scotland Act 1968 to assess a person's community care needs and, where appropriate, to arrange any services they may require. South Lanarkshire Social Work Resources, in partnership with community planning partners, voluntary organisations and independent providers, offer a range of services designed to enable, support, improve and protect the health and care of those accessing our services. Self-Directed Support (SDS) is Scotland's mainstream approach to adult social care and the Children and Young People (Scotland) Act 2014 places Getting It Right for Every Child at the centre of assessing the wellbeing needs of children and young people.

In addition to assessment, Social Work Resources commission a wide range of local private, not for profit and voluntary sector providers together with a range of specialist services from within and outwith the South Lanarkshire area. There are 37 independent care homes for older people, 13 care homes for adults with a range of support needs, and 21 children's care homes operating within the council area. Additionally, we have a range of care at home, day services and supported living providers operating across our localities.

Throughout 2022-2023 Social Work Resources activities included:

- supervision and monitoring in the protection of vulnerable children and adults and wider public protection services
- providing assessment, specialised assessment, and support
- providing targeted services for vulnerable children young people, adults, and their carers
- providing care at home, day service, and residential support services
- working with those who are subject to requirements within justice and mental health legislation

Those who use our services and the wider workforce have all experienced the impact of the global COVID-19 pandemic. The Social Work and Social Care Critical Functions Framework was a key governance enhancement introduced and will be a mechanism that is maintained as part of our learning from the pandemic. The framework was recognised by the Scottish Government as an area of best practice and an exemplar shared with all councils throughout Scotland. As restrictions have eased, we have seen the reintroduction of services and continue to respond to the impact that it has had on our workforce and our local communities.

As CSWO for South Lanarkshire I will continue to progress our priorities in areas including:

- Public protection for children and adults
- Multi-agency public protection arrangements
- South Lanarkshire Integration Joint Board (IJB) and development meetings for health and social care integration
- Health and Social Work Governance Group
- Health and Care Standards
- Developing and supporting our profession and workforce
- Oversight and management of the Social Work Risk Register
- Data Protection, GDPR (General Data Protection Regulation)
- Procurement, contract compliance/monitoring
- Eligibility criteria/prioritisation
- Self-Directed Support (SDS)
- Community Justice
- Children and Young People's legislation
- Carers (Scotland) legislation
- Care Inspectorate inspections and follow up improvement action plans
- Equality, Diversity, and Inclusion
- Health and Safety

As services recover from the pandemic, households are now significantly impacted by the cost-of-living crisis. This crisis has been caused by a significant increase in the costs of energy, food, and fuel, with the energy price cap increasing significantly in 2022 and forecast to rise further. The council continues to offer advice on finance and debt through the Money Matters Advice Service, with service users supported to access available funding through a range of appropriate funds and grants.

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

I extend my thanks to everyone for their efforts during 2022-2023 and I look forward to working together on shared agendas during the year ahead.

Liam Purdie
Chief Social Work Officer
30 October 2023

Section 1: Governance and Accountability

1.1 Community Planning Partnership

1.1.1 South Lanarkshire Council is part of the South Lanarkshire Community Planning Partnership (CPP). A range of partners contribute to a well-established Partnership Board which has a key role in progressing community planning in this area:

- Federation of Small Businesses
- NHS Lanarkshire
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Government
- Seniors Together
- Skills Development Scotland
- South Lanarkshire Community Partnerships
- South Lanarkshire Council
- South Lanarkshire Leisure and Culture
- Strathclyde Partnership for Transport
- University of the West of Scotland
- VASLan (Community and Voluntary Sectors)

1.1.2 The board provides strategic leadership and oversees the activity of partners in achieving the agreed vision and outcomes within the Community Plan 2022-2032. It has established the following thematic partnerships to improve the quality of life of South Lanarkshire residents:

- Children's Services Partnership
- Health and Social Care Partnership
- Community Learning and Development Partnership

1.2 South Lanarkshire Council

1.2.1 There are 64 council members representing the 20 multi-member wards across South Lanarkshire. The composition of the council as of 5 May 2022 is:

Political Party	Number of Elected Members
Scottish Labour Party	24
Scottish National Party	27
Scottish Conservative and Unionist Party	7
Scottish Liberal Democrats	3
Greens	1
Independent Group	2

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

- People – we will work to put people first and reduce inequality
- Planet – we will work towards a sustainable future in sustainable places
- Progress – we will work to recover, progress, and improve

1.2.3 Social Work Resources is one of five council resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources and Housing and Technical Resources. All Resources work together in support of the Council Plan which can be accessed at the following link: [Connect 2022-27](#)

1.2.4 Each Resource prepares an annual Resource Plan which reflects the aspirations of the Council Plan and the Community Plan and details the work, achievements, and ongoing performance activity of each service. In addition, this Resource Plan necessarily also reflects the statutory relationship between the IJB and the council with respect to adult and older people's social care. Those elements of the Resource Plan are a response to the directions within the IJB's Strategic Commissioning Plan (SCP) 2022-25 and a recognition that the IJB has operational oversight for those areas of delivery. The Social Work Resource Plan can be found at the following link: [Social Work Resource Plan 2023-2024](#)

1.3 Social Work Resources

1.3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gives local authorities the responsibility of "promoting social welfare". The Social Work service has a statutory duty to provide care and protection to the most vulnerable people across South Lanarkshire.

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

1.3.3 The CSWO holds the position of Head of Children and Justice Services, is a member of the Social Work Senior Management Team (SMT) and a standing member of the IJB. The role is integral in the supervision and monitoring of the protection of vulnerable children and adults and serving as a conduit between the IJB and public protection activity, reporting annually on the discharge of statutory duties.

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

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

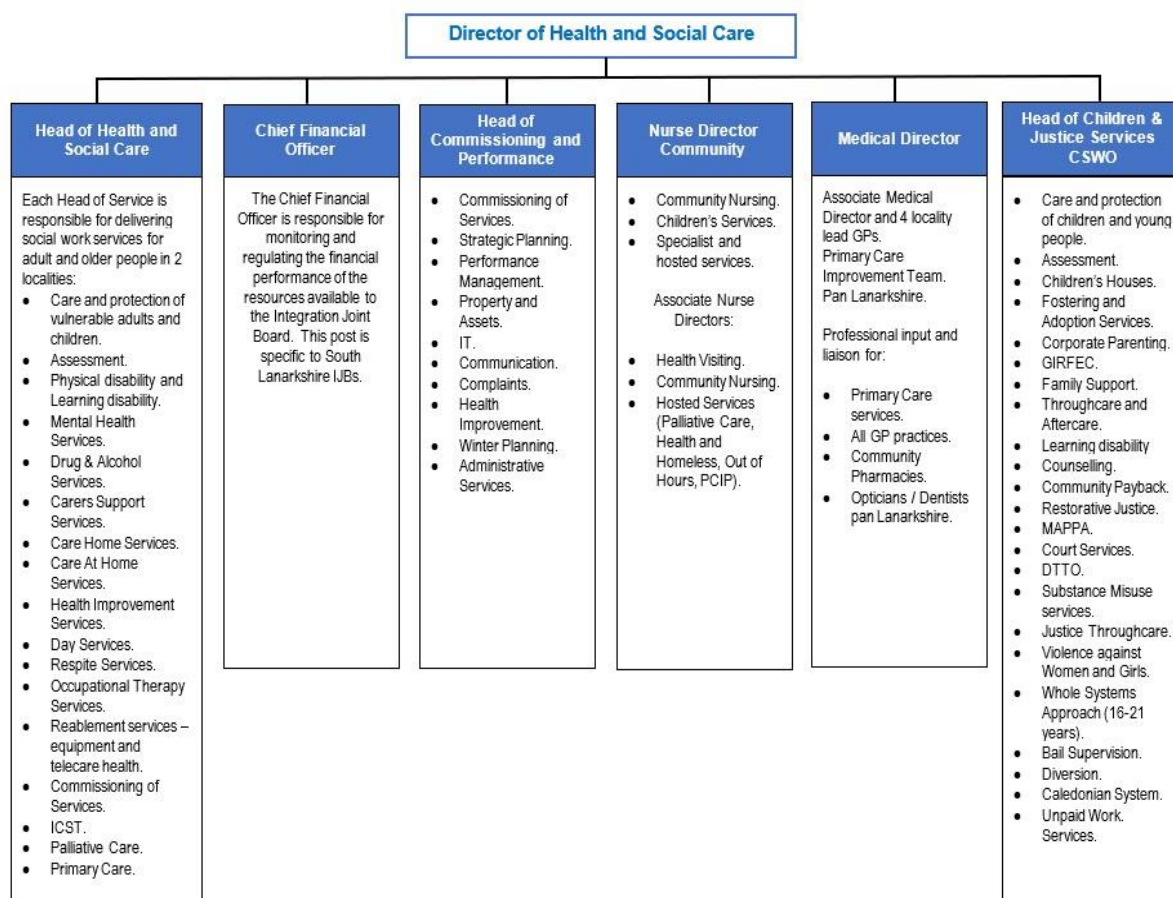
Structure	Role
Community Planning	<ul style="list-style-type: none"> • Community Planning Partnership Board • Safer South Lanarkshire Steering Group • South Lanarkshire Community Justice Partnership • South Lanarkshire Alcohol and Drugs Partnership • Violence Against Women and Girls (Gender based Violence Partnership)
Council	<ul style="list-style-type: none"> • Social Work Resources Committee • Performance and Review Scrutiny Forum • Health and Social Work Governance Group • Learning and Development Boards • Corporate Management Team
Children's Services	<ul style="list-style-type: none"> • Getting it right for South Lanarkshire's Children (GIRSLC) Partnership Group • The Promise Board • Local Government and The Promise (arranged by COSLA) • Childrens Service Partnership Planning (CSPP) Leads Group (SG)
Public Protection	<ul style="list-style-type: none"> • Chief Officer's Group • Child Protection Committee • Adult Protection Committee • MAPPA (Multi Agency Public Protection Arrangements) Strategic Oversight Group
Integration Joint Board	<ul style="list-style-type: none"> • IJB Board • IJB Performance and Audit Sub Committee • Health and Care Senior Management Team • Support, Care and Governance Group • Care Homes Assurance Tactical Group

1.4 South Lanarkshire University Health and Social Care Partnership (South Lanarkshire University HSCP)

- 1.4.1 Within the South Lanarkshire University HSCP, the Director, Health and Social Care has a lead role for Social Work functions, supported by the CSWO.
- 1.4.2 Child and Family and Justice Social Work services are not included in the South Lanarkshire Integration scheme and sit outside the South Lanarkshire University HSCP. A Performance and Audit Sub-Committee assists with the governance and accountability arrangements in key areas of work which are led by the IJB, including:

- the approval and implementation of the SCP
 - the establishment of locality planning
 - governance and accountability arrangements
 - the production of an annual performance report
- 1.4.3 The SCP 2022-2025 sets out how health and social care services will be delivered in a more integrated way to improve the quality of support for people. Crucially, the plan sets out how services will be delivered against twelve priority areas identified by communities themselves. The SCP is available to download at the following link: [South Lanarkshire Strategic Commissioning Plan \(SCP\) 2022 - 2025](#)
- 1.4.4 The South Lanarkshire University HSCP has also created locality implementation plans that set out how the priorities outlined in the SCP will be operationalized within each of the four localities to address their specific demographic challenges and health and social care needs of the population. The priority areas are as follows:
- Early intervention, prevention, and health inequalities
 - Addressing mental health and addictions
 - Supporting carers
 - Improving unscheduled care and optimising intermediate care
- 1.4.5 The CSWO has responsibility for ensuring there are recognised governance and decision-making arrangements in place that support the SCP ambitions. The CSWO provides professional leadership and ensures the South Lanarkshire University HSCP delegated statutory functions are being delivered through the chairing of groups such as, the Health and Social Work Governance Group and the Social Work Learning and Development Boards alongside the scrutiny and monitoring of performance and standards within the senior management team.
- 1.4.6 The CSWO is central to the multi-disciplinary group that enhances professional clinical and care oversight of care homes across South Lanarkshire. This includes arrangements for testing and infection prevention control and PPE (Personal Protective Equipment), through an established Care Home Clinical and Care Professional Oversight (CHCCPO) team comprising of the following professional roles:
- The NHS Director of Public Health
 - Executive Nurse lead
 - Medical Director
 - Chief Social Work Officer
 - South Lanarkshire University HSCP Chief Officer: providing operational leadership
- 1.4.7 Below is the structure chart that the South Lanarkshire University HSCP operates within.

1.5 Social Work Resources/Health and Social Care Organisational Structure



Section 2: Service Quality, Performance and Challenges

2.1 Service Overview

- 2.1.1 Social Work Services responded positively to the global coronavirus pandemic ensuring that the most vulnerable citizens in our communities and our employees remained supported and protected. Services are now back delivering full service provision, with specific arrangements now the norm with enhanced infection prevention and control measures fully embedded in areas such as day services and care homes and hybrid working arrangements remaining for many office-based services.
- 2.1.2 The impact of social distancing during the pandemic did result in a backlog for some services such as Unpaid Work and assessment activity across adult, children and justice services. As routines have resumed performance has improved and case managers continue to address the backlog based on prioritised risk and need.
- 2.1.3 Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. The CSWO has responsibility to respond to Care Inspectorate reports and findings from local and national activity, addressing the requirements of internal and external audit and reporting on progress against outcomes and follow-up actions from this activity. This includes discussion with the Chair of Social Work Committee and presentation to Social Work Resources Committee twice yearly.
- 2.1.4 Engagement with service users and the communities remains strong and is supported by the South Lanarkshire Health and Social Care Forum. This is an independent group of community volunteers who work to engage health service and social care users, carers, and communities to improve local services. The Forum also supports wider public involvement in planning and decision-making, and keeps local people informed about the range and location of services.
- 2.1.5 The Carers Partnership Group is tasked to drive forward the work of the Carers (Scotland) Act 2016 (the Act) by:
- Offering adult carer support plans and young carer statements
 - Publishing local eligibility criteria
 - Providing support to carers
 - Involving carers (including hospital discharge)
 - Producing a local carer strategy
 - Providing information and advice for carers
- 2.1.6 The Carers Partnership Group leads on the support and delivery of the Carers (Scotland) Act 2016 (the Act) and is developing a workplan to progress the Carers Strategy 2023-2026. The Young Carers Steering group has recently refocused and is now operating as a Young Carers Partnership with positive supports and experiences provided to over 100 young carers.

- 2.1.7 A number of joint events have taken place with our commissioned services, Lanarkshire Carers and Action for Children, with more planned to ensure all partners can offer support in their respective duties to support carers. There has been a 34.1% increase in the number of adult carers supported, from 589 in 21/22 to 774 in 22/23.

2.2 Children's Services

- 2.2.1 Children's services promote the welfare and development of children, young people, and families to support them, wherever possible, to remain together within in their own communities.

- 2.2.2 Social Work Resources has a duty to protect children. Whilst this is a shared responsibility with other agencies and the community, Social Work has responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection (CP) procedures.

- 2.2.3 Children and Justice Services carried out a range of activity in 2022-2023, examples of which include:

- Protecting children by undertaking 666 CP investigations. On 31 March 2022, there were 96 children on the CP Register
- Prepared 331 reports for children who were supported through the Children's Hearing system.
- As of 31 July 2022, the council after looked 774 children. Of these children 16% were looked after at home with parents, 47% by friends/relatives (kinship), 27% in foster placements and 10% were looked after in a residential setting

- 2.2.4 **The Promise** is already well embedded in our work in South Lanarkshire. The Promise Board chaired by the Council Chief Executive, brings together the highest level of corporate parents to ensure The Promise commitments are central to all we do. The Promise Board's vision is to make sure everyone plays their part in supporting care experienced children and young people as they grow and develop and assists the council and partners in continuing to fulfil its legal obligations and responsibilities towards looked after children and children leaving care. It reports directly to the Community Planning Partnership (CPP) and operates to a set of principles on which to lead and challenge the progress of the corporate parenting agenda and meet collective, corporate parenting responsibilities.

- 2.2.5 The Champions Board is a group of young care experienced people who are supported to come together to engage directly with those who make key decisions about the care system. The vision for the Champions Board is one where corporate parents build genuine, trusting relationships with care experienced young people in their area and improve the quality of care and support for care experienced young people.

- 2.2.6 Who Cares? Scotland provides support to the Champions Board along with two Promise development workers, recruited in November 2021 through joint funding by NHS Lanarkshire and South Lanarkshire Council, Social Work Resources. The posts were advertised for young people with care experience and are specifically focussed on increasing the participation of care experienced young people. The Promise

workers have already been instrumental, in partnership with others, in several successful Care Day events and in recruiting and supporting new members to the Champions Board.

- 2.2.7 Future plans include further promotion of the Champions Board to care experienced people, corporate parents and partners and developing social media platforms for improved communication. Three task groups have been in place to drive improvement around the priority themes of Throughcare and Aftercare, Children and Young People Looked After by Family Friends and Relatives, and Engagement and Participation.
- 2.2.8 A Corporate Parenting event was held in October 2022 with over 130 corporate parents and partners attending the “Keeping the Promise” conference in Hamilton. As part of the day, round table discussions were held focussing on the themes identified in the Champions Board Plan with the primary aim of corporate parents identifying practical, tangible solutions that could be delivered in the short to medium term. The outcome was used to inform future discussions with young care experienced people.
- 2.2.9 Following from this, the Promise Development Team worked closely with partners from Social Work and Education resources to plan and deliver a Care Day conference in February 2023. Meetings between Education, Social Work Children’s Houses and the Continuing and Aftercare Team meant that every care experienced young person could attend if they wished. There were over 130 attendees on the day (more than 90 of whom were care experienced), all secondary school aged and above, who shared their views and experiences.
- 2.2.10 The ideas from the Keeping the Promise corporate parenting conference were used as prompts to facilitate discussion and better identify what matters most to care experienced people. A report of the event is available and has been circulated to all who attended the Care Day conference.
- 2.2.11 **Residential Children’s Services** continue to respond to challenges set by legislative instruments and best practice markers such as continuing care, access to appropriate mental health services and an improved interface with adult services, education and housing. The service is ‘modernising’ the residential Children’s services, making for better transitions and maximising throughput where needed.
- 2.2.12 The Residential Child Care Operations manager now chairs the Social Work Scotland Residential Childcare Subgroup at a national level, placing South Lanarkshire Council at the forefront of practice sharing and policy development across the sector. This includes compliance with and implementation of the Promise and implications of the Care and Justice Bill. The service has maintained a settled environment and continues to deliver high quality care promoting wellbeing activities and family contact. This has merited meticulous planning and organising involving key stakeholders across the corporate parenting landscape within South Lanarkshire to ensure our young people remain safe, healthy, achieving, nurtured, active, respected, responsible, and included.
- 2.2.13 **Transitional arrangements** from children’s services to adult services remains a priority for Social Work Resources and the South Lanarkshire University HSCP with a

multi-agency infrastructure embedded into our localities. Transitions from child to adult services for people with complex learning disabilities is progressed via the Pan-Lanarkshire development agenda to further develop integration working relations and life opportunities for young adults. Updates are provided to the Joint Health and Social Work Governance Group.

2.2.14 **Whole Family Wellbeing** (WFW) investment by The Scottish Government has been instrumental in supporting whole system transformational change required to reduce the need for crisis intervention, and a shift towards prevention and early intervention. Year one funding of £1.827million in South Lanarkshire has supported the Children's Service Partnership assess local gaps and opportunities and plan activity accordingly, with a view to laying the groundwork for scaling up transformational activity in subsequent years. The funding is intended for new work and additionality of resource to support transformation in-line with the National Principles of Holistic Family Support and our ambition to 'Keep the Promise.'

2.2.15 A WFW Fund Partnership Steering Group has been established to review the design and delivery of Children's Services in South Lanarkshire, promoting best use of WFW funding. Proposals include extending the Pathfinder initiative in schools, contribution to the Family Support Hub model across the four localities in South Lanarkshire from the centralised Hub model, investment in the parenting support groupwork pathway and extending Family Group Decision Making (Children 1st) as part of the WFW approach. Updates will be provided to future Children's Services Strategy Group meetings.

2.2.16 Police Scotland and Children and Family Services agreed to collaborate on an Integrated Safeguarding and Early Intervention Hub model. Focussing on the whole family approach, Family Support Hubs have been established within each locality to provide a more preventative response to requests for assistance from families and reduce the likelihood of an escalation in risk and concern. Education, NHS, and Third Sector are contributing to the work of the Family Support Hubs whilst they embed and ensure South Lanarkshire's whole family support strategy is developed and reviewed collaboratively.

2.2.17 Over the last 18 months, provision established has included:

- helping to establish a test of change around the Earlier Help Hub
- investment in the Blues Programme across South Lanarkshire schools
- Family Group Decision Making
- increased capacity for Short Breaks
- online supports (Togetherall and KOOTH), designed to provide an additional route for young people to access support
- investment in refreshing our Parenting Pathways model, and
- building additionality in the Trauma Recovery Service

2.2.18 **Mental Health supports** and community access within South Lanarkshire have benefited from around £800k from the Scottish Government Community Mental Health

and Wellbeing Fund. The fund is intended to improve accessibility to support and services to children and young people to promote, manage, and improve their mental health and wellbeing and to help them develop coping strategies and resilience. It underlines the principle that every child and young person in Scotland should be able to access local community services which support and improve their mental health and emotional wellbeing.

2.2.19 South Lanarkshire's approach is to try to ensure that every child, young person, and their family receive the help they need, when they need it, from experienced, knowledgeable staff. An oversight group has been set up to provide a monitoring role to quality assure the use of the fund in developing the additionality required by the funding criteria.

2.2.20 **The United Nations Convention on the Rights of the Child UNCRC (United Nations Convention on the Rights of the Child)** Incorporation Bill sets out the intention to bring the UNCRC into domestic law and will introduce additional statutory duties on councils, health boards and other public services. The intention is to recognise, respect and promote children's rights as far as possible. This includes the right to be treated fairly, to be heard, and to be as healthy as possible.

2.2.21 The Bill underlines the role that parents and families, communities, local and national governments, and organisations that work with children and families play in helping children understand and experience their rights.

2.2.22 A Task and Finish Group of public sector partners has been meeting to assess preparedness for the incorporation duties and to develop resources to support staff in respecting Children's Rights. An extensive staff engagement programme has been completed and work is ongoing to talk to children, young people, and families in relation to their understanding of the UNCRC and Children's Rights. A staff handbook has been produced with a bespoke Children's Rights section and a training video has been produced and tested with staff in Community and Enterprise Resources.

2.2.23 The main duties of incorporation include:

- implementing the UNCRC and incorporating it into Scots law to make it unlawful for public authorities, including the Scottish Government, to act incompatibly with the UNCRC requirements
- an action plan to help children and young people experience their rights
- using the Child Rights and Wellbeing Impact Assessment (CRWIA) to ensure that our policies and legislation protect and promote the rights and wellbeing of children and young people
- reporting on our progress to the Scottish Government on an annual basis

2.2.24 **Getting It Right for Every Child (GIRFEC)** refresh has been led by The Scottish Government to review and update the policy resources around GIRFEC. New resources and guidance were published in early October 2022 to share information with staff to clarify what is expected of them in using the materials. A short life working

group was established to develop a workforce development strategy to support single and multiagency implementation.

2.2.25 Key aspects of the revised guidance include:

- a focus on Children's Rights and the UNCRC
- a strong read across to aligned policy areas including Child Poverty, the Promise, national CP Guidance and Whole Family Wellbeing
- simpler language to support engagement with children, young people, and families
- policy rather than legislative driven functions for named person and lead professional, and
- emphasis on building trusting relationships

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

- Health and wellbeing
- Whole Family Wellbeing
- The Promise

2.2.27 The Partnership held a successful Connecting Localities event over 2 mornings in November 2022 for staff from all agencies involved in the support of children and their families. In total 160 staff from health, social work, Scottish Children's Reporter Administration, education, leisure, housing and a range of third sector organisations came together to improve their knowledge of UNCRC and children's rights, the work being undertaken in relation to domestic abuse, the service available to young carers and the developments supporting whole family wellbeing and mental health. The opportunity was also taken to engage staff in a conversation on how services should be developed and how best to respond to families experiencing poverty. The opportunity to participate and share knowledge and experience with colleagues was valued by those who attended, and their views will be an important addition to future planning.

2.2.28 **Bairns' Hoose** developments have progressed to achieve the Scottish Government's vision that all children who are victims or witnesses to abuse or violence will have access to a Bairns' Hoose by 2025. Those eligible for inclusion in the Bairns' Hoose are:

- children who are believed to have been victims to abuse or violence, which has caused or is likely to cause significant harm

- children under the age of criminal responsibility whose behaviour has caused significant harm or abuse
- unlawful deprivation of personal freedom
- trafficking
- children who have witnessed violence against a relative
- women subjected to female genital mutilation

2.2.29 North and South Lanarkshire were chosen as a pilot site for implementation of the Scottish Child Interview Model in 2020. This joint investigative interviewing model provides interviewers with the skills to respond to the needs of the child in the interview and minimise the risk of further traumatising. The underpinning principles of this model will be a fundamental part of Bairns' Hoose.

2.2.30 Three experienced children and family Social Workers from the Camglen, Lanark and Hamilton localities were relocated to support this pilot. Since 2020 these Social Workers have co-located with Social Workers from North Lanarkshire and dedicated Police Officers in Blantyre. Local implementation is overseen by a Lanarkshire implementation and a strategic group chaired by the Chief Social Work Officer from North Lanarkshire with partners from Social Work, NHS/Health Care, Police Scotland, the Scottish Children's Reporters Administration (SCRA) and the Procurator Fiscal. These strategic groups will oversee the next steps of the Implementation of the Bairns' Hoose approach in Lanarkshire.

2.3 Justice Services

2.3.1 Justice Social Work services work within the context of The South Lanarkshire Community Justice Partnership and provide services that meet the national aims and priorities set out with the National Strategy for Community Justice. Justice Social work's key priorities are

- Enhancing early intervention and alternatives to custody
- Ensuring those given community sentences are supervised and supported, promoting desistance, and enabling rehabilitation.
- Managing those that present the highest risk of harm to others within a robust public protection framework
- Providing restorative justice approaches which are accessible and visible to our communities

2.3.2 Justice Social Work provide a wide range of statutory services. These include:

- Diversion
- Whole Systems Approach (16-21 years old)
- Bail Supervision, Diversion and Court Services
- Drug Testing and Treatment Orders
- Caledonian System (Domestic Abuse Programme for men and women and Children's service)
- Moving Forward Making Changes (Sex Offending Programme)
- Community Payback Orders and Unpaid Work Services

- Adult Throughcare Services

2.3.3 Justice Services carried out a range of activity in 2022-2023, examples of which include:

- 527 referrals were supported by substance misuse services, following a referral for alcohol or drug misuse
- 645 Community Payback Orders with Unpaid Work requirements commenced
- Diversion from prosecution referrals have decreased by 23% since 2021-2022, however there has been an increase in offence complexity including domestic and sexual harm cases

2.3.4 Justice Social Work staff have a responsibility to assess need and identify risks with those they work with. Underpinning this work is a strong focus on relationship-based practice which provides safe and effective interventions and challenges offending behaviours.

2.3.5 We have developed our Justice quality assurance dashboard which reports on all statutory service provision. This allows decision makers to identify trends in workloads and any reduction in orders and service provision.

2.3.6 Over this year there has been a return to in person court appearances which have supported court social work staff to undertake comprehensive vulnerability and bail supervision assessments for those appearing from Police custody. The Pan Lanarkshire Court Services have developed their Bail Supervision and Electronic Monitoring assessment service. There has been a 176% increase in bail supervision assessments and 93% increase in Bail Supervision orders this year.

2.3.7 This has been achieved through a joint social work and Hamilton Sheriff Court initiative in December 2022 in which social work staff assess all bail opposed persons for their suitability for bail supervision. Justice Social Work have developed partnership working with SACRO as part of the Alcohol and Drug Partnership arrest referral, diversion, and bail supervision commissioned service. This service seeks to support those with substance use issues at the point of police custody, court appearance and diversion with peer mentors and assertive outreach into recovery communities. This supports our public health approach to Justice services providing intervention at the earliest opportunity.

2.3.8 In July 2022 SLC Justice Social Work along with Police Scotland and Crown Office Prosecution Service were selected to be part of the national thematic Diversion Review. The Care Inspectorate evidenced that assessment and case management was of a good to very good standard, with strong partnership working and effective use of commissioned services.

2.3.9 Over the last year preparations have been made to introduce a dedicated Alcohol and Problem-Solving Court in Hamilton Sheriff Court. The aim of this court is to address substance use related offending whilst taking a public health approach that prevents further criminalisation of vulnerable people whose offending is related to addiction.

Funding has been awarded from CORRA and SLC Alcohol and Drug Partnership with commencement of service in September 2023.

2.3.10 Our project outcomes align to the Scottish Governments (SG) Logic Model to reduce drug deaths and harms and their six priority areas. We aim to commit to:

- Reducing drug and alcohol related deaths South Lanarkshire
- Reducing the volume of Community Payback Order breaches and non-completion
- Preventing those in conflict with the law proceeding further into the justice system
- Reducing remand and short-term custodial sentences.
- Providing long term Structured Deferred Sentence options for those with problematic drug and alcohol use

2.3.11 **Locality Justice Teams:** Our four locality-based teams currently work with over 750 individuals subject to Supervision by the Courts and Parole Board. 89% of individuals made subject to a Community Payback Order (CPO) are seen by the service within one working day and 90% have their first meeting with their case manager within five working days, far exceeding the Scottish Government target of 75% for both.

2.3.12 In addition, over the period of 2022-2023 localities have provided over 400 Justice Social Work Reports per quarter for the Courts to inform sentencing options. Of these, 98% have been submitted within timescales – exceeding the target set by the Scottish Government of 95%. In 2022-2023, locality justice teams in South Lanarkshire were one of four local authority areas to participate in a Scottish Government pilot scheme for a new Justice Social Work Report template which is now being rolled out nationally.

2.3.13 We have been able to identify improvement in how we support people at the end of their Community Payback Order (CPO). The current CPO peer mentor service which has been embedded into the localities has been extended for a further 2 years into the Justice staff establishment. An independent evaluation was undertaken by Iconic Consultancy which reported evidence of good outcomes for those transitioning from their CPOs to positive destinations. This included developing trusting relationships with peer mentor staff and successful engagement with recovery services and connections into GP, housing, mental health, and addiction services.

2.3.14 The challenge with sustaining this service has been in relation to funding. We had received funding via CORRA for 2 years, however restrictions are in place that local authorities can only make one bid per fund stream. Due to a bid being submitted for the SLADPSC this precluded further funding requests for the existing service. We have absorbed this into the section 27 grant, however that will have implications for other parts of the service going forward.

2.3.15 **Public protection:** Justice Social work undertake public protection functions as a Responsible Authority MAPPA partner. This includes collaborative working with Police Scotland, SPS, housing, health services, CAReS (Community Addiction Recovery Services), and adult services. This report period has seen an increase in MAPPA level

1 cases (9%) as well as an increase in Category 3 cases (non-sexual offences) in which those that present the greatest risk of harm require to have a multi-agency approach to their risk management.

2.3.16 We have developed our quality assurance model to focus on Annual MAPPA level 1 audits; Annual Bail Supervision and Diversion from Prosecution and Significant Occurrence learning reviews.

2.3.17 In May 2022, following a number of service users' deaths during their time on statutory orders we undertook a learning development review session with all Justice Team Leaders to explore the findings and identify measures we could take to prevent further escalation of these, and the identified outcomes included:

- Early intervention with the use of Peer Mentors to engage with service users who fail to attend
- Joint working with Community Addiction (CAREs) services to offer joint home visits and appointments and better sharing of information at point of commencing order
- Use of texting services to encourage better engagement with services and prevent breaching of orders
- Development of screening tool at Justice Court Report writing stage to identify which addictions service would best meet the person's needs. This will prevent delays in access to recovery services and reduce unnecessary referrals to CAREs

2.3.18 **Programmed Work:** The Caledonian programme is for persons convicted of domestic abuse offences and the Moving Forward Making Changes programme for persons convicted of sexually harmful behaviour. A holistic approach is taken to ensure programmatic work addresses inappropriate behaviour but also ensures the safety of persons harmed. The Caledonian programme is a good example of this as it is delivered in partnership with CIRCLE and women's aid who support the women and children impacted by the behaviour of men.

2.3.19 **Young People, the Whole Systems Approach (WSA) and Structured Deferred Sentence:** The Whole Systems Approach (WSA) team works with young people aged 16-21 who find themselves in conflict with the law. During 2022-2023 the team have worked with young people providing bail support, bail supervision, diversion from prosecution, structured deferred sentence, CSO and CPO supervision. They have also continued to provide support to young people who are either living within a secure care setting or within HMP/YOI Polmont (on remand or when serving a sentence).

2.3.20 **Domestic abuse and violence against women and girls:** The Caledonian Systems Delivery Team (CSDT) in South Lanarkshire are supported by Women's Aid South Lanarkshire East Renfrewshire (WASLER) to support women impacted by domestic abuse. During the period of 2022-2023 WASLER has taken the opportunity to engage with local communities to raise awareness of domestic abuse to support the wider community to have greater knowledge and understanding.

- 2.3.21 In the reporting period of January - March 23, Caledonian Women's Workers have:
- Supported International Women's Day and attended events across South Lanarkshire, engaging with the wider community and partner agencies
 - Provided service updates for new staff within our partner organisations and in our own organisation
 - Engaged with new partnerships within the third sector to establish referral pathways for additional support opportunities for women engaging in the Caledonian Women's Service
 - Taken part in the research undertaken by Safelives and Assist to look at court support in relation to domestic abuse in Scotland
- 2.3.22 Recent reports indicate there are 131 women receiving support from the Caledonian Women's Service. This included 21 new referrals and assessments for court, 45 women engaged in weekly support and 79 women who access support on an individual needs led basis.
- 2.3.23 The Caledonian team also work with CIRCLE for the provision of services to children who have been impacted by domestic abuse. Recent reports for the time period January - March 2023, highlight the number of referrals is increasing, with six new children supported since January.
- 2.3.24 **Unpaid Work** has been an area of strength of Justice Social Work over 2022-2023 having fully resumed since the Covid pandemic with a significant reduction in the backlog of hours accumulated over this time. The resumption of this service has seen the introduction of an educational gardening project based at Auchentibber and a bespoke kitchen to provide cooking and bread baking skills. These projects will support service users to undertake the Royal Caledonian Horticultural Society GLiN Award, REHIS training, and will support emerging needs identified within South Lanarkshire's strategies on Climate, Sustainability and Environment development and the South Lanarkshire Good Food Strategy 2020-2025 objectives.
- 2.3.25 **Recovery support services:** Justice Services in South Lanarkshire throughout 2022-2023 have worked in close partnership with a range of commissioned services, such as the Beacons, Turning Point, My Support Day and the GIVIT in order to ensure that individuals are provided with the tailored support that best meets their individual recovery needs and the needs of their families and wider communities.
- 2.3.26 **Women's Justice Service** in South Lanarkshire is a centralised social work team who provide one to one support and operate four locality-based women's hubs, weekly. The hubs are aimed at supporting women who have been involved with the adult justice system. Since January 2023 a Structured Deferred Sentence service has been operating through Glasgow Sheriff Court, which provides females involved in the justice system with intensive support over three to six months with a view to addressing their risks and needs before allowing a prompt exit from the justice system.
- 2.3.27 **Lived and living experience:** The current CPO peer mentor service which has been embedded into the localities has been extended for a further 2 years into the Justice staff establishment. An independent evaluation was undertaken by Iconic Consultancy

which reported evidence of good outcomes for those transitioning from their CPOs to positive destinations. This included developing trusting relationships with peer mentor staff and successful engagement with recovery services and connections into GP, housing, mental health, and addiction services.

2.4 Adult and Older People Services

2.4.1 The service works with other council resources as well as partners in health, the voluntary and independent sector. Staff fulfil duties under the law, and the Social Care (Self-directed Support) (Scotland) Act 2013, Adult Support and Protection (Scotland) Act 2007, Mental Health (Care and Treatment) (Scotland) Act 2003, and Adults with Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered. Assessment and care management staff work collaboratively with partners to protect and reduce the risk of harm to adults and assess the care needs of service users and their carers to plan services to meet those needs.

2.4.2 Adult and Older People's services conducted a range of activity throughout 2022-2023 examples of which include:

- Supporting 3,449 Adult Support and Protection (ASP) inquiries, which led to 1,553 ASP investigations being instigated
- For welfare guardianship orders, visits have been maintained at a good level over the course of the year, with 93% of supervising officer visits being held within timescale
- Supporting up to 2,200 older people at any time in long term care placements
- Supporting 1,103 people with a learning disability to live in their own communities
- Working with 528 requests to support individuals with a mental health problem who were referred to Community Mental Health Teams

2.4.3 **Self-directed Support (SDS)** aims to put the person at the centre of the support planning process enabling them and their carers and families to make informed choices about the social care support they require and how it is delivered. Our Living the Life you Choose assessment is modelled on the co-produced assessment, and a support plan offers individuals choice and control over their personal outcomes, giving the individual better control of their care through four options.

2.4.4 Several key developments have been introduced to strengthen our approach to SDS. In line with the legislation, the National Standards for SDS and Audit Scotland recommendations, these developments aim to put SDS at the forefront of service review activity to ensure it is outcome driven. These include:

- Increase capacity within assessment and care management services
- Implementing the revised 'Living the Life You Choose' assessment for adults
- Strengthening our approach to SDS with Children's Services to improve transitions planning with Adult Services. This has been identified as a priority area within the SCP
- An electronic Adult Carer Support Plan (ACSP) has been developed

- A new Carers Strategy has been developed which recognises the need for more accessible information, better signposting, and outcome-based conversations with regards to the SDS processes and procedures
 - Review of public information and guidance
- 2.4.5 During 22/23 work was undertaken to update the approach to carer support and funding. Additional staff (Social Work Assistants) in locality teams have assisted with case management and reviewing carer support arrangements. An SDS finance team is supporting the work, specifically in relation to linking funding to identified needs and outcomes. The overarching SDS Review team is working to ensure equity in the allocation of finite carers' support funding and is working in partnership with Lanarkshire Carers to ensure continued effective and efficient support is given to unpaid carers.
- 2.4.6 **The South Lanarkshire Inspection of Adult Support and Protection** was carried out in August/September 2022 by the Care Inspectorate in collaboration with His Majesty's Inspectorate of Constabulary Scotland (HMICS) and Healthcare Improvement Scotland (HIS). The inspection findings concluded that the partnership's key processes and strategic leadership for adult support and protection were effective at keeping adults safe from harm and interventions supported positive experiences and improved outcomes for adults at risk of harm. Overall, the clear strengths in both areas inspected collectively outweighed areas for improvement.
- 2.4.7 In response to the findings the ASP partnership agreed an Improvement Plan with the Care Inspectorate in February 2023, outlining four areas of priority. These included:
- improving attendance and consistency at case conferences
 - improving the quality and consistency of recording of information in chronologies
 - developing the partnership's quality assurance processes
 - improving the quality of supervisory oversight around decision making
- The plan has been implemented through the local Adult Support and Protection Committee with continued oversight through the South Lanarkshire Public Protection Chief Officers' Group.
- 2.4.8 **An ASP Decision Support Web and Mobile App** has been developed in partnership with the Adult Protection Committee and the national Right Decision Service provided by the Digital Health and Care Innovation Centre. The App empowers partners across all sectors to quickly access and apply ASP guidance consistently and in a person-centred way, ensuring a consistent understanding of how to recognise the risk of harm among vulnerable adults and the actions required to safeguard them.
- 2.4.9 This is the first Public Protection App to be developed in Scotland and has received high praise and interest from partners across the country. It was launched in February 2023 and the number of users stands at almost 3000 with over 6000 page views. A survey is planned for autumn 2023 to gather feedback at scale and plan for further development.

- 2.4.10 **The Home First service** provides a short-term reablement and rehabilitation service for a period of up to six weeks with a focus on maximising individual choice, control, and independence. South Lanarkshire IJB has invested in the future sustainability of the Home First programme to provide multi-disciplinary care for people at home (or as close to home as possible) to prevent avoidable hospital admissions and where admissions are necessary, to support timely hospital discharge. The programme triumphed in the Integrated Care category in the 2022 Scottish Health Awards which recognises excellence across health and social care services.
- 2.4.11 **Care at home services** have continued to provide support to the most vulnerable individuals against a backdrop of significant challenges and pressures arising from sustained demand for services and an exceptionally challenging employment market. The availability of frontline social care staff continues to present real challenges across Scotland. During 2022-2023 the service prioritised staff recruitment through an extensive recruitment campaign, however, staff supply challenges across the care sector continue to exist and remain a key priority and potential risk to the service.
- 2.4.12 Despite these challenges the service has continued to progress its modernisation agenda. Improved management and staffing structures, pathways, IT systems and communication with Home Carers has resulted in an improved response to service demands and increasingly complex needs of service users.
- 2.4.13 **Care homes for older people** have adopted enhanced infection prevention and control measures with robust staff training following the pandemic. Each home has welcomed the return to full visiting for their service users with rewarding activities and events taking place, for example celebrations of the Queen's Jubilee and the King's Coronation.
- 2.4.14 In response to the Crown Office and Procurator Fiscal Service's dedicated COVID-19 Death Investigation Team (CDIT), the CSWO established a governance group to support Operation Koper. This group ensures compliance with the Crown Office requests for information via the police. No further deaths have been attributed to COVID in the past year.
- 2.4.15 The Care Home Providers forum, established during the pandemic and has since continued, includes representation from independent, voluntary, and local authority care homes. Chaired by a Social Work manager, the forum provides the opportunity to share and signpost providers to emerging guidance and reporting requirements, while sharing an understanding of the pressures and identifying solutions.
- 2.4.16 **Transformation and service improvement** has progressed with the opening of a new state-of-the-art care facility, Blantyre LIFE in March 2023. This model of health and care delivery will increase the range of choice and options available to support people to live well in the community.
- 2.4.17 Access to transitional care will provide individuals with short-term strength and asset-based support focusing on rehabilitation and self-care for a maximum of 42 days following a period of ill health or crisis. Adopting this approach will encourage and

enable service users to rebuild their confidence allowing them to continue to self-care and learn or re-learn the skills needed to maximise their potential and support their goal to return home.

- 2.4.18 Onsite there are a further 20 technology enabled homes consisting of 8 bungalows and 12 apartments. All these homes are barrier free and have some consumer technology that might be found in any modern home, ranging from smart appliances to telehealth care depending on assessed need. This new technology will enable people to maximise their independence, particularly in later life.
- 2.4.19 The facility also extends to the wider population of South Lanarkshire with a Centre of Excellence including a staff training flat; a Technology Enabled Care (TEC) zone designed in collaboration with the Glasgow Science Centre to showcase how technology enabled care can be used to support people to live well, safely, and independently at home; this is the first such collaboration between the Glasgow Science Centre and any Health and Social Care Partnership in Scotland.
- 2.4.20 **Care and Support** service offers support to adults with a learning disability to live safely within their own home in the community. The service was reviewed in 2019 to ensure current policy directives such as Self-Directed Support (SDS), South Lanarkshire's Eligibility Criteria and the Carers (Scotland) Act 2016 were embedded, and that the staffing model supported a diminishing number of ageing service users with increased levels of dependency.
- 2.4.21 **Adult and older people's day services** evidence-based review, which started in June 2019 and paused during the pandemic, has now concluded.
- 2.4.22 Extensive consultation with service users, family and carers, employees and other stakeholders confirmed the need for greater choice of day opportunities to suit the changing needs of service users. The consultation also highlighted the value that many service users and their families placed on retaining building-based services. The outcome of the review was presented to the IJB on 20 June 2023 focussing on the need for future services to provide:
- individualised support
 - reablement focus to support independence
 - intensive support for those with most complex needs and high levels of dependency
- 2.4.23 Self-directed support would be placed at the heart of day services to provide service users with greater choice, flexibility, and control over their care. Day support in a setting of their choice would be one option that could be used to meet personal outcomes and address substantial and critical need through an individual support plan.

2.4.24 Meanwhile, building-based services have resumed following the pandemic. Services are currently operating from 10 of the original 19 building bases, and this continues to offer sufficient capacity to meet the requirements of the service.

2.4.25 **Technology Enabled Care (TEC)** continues to provide health and care services to people in their own homes, or near to home, to help them live independently, safely, and well at home for longer. The TEC team's key services include telecare, Connect Me remote health monitoring service, and Near Me video consultations. The work of the TEC team has also been instrumental in facilitating discharge from hospital, with 241 telecare referrals approved in April 2023, 12% of which were to support hospital discharge. Meanwhile, 17% of hospital discharge referrals were referred through the Home First telecare pathway with the team working swiftly to support people home by installing telecare within 24 hours of the referral being received.

2.4.26 By December 2025 all analogue telephone services in the UK will be switched off and replaced by digital systems using voice over internet protocol technology. The council's analogue 2 digital programme is well underway with the installation of digital alert alarms with the installation of 3,163 installed as of 31 March 2023. Approximately 350 digital alarms are installed monthly with an expected completion date of the digital alert alarm rollout of February 2024.

2.5 Performance and Support Services

2.5.1 Performance and Support services support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance and Personnel; Carers; Equalities; Workforce Planning; Corporate Governance; Information Governance; and Asset Management.

2.5.2 **Administration Services:** The aim of this service is to assist operational staff in the delivery of Social Work services by providing effective administration and communication support across all service areas. Administration staff are located in a range of settings across the council area including council headquarters, four local offices, court units, residential and day care settings.

2.5.3 **Performance:** Officers support services with performance reporting, statutory planning, inspection, regulation, and risk management to meet requirements, such as resource planning, Scottish Government returns and statutory performance indicators; local government benchmarking; information to support planning, for example demographic profiles and trends, management information requests as required by services and business needs.

2.5.4 **Planning and development:** The Resource is required to produce a range of statutory plans and partnership strategies in consultation with key planning partners, including service users and carers. The Resource also contributes to Council corporate planning and reporting activities.

2.5.5 These plans guide the planning of service provision across the Resource and commit partners to action. They are reviewed regularly to assess progress towards agreed objectives. Some of the key social work plans include:

- Advocacy Plan
- Carers Strategy
- Children's Service Planning
- Community Plan
- Community Justice
- Council Plan
- Resource Plan
- Workforce Plan
- Strategic Commissioning Plan /Locality Implementation
- Mental Health and Wellbeing Strategy
- See Hear Strategy
- Dementia Strategy

2.5.6 Planning and Development Officers provide a range of support to operational services with regard to self-evaluation, partnership engagement, inspection/regulation, risk management, information governance, customer feedback and GDPR.

2.6 Performance monitoring

2.6.1 Social Work Resources utilise a quarterly performance and monitoring system which allows services within the Resource to assess performance against key Council and Social Work Resource objectives. Performance information is then used to inform the annual [Social Work Resource Plan 2022-2023](#) highlighting areas of progress and approaches to continuous improvement. The Resource Plan also identifies those areas of action where performance requires to be measured for example, ASP, Adults with Incapacity (AWI), Child Protection (CP).

2.6.2 A quarterly performance management meeting takes place in-line with the reporting timescales of the quarterly report. Examples of performance activity, which are discussed include findings from case file audit activity, self-evaluation, Social Work risks and financial performance.

2.6.3 The performance scorecard within the Resource Plan has a number of measures which relate to the Council Plan. These are formally reported to the Council's Executive Committee twice a year. Any measures which have amber or red progress status are discussed within the Council's Performance and Review Scrutiny Forum and the CSWO or a Head of Service from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity.

2.6.4 The performance management system (IMPROVe) supports frontline Managers with real time management information. This system allows managers to look at detailed caseload or timescale information for aspects of service such as guardianship visits and reviews and the supervision of children under statutory requirements. In addition, the system allows the higher-level performance measures within the Resource Plan to

be tracked and measured daily. This enhances performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.

- 2.6.5 Key performance trend data is recorded at Appendix 1 that supports some examples of the areas of work identified above.
- 2.6.6 In common with other Council Resources an Internal Statement of Assurance is produced annually covering general good governance, internal controls, information governance and systems of governance and control.
- 2.6.7 The Accounts Commission, as part of their statutory responsibilities, audit public performance reporting arrangements each year to provide continuity and support progress of the Local Government Benchmarking Framework (LGBF). Social Work Resources reports a range of information to demonstrate that it is securing Best Value in providing services.
- 2.6.8 The Care Inspectorate continues to regulate and inspect our forty-one registered inhouse care services which include: five care homes for older people; thirteen-day services for older people; six-day services for adults; one care and support service for adults; one intermediate care service; six children's houses; three child and family services (fostering, adoption, and supported carers); four care at home services and two home first services. Attached in Appendix 2 are the most up to date grades in respect of our registered services.
- 2.6.9 Analysis and management of information relating to guardianship orders; complex balance of need; risk and civil liberties in accordance with professional standards, for example in relation to ASP and CP guidelines; and decisions relating to the need to place children in secure accommodation and the review of such placements all fall to the CSWO.

2.7 Key Challenges to Service Delivery

- 2.7.1 Similar to all public services across Scotland social work continues to work in a challenging environment. The cost-of-living crisis; increased morbidity due to people living longer; and financial implications are a few of the ongoing pressures which are faced within social work. These are coupled with immediate financial pressures being experienced with a number of risks and uncertainties in the health and social care environment and beyond. This level of volatility, uncertainty, complexity and ambiguity (VUCA) means that successfully planning and delivering sustainable change becomes even more critical to ensure that we continue to support the most vulnerable people in South Lanarkshire.
- 2.7.2 There are several factors which present specific challenges to Social Work Resources in relation to the demand for service provision.
- affordability of services as a result of new financial pressures brought about by the global pandemic and increased cost of living.
 - a projected increase in the South Lanarkshire population from 321,849 in 2022 to 326,771 in 2032, which is around a 1.5% increase from the current population. This

projects an increase in demand, further challenged by limited recruitment opportunities across social care.

- an increasing ageing population (this is most pronounced in the 75+ age group). As people advance in age their need for health and social care services increases. The average weekly package of care increased by just under 15% from 11.4 hours per user per week in 2016/17 to 13 hours per user per week in 2021-2022.
- aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower than the Scottish average and people will spend a higher proportion of their lives in poor health.
- there has been a 4% rise in the number of children looked after from 2021 - 2022 (from 747 to 774)
- South Lanarkshire has a higher percentage of children with a concern at the 27–30-month health visitor review compared to Scotland.
- increased ASP activity from 2021-2022 to 2022-2023 with a 21% increase (from 2,849 to 3,449) in the number of adult protection inquiries.
- the rate of people with 3+Long Term Conditions (LTCs) is projected to increase steadily between 2022 and 25 across most age groups 18+, again increasing the demand for services.
- South Lanarkshire is more deprived than Scotland as a whole, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities.
- many factors combine to affect the health and wellbeing of individuals and communities. Whether people are healthy or not is determined by their social and economic circumstances and the wider environment, all of which contribute to health inequalities. The pandemic will accentuate these inequalities and service provision will continue to be targeted at the most vulnerable in our communities.
- exponential and unprecedented pressure on the capacity of health and social care workforce nationally, with increasing challenges to recruit new staff and retain the current workforce impacting on the delivery of critical care

2.7.3 Social Work Resources funding and budgetary pressures are affected by additional demand and cost of delivering services. The council approves annual budgets which consider areas of efficiency and savings along with opportunities for investment.

2.7.4 Children's Services have faced challenging budget pressures during 2022-23 that have impacted on both statutory and non-statutory areas of work. The statutory duties of continuing care introduced by Children and Young Persons (Scotland) Act 2014, extends the duty on local authorities to continue to provide options for young people to remain within their foster, kinship, or residential care placement up to the age of 21 years (previously 18 years).

2.7.5 There is also a continued increase in the requirement for children's residential school and external placements and increasing difficulty in meeting the increasing cost of these services within existing resources.

- 2.7.6 Within Justice Services, the Scottish Government has committed Covid recovery monies until 2027, however, there remains challenges for the service to commit to third sector contracts. An example of this would be providing additional intensive support to 16–21-year-olds in our Whole Systems Approach team. Given that we are unable to provide contracts over 1 year, this makes it difficult for providers to recruit and retain staff with the uncertainty of the service being withdrawn the following year.
- 2.7.7 A further challenge for Justice Social Work is the increasing number of Intensive Support Package funding requests. There has been a 50% increase for both MAPPA and young people leaving secure care in 2022-2023 in Justice services. Whilst applications have been submitted to the Scottish Government, 10% funding must be sourced from the Section 27 grant. Should this increase, it will not be sustainable, and management of high-risk cases will be challenged.
- 2.7.8 Whilst diversion from prosecution numbers are down by 20% from 2021-2022, we are evidencing a significant number of complex sexual harm cases for those under the age of 21 years old and domestic abuse offences for over 21-year-olds. This has presented significant challenges for the service in providing suitably qualified staff to undertake these assessments and provide credible and safe interventions. The thematic diversion review that South Lanarkshire Community Justice Partnership were part of, concluded that additional funding was required to support local authorities to develop their services and we await the conclusion to this.
- 2.7.9 Attention has been given to the progression of the National Care Service Bill that currently has a further extension of Stage 1 from June 2023 until 31 January 2024 to allow further engagement with stakeholders.
- 2.7.10 The CSWO will continue to contribute to the consultation process as the Bill progresses, with consideration also to other proposed changes including:
- allowing information to be shared between the proposed National Care Service and the NHS
 - introducing a right to breaks for carers
 - giving rights to people living in adult care homes to see the people important to them (known as “Anne’s Law”)

Section 3: Resources

3.1 Finance

3.1.1 Social Work Resources had a net revenue budget of £212 million for 2022-2023 which was allocated as follows:

Service	Budget amount in millions of pounds	% of the total budget
Performance and Support Services	8.400	4
Adult and Older People	166.872	78.7
Children and Families	35.894	16.9
Justice and Substance Misuse	0.860	0.4
Total	212.026	100

3.1.2 There are several financial challenges which Social Work Resources continue to manage including:

- the financial impact of demographic growth and an ageing population
- the increasing numbers of people supported in their community with long term health conditions
- an increase in ASP activity
- an increase in the number of care experienced children and young people
- service user and carer expectations
- the council's requirement to achieve ongoing savings
- the impact of the COVID-19 pandemic

3.2 Risk

3.2.1 Risk management is a key duty for Social Work Resources, both in a service wide and individual service-user and carer context. From a service perspective, the council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision-making processes.

3.2.2 Social Work Resources follows the council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The service risks identified for the Resource are reviewed and monitored on a regular basis with progress updates reported at every meeting of the Social Work Resources Committee. In the coming year Social Work Resources will take forward all necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these risks.

Social Work Resources Top 5 Risks – 2022-23

1	Workforce Availability and Capacity
2	Meeting Public Protection and Legislative Duties

3	Market and Provider Capacity
4	Funding and Budgetary Pressures
5	Winter Demand Pressures

- 3.2.3 The Resource continues to review and reshape how it operates and where it can find efficiency and innovation. It has developed a dashboard that comprises a range of performance information and a range of statistical data that assists focus on the strategic needs of the most vulnerable population we are required to support.

Section 4: Workforce

4.1 Workforce

- 4.1.1 The social care workforce is one of the largest employment groups in South Lanarkshire with employees working to provide a range of support within our communities. Excellent social services require a confident, dedicated, and skilled workforce which is valued by employers, service users and the public.
- 4.1.2 All Social Work staff working with service users are bound by a professional Code of Conduct which is governed by the Scottish Social Services Council (SSSC). South Lanarkshire's Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification agree to adhere to specific professional codes that guide their practice.
- 4.1.3 Everyone in the workforce needs to feel valued and to be motivated to improve their contribution and be innovative in their practice. The CSWO needs to ensure these workers have the right skills, knowledge, values, and behaviours to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent social care services.
- 4.1.4 Several initiatives are available through the Employee Assistance Programme (EAP), which offers practical and emotional support for all Council employees, including early intervention, counselling, or financial support. As well as the usual supports, new initiatives developed include supporting the mental health and wellbeing of staff. The COVID-19 recovery - Service Re-introduction Toolkit that was developed in July 2021 encourages service managers to adopt a flexible approach that will improve service delivery whilst supporting the resilience of the workforce.
- 4.1.5 South Lanarkshire Council has been recognised as a Carer Positive Employer at the Engaged Level. The carer positive award is presented to employers in Scotland who have a working environment where carers are valued and supported.
- 4.1.6 Social Work Resources has 2,859 employees as of March 2023. Employees are supported to deliver their duties through a range of policies including personal appraisal and a robust training framework. The number of employees (per headcount) by service is as follows:

Service	Number of employees
Adult and Older Peoples Services	2,107
Children and Justice Services	560
Performance and Support	192
Total	2,859

- 4.1.7 Ethical awareness, professional integrity, respect for human rights and a commitment to promoting social justice are at the core of social service practice. The life changing

and challenging work undertaken cannot be underestimated. This essential work is underpinned by core values. These values focus on understanding each individual in the context of family and community, supporting participation, and building on the strengths of the individual and their communities to promote enablement.

- 4.1.8 There are also standards of conduct and practice which Social Services workers and employees must follow. It is the CSWO responsibility to ensure their staff and those of external providers adhere to these standards and are equipped to support service users.
- 4.1.9 Assessment of risk is undertaken to protect those staff who continue to work on site and for those working agile at home or within another location. Well established trade union and employee forums are in place that enable regular monitoring and resolution of issues.

4.2 Workforce Planning

- 4.2.1 The CSWO has a key planning and leadership role in relation to workforce planning and development, both from a local authority and partnership perspective. Whilst social care services are a diverse sector in terms of job roles, career pathways and service structures, what unifies the sector is a common set of shared values and ethics which underpins the principles of those that work in the sector.
- 4.2.2 A significant number of staff are projected to reach retirement age over the next ten years and this together with high turnover of staff and an ongoing requirement to retain and increase numbers of qualified workers presents a particular challenge. The Social Work Workforce Plan 2022-2025 aims to mitigate the risks of a diminishing workforce against areas of growing demand.
- 4.2.3 The Social Work Resources' Workforce Plan 2022 to 2025 highlights key challenges, including
 - sustained pressure on services and an increased demand that will continue over the period of the plan
 - significant national workforce supply challenges that require action at a national policy level to impact change
 - implications of the National Care Service and impact on existing workforce and ability to recruit
 - maintaining the well-being and value of the workforce to enable recruitment and retention across all service areas
- 4.2.4 An action plan to address these challenges focuses on the need to:
 - maximise available resources
 - explore options of service redesign and review current recruitment practices, including the establishment of a Care Academy to 'grow our own' workforce
 - enhance career pathways and succession planning
 - ensure the workforce feel valued and supported

It is however acknowledged that not all risks can be eliminated whilst a national health and social care workforce crisis remains

- 4.2.5 The national Audit Scotland Report on Social Care (January 2022) described the significant challenges facing the sustainability of social care in Scotland. This was followed in February 2022, with the Scottish Government advising that an additional £22m recurring funding would be made available to provide additional capacity within local authorities. This funding is a direct response to feedback and a recognition that social care services are enduring a level of demand and pressure in the system, beyond anything experienced before.
- 4.2.6. From a South Lanarkshire perspective, the share of this funding has been confirmed as £1.292m, and has been specified by the Scottish Government to target:
- support to the adult social care workload in recognition of the pressures across health and social care
 - enhancement of frontline capacity for Adults with Incapacity and Adult Support and Protection, inclusive of Large-Scale Investigations (LSI)
 - additional support to the statutory duties undertaken by Mental Health Officer and Social Workers
 - increasing capacity within the wider assessment, care management and reviewing functions, for example individualised support planning in line with SDS
 - enhancing frontline management capacity to increase levels of assurance and supervision of frontline staff
 - support for Care Home oversight activity as a consequence of additional demands brought about by the pandemic
 - capacity within teams of support staff to free up pressures on frontline workers to undertake their duties

4.3 Learning and Development

- 4.3.1 The CSWO is a member of Social Work Scotland (SWS), the professional leadership body for the Social Work and Social Care professions. It is a membership organisation which represents Social Workers and other professionals who lead and support Social Work across all sectors. Membership is included from NHS, local authorities, third and independent sectors. SWS effectively do two things: (1) influence and advise on the development of policy and legislation; (2) support the development of the Social Work and Social Care professions.
- 4.3.2 The CSWO is active in overseeing the quality of services and is responsible for ensuring that Social Work staff are appropriately trained and supported to carry out their professional and statutory duties. This is undertaken in a number of ways including regular meetings between the CSWO and senior managers to discuss performance and other operational issues, fulfilling corporate governance requirements through the annual Internal Statement of Assurance and overall Governance Assessment Framework with the agreement of the Chair of the Social Work Resources Committee.

- 4.3.3 The CSWO actively promotes continuous improvement and evidence-informed practice, including the development of person-centred services that are focussed on the needs of the service-user. The CSWO also oversees the quality of practice learning experiences for Social Work students and effective workplace assessment arrangements in accordance with the SSSC Code of Practice. South Lanarkshire is a member of Learning Network West and cohorts of students are provided with placements annually across the Social Work Service. Each placement is supported by a Practice Teacher identified from the South Lanarkshire Social Work workforce.
- 4.3.4 The CSWO has a role in ensuring Learning Reviews take place as required. The outcome of Learning Reviews are published on South Lanarkshire Council's Adult Protection Committee and Child Protection Committee websites. Learning is crucial for staff across the Resource, with actions agreed and taken forward as a partnership as a result of reports published.
- 4.3.5 Staff are supported to undertake the Professional Development Award in Practice Learning, with six social workers completing the course in 2022-23. The CSWO made use of the part funding Scottish Government made available for staff to undertake the Diploma in Social Work and as a result of this one Family Support Worker in Children Services and one Social Work Assistant in Adults and Older People Services are completing the Post Graduate Diploma in Social Work. In 2022-23 Social Work Resources resumed providing Higher National Certificate (HNC) placements. In 2022-23 HNC placements took place in Children's Houses, Adult Residential Care and Day Support.
- 4.3.6 The Mental Health Officer Award is funded on an ongoing basis to enable the council to meet legislative obligations under the Adults with Incapacity (Scotland) Act (2000) and the Mental Health (Care and Treatment) (Scotland) Act (2003). A Staff Development Officer for Mental Health Services who is a trained Mental Health Officer provides support to meet the learning and development requirements within this service.
- 4.3.7 The South Lanarkshire University HSCP Learning and Workforce Development Group has a strategic overview of the learning and development activity that takes place across health and social care and ensures there is openness and transparency in relation to how training is organised and accessed by staff. The development of a Social Work Resource Learning and Development Plan is instrumental to this and contributes to supporting a learning culture.
- 4.3.8 Each Social Work service area has a learning and development pathway, which highlights the specific learning and development needs for individual staff; and, in addition to the pathways, there are service priorities for all staff within Social Work. These highlight any newly required or ongoing training needs and are presented at the Learning and Development Workforce Planning Boards. This includes inhouse training (virtual, e-learning and only, if necessary, classroom learning) and any externally purchased courses.

- 4.3.9 Learning and development requirements of individual staff members are identified through supervision and reflected in an Annual Performance Appraisal meeting. Additional training requirements are identified through the Corporate Learning and Development Team for Social Work Resources.
- 4.3.10 Social Work Resources supports evidence informed practice and in developing its research culture funds post-graduate courses to support staff with their learning and development. On an annual basis an agreed number of staff are supported to undertake Post Graduate Certificate qualifications. In 2022-2023 these included ASP, Child Welfare and Protection and Therapeutic Life Story Work.
- 4.3.11 The ongoing development of the Dementia Strategy details the level of input/training required for each sector of the workforce from 'Informed' through to 'Expert.' The programme continues to incorporate new members of staff and includes colleagues from other Council Resources and NHS.
- 4.3.12 Access to Management and Leadership Development training is available through Personnel services to all Social Work staff, in consultation with their line managers. Those who are either first time managers or who are looking to be promoted to a management post can also participate in the Management Induction and Development Programme delivered by the Social Work Learning and Development Team. This programme is specifically designed for social work staff. Staff wishing to develop their leadership skills are also encouraged to make use of SSSC Step into Leadership learning resources.
- 4.3.13 Registration within timescale for all staff within Social Work Resources is set out by the SSSC. Where staff have conditional registrations or where the achievement of appropriate qualifications is required, support is provided.
- 4.3.14 All newly qualified Social Workers meet with the relevant Staff Development Officer for a learning and development/Continuous Professional Learning (CPL) induction meeting to draw attention to the relevant learning and development pathway for their post, how to access training and ensure they understand their responsibilities in relation to post registration training and learning requirements. The support that is available in relation to the CPL is also explained.
- 4.3.15 The Adult and Older People's service provide mentors to newly qualified Social Workers for the first few months to help them as they settle into post.
- 4.3.16 Mentoring arrangements also support newly qualified MHOs (Mental Health Officer), and a Mental Health Officer Forum is held quarterly to facilitate learning and discussion regarding MHO practice, developments in legislation and the work of the Mental Welfare Commission. Training opportunities are promoted throughout the mental health service.
- 4.3.17 Within Children and Family teams we are committed to ensuring that newly qualified social workers are supported throughout their first year of practice. This includes individual and group support as well as a caseload that is built up incrementally over

several months. Furthermore, all Social Workers attend Practice Development Sessions which are regularly scheduled throughout the year. This time gives Social Workers the space to learn and reflect on practice.

4.3.18 The Justice Learning & Development Liaison Group completed a training needs analysis and identified the following areas of priority:

- MAPPA Risk Management Planning training
- Restorative Justice
- Harmful Sexual Behaviour 16–21-year-olds
- Structure Supervision (offence focused work modules)

Section 5: Looking Ahead

- 5.1 Funding and budgetary pressures remain challenging as a result of additional demand and increased costs of delivering services.
- 5.2 In March/April, staff from all service areas participated in a series of consultation and engagement events to consider redesign options that would enable services to continue to meet statutory demands alongside local and national policy ambitions. Children's Services has engaged with the Improvement Service to benchmark services and expenditure with other local authorities within the LGBF family group and use this information to consider alternative delivery models.
- 5.3 Community engagement and consultation continues to have an effective and direct impact on shaping service priorities for the future. Consultation feedback gathered for the development of the Strategic Commissioning Plan 2022-2025 included:
- The necessity of ensuring services and supports are fit-for-the-future to sustain core/statutory functions
 - The need for greater emphasis on early intervention, prevention and addressing inequalities
 - The imperative for developing and better joining-up activities and supports to improve mental health and wellbeing, and address addictions
 - The importance of increasing personal choice for individuals in their own care – and maximising independence in people's own homes and communities as far as possible
- 5.4 This work will continue to develop a consistent approach through all key stages of transitions, including:
- Accelerating the use of technology-enabled care
 - Improving access to mental health support in primary care through the Mental Health and Wellbeing Strategy
 - A commitment to Discharge Without Delay
 - Embedding Home First across the council area
 - Increasing the use and consistency of Self-directed Support (SDS)
 - Developing provision of intermediate care beds in the community (Blantyre LIFE)
 - Promoting carer support plans
 - More collaborative working to shape local housing provision.
- 5.5 All services including adult and older, children and justice are collaborating with Care Opinion, a non-profit, independent feedback website that helps service users share honest and anonymous stories about their experiences with our services.
- The process provides an evaluation tool specifically designed to consult and engage with service users promoting a culture of transparency, whilst feedback will give services a deeper understanding of the views and perspective of service users; support self-evaluation; assist in the design of services; and sharing of good practice.

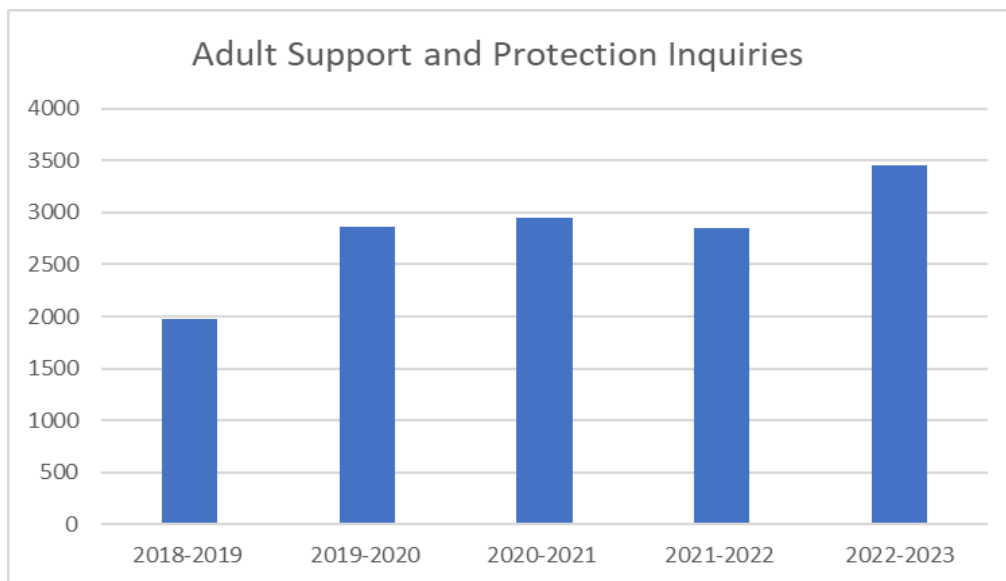
The public launch of Care Opinion is planned for Autumn 2023 with staff training and engagement having taken place early 2023.

- 5.6 The Resource has continued to reinforce capacity across all social work services to ensure it meets statutory requirements, increased demand and changes in complexity of service users. Recruitment and retention to the social care workforce for both qualified and paraprofessional roles continue to remain a challenge and is impacted further with an existing ageing workforce. The review of recruitment practices continues to extend with a flexible approach outlined within the partnership's Workforce Strategy to promote and encourage social care as a career choice.
- 5.7 The Lanarkshire Care Academy aims to better promote Social Care as a vocation in South Lanarkshire; reinforce and expand routes into a career in Social Care; and provide a much more explicit framework to enable the Council to 'grow their own' workforce to address workforce requirements. A Care Academy is already in place for North Lanarkshire, and that arrangement will be extended and developed on a Lanarkshire-wide basis building upon existing effective co-operation between both South Lanarkshire and North Lanarkshire HSCPs; joint working between the Councils and NHS Lanarkshire; and Lanarkshire-wide services "hosted" by each HSCP. Partners will work together to share learning and enable a more structured approach to address recruitment challenges and enhance capacity to meet increasing demands for services.
- 5.8 The Council already has a range of initiatives which fit into and enhance the Lanarkshire Care Academy, including the well-established Modern Apprenticeship Programme; the Council's Youth Employability Service and Foundation Apprenticeship programme; The GradU8 Programme; and professional apprentices. The Care Academy will support the commitment to Keep the Promise for care experienced children, young people and their families, promoting opportunities for routes into a career in Social Care and providing bespoke employability support to all care experienced young people who need it, whilst expanding the care experienced pilot Into Work program.
- 5.9 A newly Commissioning and Quality Assurance Team, established in April 2022, has focussed initially on the review of existing funding arrangements where the contract has expired. This work will continue to ensure services that require a renewed contract are commissioned in line with the SCP objectives and best value for the partnership.
- 5.10 The transformation of The Care at Home Service has seen full implementation of a new electronic scheduling system, Total Mobile. The system is bringing improvements to scheduling, the allocation of work and communication with staff and service users. An innovative development is also underway in partnership with Care at Home providers to develop an interactive mapping solution that will refine the way services are commissioned in neighbourhood areas, minimising travel time and increasing capacity to meet increasing demand.
- 5.11 Works commenced to implement a replacement Social Work Case Management IT System in 2022-2023. Following a successful tender and evaluation process,

Liquidlogic were awarded the contract in September 2022. A Programme Board has been established to progress implementation with an anticipated go-live in June 2024.

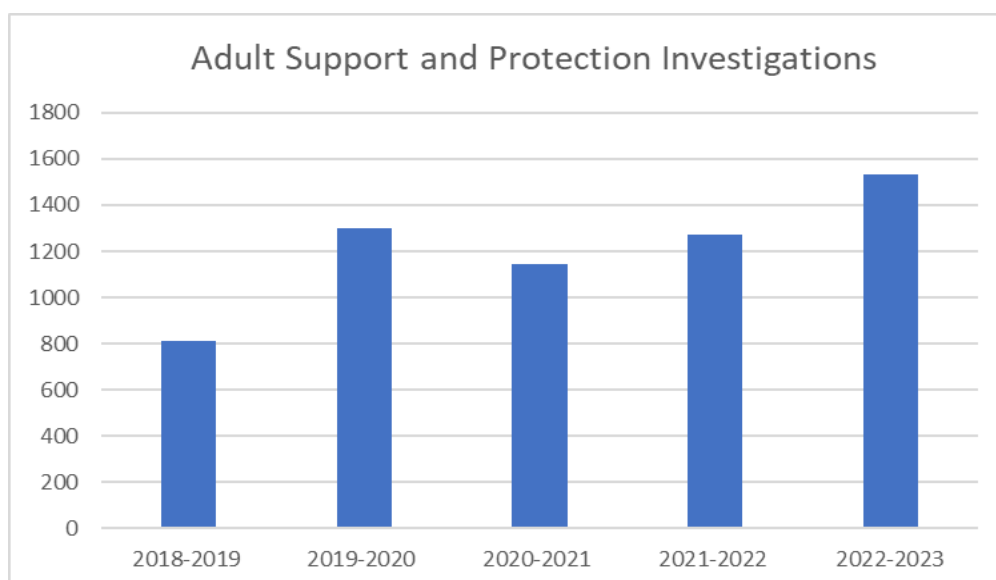
- 5.12 The implementation will bring about changes to our current practices and is expected to enhance efficiency, streamline processes, and improve overall performance. Staff will be supported to adjust to new practices with the training programme taking place at the beginning of 2024.

Appendix 1 Performance Data and Trends



Year	Number of Adult Support and Protection Inquiries
2018 - 2019	1970
2019 - 2020	2862
2020 - 2021	2948
2021 - 2022	2849
2022 - 2023	3449

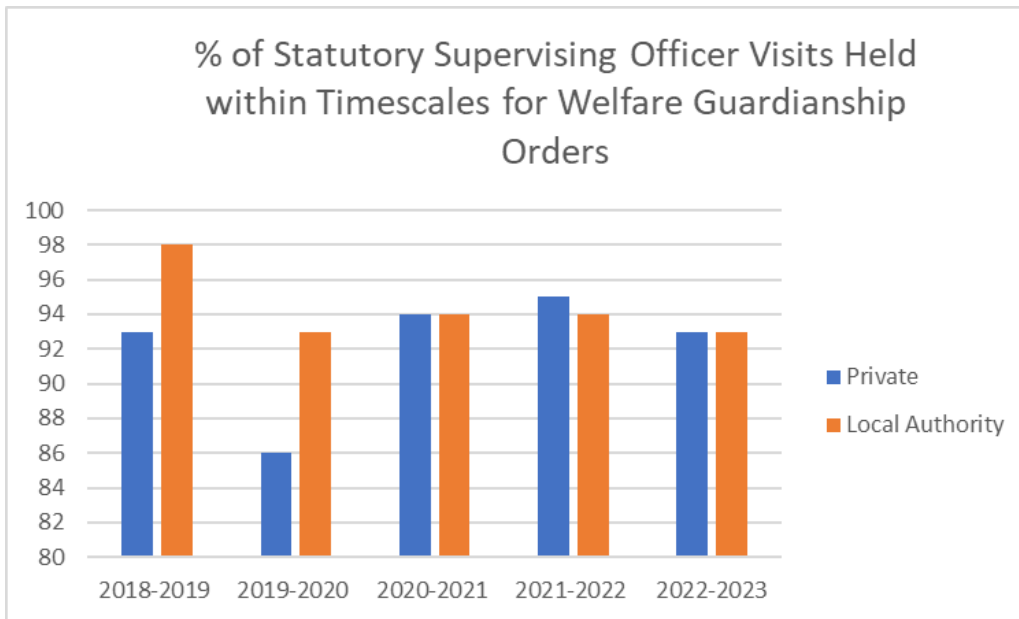
Source: ASP Annual Scottish Government Return



Year	Number of Adult Support and Protection Investigations
2018 - 2019	813
2019 - 2020	1300

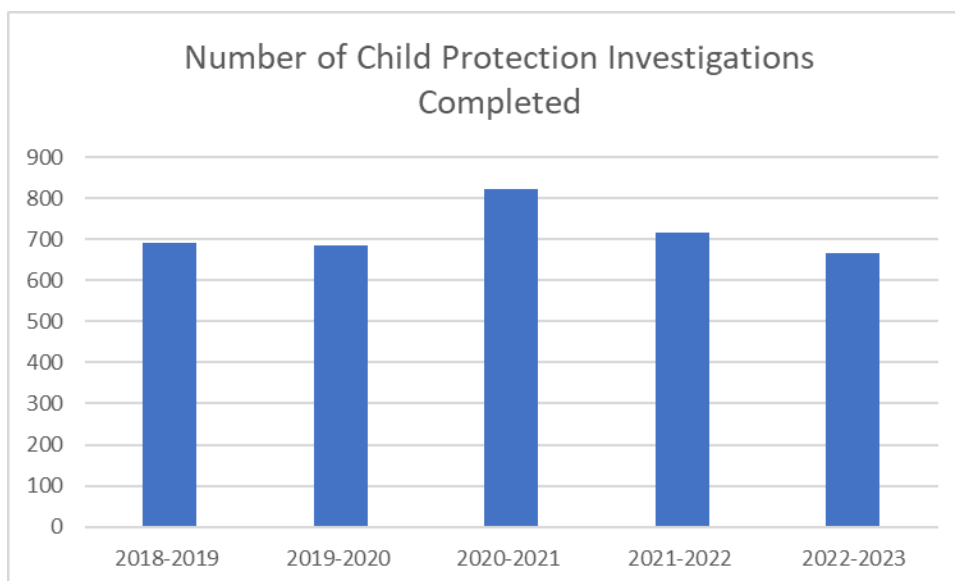
Year	Number of Adult Support and Protection Investigations
2020 - 2021	1144
2021 - 2022	1273
2022 – 2023	1533

Source: ASP Annual Scottish Government Return



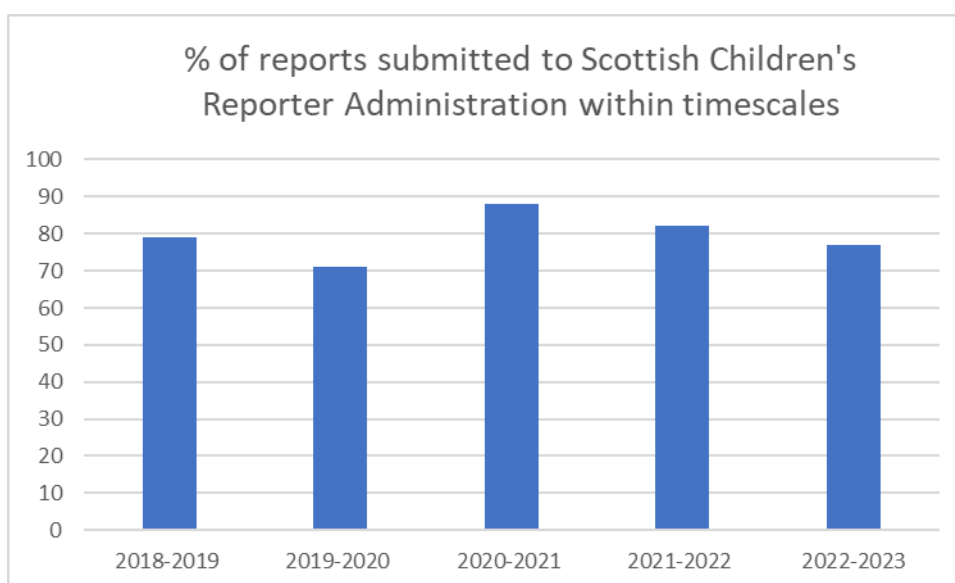
Year	Percentage of Statutory Supervising Officer Visits held within timescales for Welfare Guardianship orders – Local Authority (%)	Percentage of Statutory Supervising Officer Visits held within timescales for Welfare Guardianship orders – Private (%)
2018 - 2019	98	93
2019 - 2020	93	86
2020 - 2021	94	94
2021 - 2022	94	95
2022 - 2023	93	93

Source: Social Work Resource Plan, IMPROVe



Year	Number of Child Protection Investigations Completed
2018 - 2019	690
2019 - 2020	685
2020 - 2021	823
2021 - 2022	716
2022 - 2023	666

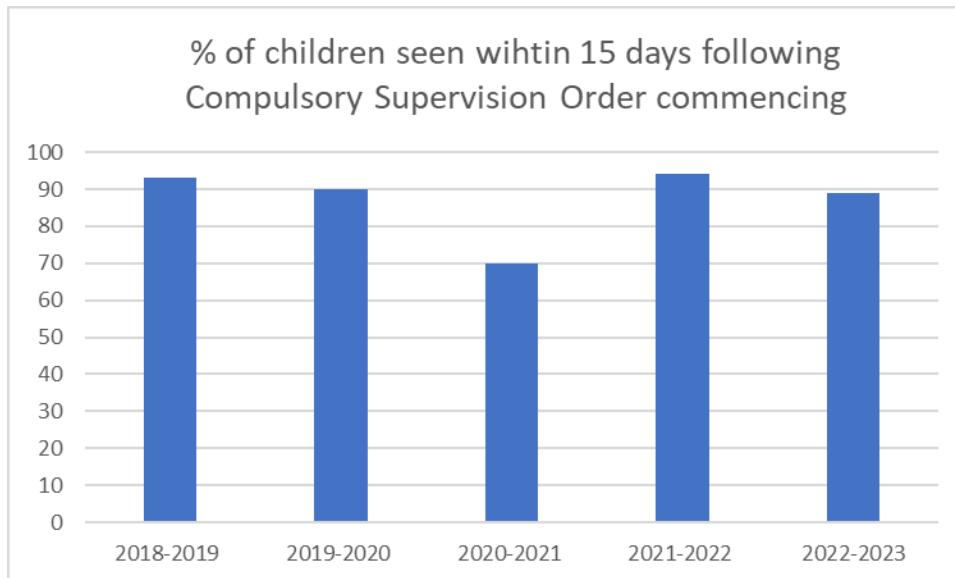
Source: Social Work Resource Plan, IMPROVe



Year	Percentage of reports submitted to Scottish Children's Reporter within timescales (%)
2018 - 2019	79
2019 - 2020	71
2020 - 2021	88
2021 - 2022	82

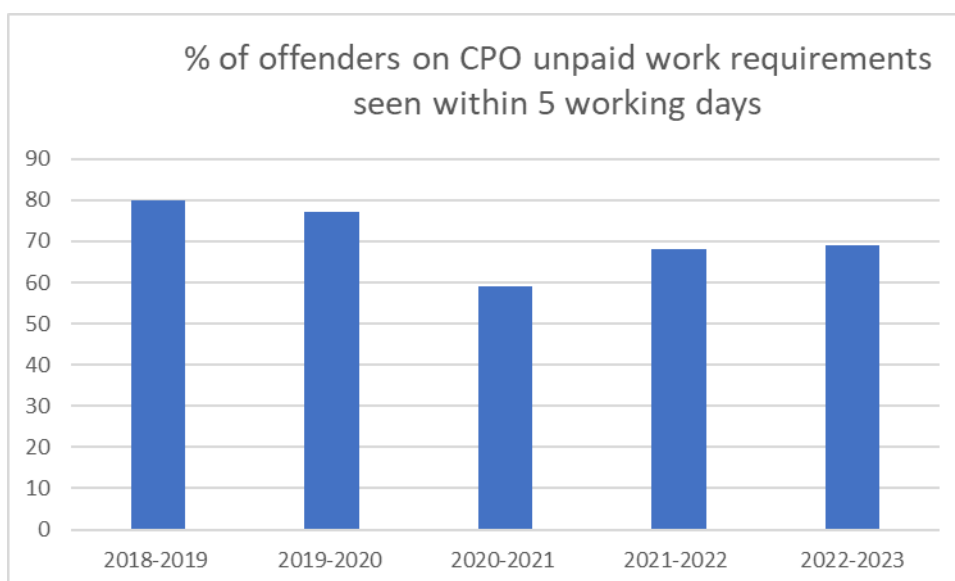
Year	Percentage of reports submitted to Scottish Children's Reporter within timescales (%)
2022 – 2023	77

Source: Social Work Resource Plan, IMPROVe



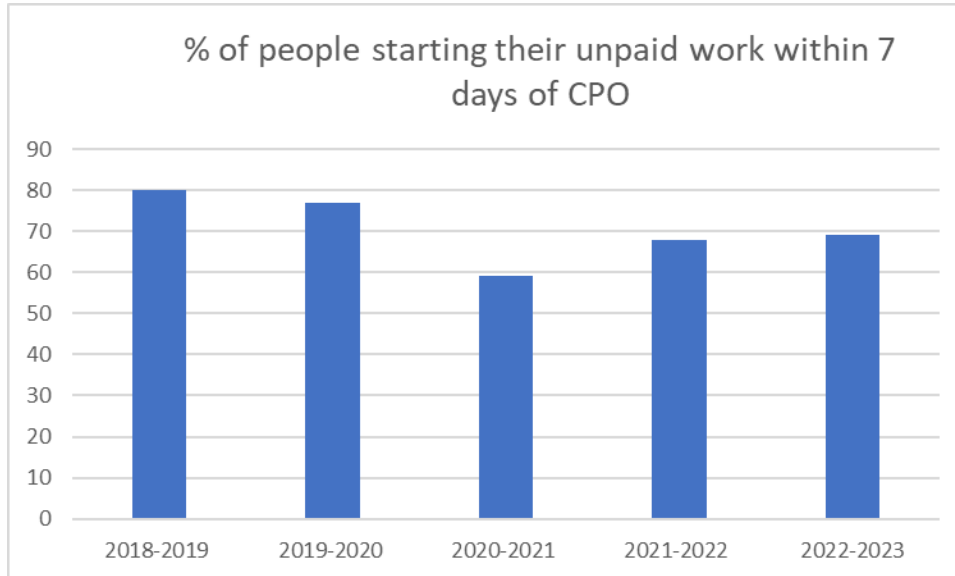
Year	Percentage of children seen within 15 days following Compulsory Supervision Order commencing (%)
2018 - 2019	93
2019 - 2020	90
2020 - 2021	70
2021 - 2022	94
2022 – 2023	89

Source: Social Work Resource Plan, IMPROVe



Year	Percentage of people on CPO unpaid work requirements seen within 5 working days (%)
2018 - 2019	80
2019 - 2020	77
2020 - 2021	59
2021 - 2022	68
2022 – 2023	69

Source: Social Work Resource Plan, IMPROVe



Year	Percentage of people starting their unpaid work within 7 days of CPO (%)
2018 - 2019	77
2019 - 2020	77
2020 - 2021	48
2021 - 2022	65
2022 – 2023	67

Source: Social Work Resource Plan, IMPROVe

Appendix 2: Care Inspectorate Gradings for Registered Services

Service		Latest Inspection	How well do we support people's wellbeing?	How well is our care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
Child and Family Services							
1	South Lanarkshire Council - Adoption Service	27/03/2023	4	5	NA	5	5
2	Supported Carers Service	22/01/2019	5	5	NA	5	5
3	South Lanarkshire Council - Fostering Service	27/03/2023	5	5	NA	5	4
Children's Houses							
4	Langlea Avenue	19/04/2022	5	5	5	5	5
5	Bardykes Road	29/07/2022	5	5	5	5	5
6	Rosslyn Avenue	13/05/2022	5	5	5	5	5
7	Hunters Crescent	29/04/2022	4	4	4	4	4
8	Station Road	19/05/2022	3	3	3	3	3
9	Hillhouse	30/06/2022	5	5	5	5	5
Care Homes – Older People							
10	Meldrum Gardens	01/11/2019	4	4	5	3	5
11	McKillop Gardens	01/07/2022	5	5	5	5	5
12	McClymont House	31/05/2022	5	5	6	5	5
13	David Walker Gardens	11/11/2022	5	5	5	5	4
14	Dewar House	25/01/2023	5	5	4	5	5
Day Services – Adult and Older People							

15	Lifestyle Lanark, Harry Smith Complex	12/08/2015	6	6	6	6	6
16	South Lanarkshire Lifestyles - Stonehouse	26/05/2017	5	5	5	4	5
17	South Lanarkshire Lifestyles - Fairhill	22/01/2019	5	5	5	5	5
18	Whitehill Day Centre	24/07/2018	5	5	5	5	5
19	Newberry Rooney	22/11/2016	5	5	5	5	4
20	South Lanarkshire Lifestyles - Carluke	19/05/2017	5	5	6	5	5
21	Meldrum House	05/06/2017	5	5	5	5	5
22	Saltire Neighbourhood Centre	22/05/2018	5	5	5	5	5
23	Harry Heaney Centre	10/05/2019	5	5	5	5	5
24	McClymont Resource Centre	05/08/2019	5	5	5	5	5
25	Lesmahagow Neighbourhood Centre	07/02/2017	5	5	6	5	5
26	Canderavon Neighbourhood Centre	16/02/2016	4	4	5	5	5
27	Jimmy Swinburne Resource Centre	15/05/2018	5	5	5	4	5
28	St. Andrew's Day Centre	24/07/2019	5	4	5	5	5
29	South Lanarkshire Lifestyles East Kilbride	13/12/2016	5	5	5	5	5
30	South Lanarkshire Lifestyles Eastfield	15/11/2017	5	5	5	5	4
31	Nisbet Centre	18/06/2019	5	5	5	5	5
32	Parkhall House	03/08/2018	5	5	5	5	4
33	Jenny MacLachlan Centre	19/01/2017	6	6	5	5	5
Care at Home Services							
34	East Kilbride Home Care Service	24/01/2020	4	4	NA	5	5
35	Hamilton Home Care Service	17/06/2021	3	3	NA	3	3

36	Rutherglen Home Care Service	24/11/2020	4	3	NA	4	4
37	Clydesdale Homecare	26/10/2018	5	5	NA	4	5

Home First Services

38	Home First (East Kilbride and Rutherglen)	Registered - 2/9/22
39	Home First (Clydesdale and Hamilton)	Registered - 2/9/22

Housing Support Services

40	Care and Support Service (North and South)	20/05/2019	4	4	NA	5	4
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Intermediate Care Services

41	Blantyre Life	Registered - 15/12/22
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Grades guide:

1 Unsatisfactory
2 Weak
3 Adequate
4 Good
5 Very Good
6 Excellent
NA – Not Assessed

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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