

# Report

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Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>13 July 2011</b>
Report by:	<b>Executive Director (Social Work Resources)</b>

Subject:	<b>Social Work Resources' Resource Plan 2011/2012</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for the Social Work Resources' Resource Plan 2011/2012

## 2. Recommendation(s)

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

- (1) that the key achievements made by the Resource during 2010/2011, as detailed in Appendix 2 are noted;
- (2) that the Resource Plan 2011/2012 set out in Appendix 1 be referred to the Executive Committee for approval; and
- (3) that a 6 monthly interim progress report be provided to a future meeting of the Committee.

## 3. Background

3.1. The Resource Plan for 2011/2012 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year, reflects new improvement themes as appropriate and establishes objectives and priorities for the new year.

3.2. The Resource Plan 2011/2012 embodies the vision, priorities, objectives and improvement themes of the Council Plan 'Connect', based on the 2009 Mid-Term Review. Also part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, priorities, objectives and improvement themes at all levels.

## 4. Resource Plan Detail, Monitoring and Reporting

4.1. The full Resource Plan is attached, and is now structured around the following headings:

- ◆ Introduction
- ◆ Chief Social Work Officer Statement
- ◆ National Context
- ◆ Local Context
- ◆ Service Overview/Service Performance, Major Achievements 2010/2011
- ◆ Resource Objectives/Actions 2011/2012
- ◆ Capital and Revenue Resources 2011/2012
- ◆ Achievements/Progress from 2010/2011 Plan
- ◆ Organisational Structure

4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2011/2012 Resource Plan.

## **5. Objectives for Resource 2010-2011**

5.1. The Resource objectives for 2010-2011 are listed below, under the relevant objectives from the Council Plan, for example:

5.1.1. Council Objective: Improve Health and Increase Physical Activity

- ◆ Support individuals and communities to improve their health

5.1.2. Council Objective: Improve Community Safety

- ◆ Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and to reduce re-offending

5.1.3. Council Objective: Support the Local Economy by Providing the Right Conditions for Growth, Improving Skills and Employability

- ◆ Promote employability and access to jobs

5.1.4. Council Objective: Develop Services for Older People – Note this is a Council and Resource Priority for 2007-2012

- ◆ Implement the South Lanarkshire Carers Strategy to support carers in their caring role
- ◆ Improve services to support older people to live in their homes and communities

5.1.5. Council Objective: Improve the Lives of Vulnerable Children, Young People and Adults

- ◆ Improve outcomes for vulnerable children, young people and families by delivering integrated children's services priorities in all resources
- ◆ Improve services to support adults to live in their homes and communities
- ◆ Protect vulnerable children, young people and adults living in our communities
- ◆ In partnership with education resources, ensure attainment and achievement levels of looked after and accommodated children are improved in line with Learning with Care
- ◆ Implement Doorway Strategy to support individuals and families affected by domestic abuse
- ◆ Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role.

## **6. Progress on Council and Resource Priorities**

6.1. Overall, of the 141 measures outlined in our Resource Plan that relate to our Council and Resource priority to 'develop services for older people', we have 100 (71%) green measures (achieved or due to achieve with no issues), 11 (7.8%) amber

measures (there may be problems or minor slippage) and 9 (6.3%) red measures (not on course to achieve, major slippage anticipated). The remaining 21 (14.9%) measures are contextual. Progress on all objectives, actions and measures is noted in Appendix 1.

## 6.2. **Achievements of the Year to Date**

Achievements in the year to date for the Resource are noted below:

### 6.3. **Corporate Improvement Theme: Performance Management and Improvement**

- ◆ Day services for older people have retained Customer Service Excellence Award with their 3 Best Practice awards following reassessment. A further 3 Best Practice awards were awarded at this reassessment.
- ◆ Residential services for older people have retained Customer Service Excellence Award with their 4 Best Practice awards following reassessment. A further 2 Best Practice awards were awarded at this reassessment.
- ◆ Following reassessment, Reception Services retained their Customer Service Excellence Awards. This service was further awarded 2 Best Practice awards for working with travellers and communication with service users.

### 6.4. **Council Plan Objective: Improve Community Safety**

**Resource Objective: Reduce the Risk of Harm to Individuals and Communities by Working in Partnership to Manage Offenders in the Community and Reduce Re-Offending**

- ◆ There continues to be an improvement in the average number of hours per week to complete Community Service Orders which has risen from 5.4 in quarter 1 to 5.7 in quarter 4. This has increased now for four consecutive quarters and is good performance against the national average from 2008/09 of 3.6.
- ◆ Current performance against achieving then maintaining the percentage of offenders seen within one week of receiving a Probation Order, continues to exceed the target set and to date this figure is 89.8% against a target of 80%.

### 6.5. **Council Plan Objective: Develop Services for Older People**

**Resource Objective: Improve Services to Support Older People**

- ◆ There continues to be an increase in the percentage of people receiving a service within five working days of the community care assessment being completed. The year end figure is 92.6% compared to the previous year which was 88.7%.

### 6.6. **Resource Objective: Protect Vulnerable Children, Young People and Adults Living in Our Communities**

- ◆ Children's Services continue to exceed their target of 75% of Social Background Reports being submitted to the Reporter within 20 days as 86.5% of reports were submitted within the timescales by the year end. Throughout this year, each quarter has seen a gradual increase in performance.

## 7. **Areas for Improvement**

- 7.1. Actions or measures that we are not on course to achieve, are noted below, together with the reason why and the management action being taken.

Action	Measure	Progress	Management action, responsibility, deadline
<b>Corporate Improvement Theme:</b> Vision and strategic direction			
Identify ways of integrating the health and sustainable development agendas through cross partnership working	With partners promote active travel as a theme in the South Lanarkshire Physical Activity Strategy	South Lanarkshire Leisure and Culture Trust lead on this work. Since the enlargement of the Trust a decision has been taken to prepare a new Strategy, led by the Trust, to replace the earlier partnership Leisure Strategy.	The Resource continues to promote active travel where possible. This will be reported through the Joint Health Improvement Plan.  Michele Dowling Planning and Performance Manager
<b>Council Plan Objective:</b> Improve community safety <b>Resource Plan Objective:</b> Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending			
Provide support to young offenders on supervision or probation to address their offending behaviour	Percentage of young offenders are seen within one week of receiving a Probation Order	79% of young people were seen against a target of 95%.	During 2010/2011, there were 62 Probation Orders made for young people, of these 49 were seen within 7 working days, only 5 Orders were not seen at all. The 5 Orders were for 2 people and both were in custody.  Sandra Sage Child and Family Service Manager

Action	Measure	Progress	Management action, responsibility, deadline
<b>Council Plan Objective;</b> Improve lives of vulnerable children, young people and adults <b>Resource Plan Objective:</b> Improve services to support adults to live in their homes and communities			
Support adults to live as independently as possible	95% of assessments for equipment and adaptations completed within 28 days	74.6% of assessments for equipment and adaptations were completed within 28 days	Since quarter 3, there have been changes to the performance reporting system to allow for more detailed information to be presented in relation to timescales for assessments. This has given a better understanding of the issues and in view of this the target will be set at a realistic level.  Nadia Ait-Hocine Adult and Older People Service Manager
Monitor Adults With Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare	During the year, 114 out of 165 (69%) visits took place within timescale and 51 took place out with	An electronic reporting system on SWIS for AWI is being developed and will be implemented across all teams. The system will support the identification of the statutory visit

Action	Measure	Progress	Management action, responsibility, deadline
	guardianship orders	timescale.	<p>which is distinct to regular review visits.</p> <p>Nadia Ait-Hocine, Adult and Older People Service Manager</p>
Monitor Adults With Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	During the year, 161 out of 267 (60%) visits took place within timescale. 106 (40%) took place out with timescale.	<p>An electronic reporting system on SWIS for AWI is being developed and will be implemented across all teams. The system will support the identification of the statutory visit which is distinct to regular review visits.</p> <p>Nadia Ait-Hocine Adult and Older People Service Manager</p>
<b>Resource Plan Objective:</b> Protect vulnerable children, young people and adults living in our communities			
Improve services to looked after and accommodated children and young people	Increase the number of supported carers to 11 from current level of 6	4 supported carers as at 31 March 2011.	<p>There has been slippage in meeting this target. There have been fluctuations in people being recruited and people leaving supported carers. The figure has remained static at 4. It is anticipated that increasing the number of supported carers to 8 would provide sufficient resources for this group. There is an average of 20 young people who leave residential care each year. Only a third of this group will consider a supported carers placement. New assessments are currently being undertaken.</p> <p>Ada Niddrie, Fostering and Adoption Services Manager</p>
<b>Resource Plan Objective:</b> In partnership with Education Resources, ensure attainment levels of looked after and accommodated children are improved in line with learning and care			
Improve educational attainment of young people looked after and accommodated	Increase the percentage of looked after and accommodated young people who have achieved a minimum	59.3% of young people attached level 3 or above in English or Maths against a target of 65%.	Although this measure has not achieved its target, there has been an upward trend over the past two years. This year has seen a further increase of 16.4% on the previous year. There

Action	Measure	Progress	Management action, responsibility, deadline
	of SCQF level 3 or above in English		<p>were 27 young people who left care in 2010-11, that had the potential to sit exams. 16 young people (7 looked after at home and 9 looked after away from home) achieved a level 3 in English and Maths.</p> <p>Sandra Sage Child and Family Service Manager</p>
<b>Resource Plan Objective:</b> Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role			
Work in partnership to appropriately resource carers in their caring role	Percentage of carers offered an assessment and reasons for refusal recorded	97% of carers were offered a carers assessment against a 100% target	<p>During 2010-11, there were 1159 carers as part of the community care process of which 1124 were offered a carer assessment. There is an ongoing review of practice and recording. Monthly reports on carer assessments are produced and monitored by Fieldwork Managers.</p> <p>Nadia Ait-Hocine Adult and Older People Service Manager</p>
	Percentage of carers wishing an assessment will receive an assessment within 28 days	50% of carer assessments were completed within 28 days	<p>The quarterly figure continues to fluctuate. There is an ongoing review of practice and recording. Monthly reports on carer assessments are produced and monitored by Fieldwork Managers. A one – page guide has also been prepared for frontline staff and agreed through the Fieldwork Managers meeting to ensure consistency of approach to recording carers assessment information</p> <p>Nadia Ait-Hocine Adult and Older People Service Manager</p>

## 8. New Issues

- 8.1. The new issues affecting the Resource significantly at 30 June 2010 are contained within the Social Work Resource Plan 2010 – 2011.

## 9. Financial Information

- 9.1. The revenue budget position is noted below

<b>Total Budget</b>	<b>Forecast year to date</b>	<b>Actual year to date</b>	<b>Explanation for any significant variances and how they are being addressed</b>
£139.948 million	£139.948 million	£139.945 million	Underspend of £3,000. No significant variances.

9.2. The capital budget position is noted below

<b>Total Budget</b>	<b>Forecast year to date</b>	<b>Actual year to date</b>	<b>Explanation for any significant variances and how they are being addressed</b>
£6.443 million	£6.443 million	£6.090 million	£0.353 million behind profile. The underspend on the two projects, David Walker House and South Lanarkshire Lifestyle, will be carried forward into the next financial year to meet the remaining costs identified following confirmation of the value of the final accounts.

## **10. Employee Implications**

10.1. There are no personnel implications arising from this report, other than a direct link to the Personal Development Review (PDR) process.

## **11. Financial Implications**

11.1. Resource Plan objectives and more detailed service plans inform financial planning process within the Resource. There are, however, no specific financial implications arising from this particular report.

## **12. Other Implications**

12.1. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. The risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

12.2. Sustainable development is one of the Council's values underpinning all service delivery and is built into all Resource and Service planning and structures.

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

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

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

13.2. The Council's Resource planning process is informed by consultation and where appropriate more detailed consultation is carried out in relation to specific priorities.

**Harry Stevenson**  
**Executive Director (Social Work Resources)**

22 June 2011

**Link(s) to Council Values/Improvement Themes/Objectives**

- Develop services for older people – this is a Council priority for 2007-2012
- Improve community safety
- Improve health and increase physical activity
- Improve the lives of vulnerable children, young people and adults

**Previous References**

- Report to Social Work Resources Committee dated December 2010.

**List of Background Papers**

- Social Work Resources Resource Plan 2010 - 2011

**Contact for Further Information**

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

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## **Social Work Resources**

Social Work Resources' Resource Plan

2011/2012

## **Social Work Resources Resource Plan 2011/2012**

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## **Social Work Resources Plan 2011/2012**

### **Section 1 - Introduction by the Executive Director (Social Work Resources)**

Welcome to the Social Work Resources Resource Plan for 2011/2012 – the fourteenth annual Resource Plan. This Plan reflects and reiterates our commitment to the guiding principles of protecting and supporting vulnerable children, young people, adults and older people living in our communities.

I would like to start this introduction by noting how I have once more been struck by the commitment and dedication of our staff. The successes that you will see highlighted in the Resource Plan are only part of the wider picture where staff work tirelessly to support the many people who use our services. Staff commitment was especially noticeable in recent months when adverse weather came earlier than expected and was harsher than usual. Staff once more made huge efforts to get to work and ensure that vital services were delivered to the most vulnerable people in our communities. Staff also worked selflessly to ensure that service delivery continued during the extended period of office closure over the Christmas and New Year period.

The Resource Plan has been developed in a context where public sector spending has never been tighter or under more scrutiny. In these circumstances, it is essential that as a Resource we are clear about our priorities and how our activities relate to these priorities. This Resource Plan sets out six strategic priorities for Social Work. These have been developed based on our statutory obligations, understanding the risks associated with our work and our contribution to collaborate and partnership agendas.

This year we have also produced a number of more detailed service plans which sit beneath the Resource Plan. This has allowed the Resource Plan to concentrate on the more strategic priorities for Social Work, with more detailed accounts of how we will achieve our priorities set out in the service plans. Service Plans have been developed with each service's Performance and Continuous Improvement Group which has ensured input from a range of staff who are responsible for delivering our services both in setting service level objectives, and in proposing the measures and indicators which will be used to assess our progress.

South Lanarkshire Council strives to improve the quality of life of all its citizens. Social Work Resources continues to develop a more outcomes focused approach to its service delivery and performance management. We are now fully compliant with the National Minimum Information Standards which will allow us to record how service users feel they have worked towards achievement of key outcomes. The IMPROVe system has developed over the year and feedback from managers about how it is helping them to manage their work has been encouraging.

We have made a number of significant achievements over the last year and I am pleased to report customer service excellence awards in the following areas: older people's day and residential care, home care, reception services and mental health services. The HMIE multi-agency Inspection of Services to Protect Children was carried out in late summer and reported in November 2010. While the report identified a few areas for improvement, the overall report was positive and noted the progress that had been made over the past two years since their first inspection. SWIA also noted improvements in terms of work to support adults at risk in the report of their inspection which was issued towards the end of 2010 and covered their scrutiny activity since their initial inspection visit in 2009. Finally, the Care Commission separate inspections of Adoption and Fostering Services identified a very good quality of care and noted the commitment of staff to improving and developing the service.

We have also seen a number of developments in our services. Towards the end of November 2010, the Money Matters Advice Service transferred from Housing and Technical Resources into Social Work and we welcome the opportunity to link the good work that this service has done into our ongoing work on financial assessment and advice for Social Work service users and carers. One of the most significant changes during 2010 was a shift towards a new way of delivering home care, where we work more intensely with service users to improve their independence and move away from a potentially long term reliance on services. *Supporting Your Independence* is being rolled out to all areas, and over the course of 2011 we expect to see this as the approach for home care across the Council area for older people and adults. We will also see changes to the way in which we work with service users to meet day care needs following on from the best value review of day opportunities which reported in 2010.

Over 2011 some of this work will be incorporated into a joint plan with our NHS, voluntary sector and independent sector colleagues to look at the future shape of our services for older people. The Scottish Government has allocated £70m across Scotland for 2011-12 as a Change Fund to accelerate a shift in the balance of care, and support the national programme, Reshaping Care for Older People. It is expected that this funding will continue for a further three years, allowing our partnership to invest in community based services, and shift funds from hospital and institutional based care into community and home based services. Supporting Your Independence will be a key component in this work; we will also look at ways of promoting preventative approaches, so that people can work with universal services to stay physically and socially active, and postpone the point when they actually need to engage with social care services.

As in previous years, our capital programme has continued. The refurbished building of Auchentibber for Community Service was opened by the Justice Minister, Kenny MacAskill. The new David Walker House opened in March 2011 and we are currently carrying out a range of improvements to a number of our residential facilities. This has meant that we have had to decant residents from some units, but the process has gone smoothly thanks to the good preparatory work by facility staff, the user and carer team and others involved in managing this process. Work has almost finished on the new Stonehouse facility which will provide day care opportunities for adults in the wider Larkhall, Stonehouse area.

Through this period of ongoing change, we will also need to take time to reflect on how our services are doing. Self evaluation, as part of a process of continuous improvement, will become an ever-present part of our practice. As part of this process we will need to ensure that risk management is ever present in our planning and practice. Individual risk has always been a core element of any social work assessment; now we must ensure that we can demonstrate not only that we have identified those who are most at risk, but also a range of other strategic risks, management of which needs to be built into our activity.

As always the ongoing development of social work services and our achievements rely on the continued commitment of our staff and partners. I would like to thank everyone for their efforts during 2010/2011 and I look forward to working together during the year ahead.

**Harry Stevenson**  
**Executive Director (Social Work Resources)**

## Section 2 – Chief Social Work Officer Statement

The Social Work (Scotland) Act 1968 included within it the requirement to appoint a professionally qualified Chief Social Work Officer. This is one of a number of statutory requirements to post, roles or duties with which local authorities must comply. However following the reorganisation of local government, the Local Government (Scotland) Act 1994 recognised that although not all local authorities appointed an Executive Director of Social Work, through the Social Work (Scotland) Act 1968 there remained a requirement for local authority to appoint a Chief Social Work Officer for the purposes of their statutory social work function therefore the post holder must satisfy the qualifications of Chief Social Work Officers (Scotland) Regulations 1996 and the Scottish Government has issued guidance of the role Chief Officer.

In January 2011 South Lanarkshire Council Executive committee reviewed and approved the Council scheme of delegations which included recognition of the statutory remits held by the Chief Social Work Officer. In South Lanarkshire Council the Chief Social Work Officer is the Executive Director of Social Work.

The Chief Social Work Officer promotes the values and standards of professional practice and ensures that these are communicated on a regular basis. He also provides support and advice to managers in maintaining and developing high standards of practice and supervision; and ensures appropriate management of personnel issues is carried out throughout the Resource. Examples of this work include:

- The Resource takes forward annual in-house self-evaluation activity for case recording, fieldwork and in-house services (day care, residential and homecare). This process has been in place for 6 years and continues as one of the main quality assurance mechanisms across the Resource.
- An annual audit of supervision practice through peer review and self evaluation. The most recent audit was concluded in January 2011 and highlighted that the Resource continues to make good progress in supporting staff through structured supervision and Personal Development Reviews. This year the audit was conducted on a sample rather than covering all managers in recognition of the high standard of PDR coverage and supervision which is now normal practice in the Resource.
- Regular meetings between the Executive Director and senior managers discuss absence, disciplinary and other operational issues.
- Significant case reviews are undertaken and follow an agreed procedure to ensure that all findings and areas for improvement are reported back and actioned.
- The Resource has developed modules on leadership for fieldwork managers and team leaders. The team leader course finished during 2010, and additional work has been done to develop focussed training sessions for fieldwork managers and their teams. These courses have been a mixture of dedicated days training on specific issues and lunch time seminars which are open to all members of staff. Training needs are regularly noted as part of the annual PDR process and issues may also be discussed during supervision.
- The Executive Director prepares a monthly update for staff which is posted on the Council's intranet. This covers issues of local interest and concern and ensures that staff are up to date with events across the Resource. Staff without ready access to the intranet will be updated by managers as part of local meetings.
- The Executive Director regularly visits local services and leads staff seminars on the annual Resource Plan in all localities across South Lanarkshire.

The Chief Social Work Officer should ensure that there are effective governance arrangements for the management of the complex balance of need, risk and civil liberties in accordance with professional standards.

- Procedures governing both Adult and Child Protection have been established and extensive work has been carried out with both Social Work staff and staff in partner organisations to ensure a consistent and joined up approach to these areas of work.
- 31 adult protection plans have been implemented throughout the year following investigations through the adult protection procedures.
- HMle undertook a multi-agency inspection of child protection in 2010. The overall report was positive, with 2 recommendations which are now being taken forward as part of local planning and performance arrangements.
- Children's Services performance in the timescales to submit social background reports continues to improve and 86.5% of reports are now submitted within timescale to the Reporter.
- The Resource organised and hosted a Corporate Parenting event in March 2011. Speakers at this event included the Chief Medical Officer for Scotland and the Scottish Children's Commissioner. It was attended by 93 people from a variety of partner agencies across South Lanarkshire.
- The Resource was involved in an assisted self evaluation for High Risk Offenders during 2010/11. This resulted in an improvement plan which was approved by the Management team. This plan will be implemented during 2011/12 and a process for monitoring progress is in place.
- The Resource has been working to improve our electronic monitoring system for AWI activity. This development enhances our confidence that we are supporting some of the most vulnerable people in our society at an appropriate level.

The Chief Social Work Officer actively promotes continuous improvement and evidence informed good practice including the development of person centred services that are focussed on the needs of the service user. He also oversees the quality of practice learning experiences for social work students and effective workplace assessment arrangements in accordance with SSSC code of practice.

- The Resource has a dedicated training team that oversees work to ensure that social work staff at all grades have access to appropriate training opportunities. Focus has been on ensuring registration of the workforce in order to comply with the Scottish Social Services Council (SSSC) requirements. Currently all social work managers in South Lanarkshire are registered, over 90% of staff in children's houses and more than 85% of staff who work in care homes for older people. The training team has also supported intensive training around the personalisation agenda and focussed practice learning activity on the key processes of social work such as child and adult protection, assessment skills and development of knowledge around mental health issues.

The Chief Social Work Officer takes final decisions on behalf of the local authority in relation to a range of social work matters including adoption, secure accommodation, guardianship and other statutory decisions which are required from time to time. He will also contribute to reports to the Chief Executive and elected members on findings of relevant performance reports and other related information.

- The Executive Director is regularly involved in briefing elected members and other senior officers of the Council on key issues relating to the Health and Care agenda. Weekly meetings are held with the Chair of Social Work Resources Committee and additional meetings are called if required.
- The Resource Plan sets out Social Work's priorities each year and the measures it will report on to assess progress towards achieving its stated outcomes. The Resource Plan feeds directly into the Council Plan, Connect. The Resource also contributes performance information to the partnership Single Outcome Agreement relating to health and care outcomes. This is routinely monitored through the Joint Services

Management Group and an annual report is submitted to the community planning team for inclusion in the SOA annual report.

- As a member of the Corporate Management Team, the Chief Social Work Officer takes an active role in the corporate affairs of the Council and ensures that social work related issues are considered as required.

In terms of the Council Scheme of Delegation, the Executive Director of Social Work Resources has identified and written to the officers who would assume the role of Chief Social Work Officer in the event of his absence.

The Chief Social Work Officer is supported in his role by a Resource Management Team (RMT) made up of Heads of Service and senior managers from each of the services within Social Work. This meets on a weekly basis and considers a range of issues relating to operational and strategic matters. Eight times a year the RMT meeting is dedicated to performance and planning issues. During 2010-11 the RMT included reports on Adult Support and Protection, implications stemming from reports by the Mental Health Commission, updates on training, equalities and corporate agendas (health improvement, risk management, sustainable development), inspection and audit reports.

### **Section 3 – National Context for Delivering Services**

The local authority has a duty, through a wide range of legislation, to promote social welfare and safeguard vulnerable individuals in the community. The following section summarises the national influences, including legislation and statutory requirements such as inspection that will impact on the delivery of social work services during 2011/2012.

#### **Social Work Inspection and Regulation**

The Crerar Report and the Public Services Reform Act (2010), have resulted in a number of changes to the inspection and regulation of services at a national and local level. From a Social Work perspective the most significant changes have been the creation of a new regulatory organisation called Social Care and Social Work Improvement Scotland (SCSWIS). This organisation will take forward the previous functions undertaken by the Social Work Inspection Agency (SWIA) and the Care Commission. This will be operational from 1 April 2011. There have also been changes to body which regulates the Health Service. From April 2011, this function will be taken over by Health Improvement Scotland (HIS), which will replace NHS Quality Improvement Scotland.

At a local level, each local authority area will have a Local Area Network or LAN which will comprise local representatives of Her Majesty's Inspectorate of Education (HMIE), SCSWIS, Health Care Improvement Scotland (HIS) and other regulatory public sector bodies. The LAN is already operational, and over the past year the inspection by HMIE into services to protect children, the Care Commission inspections of Adoption and of Fostering Services and the SWIA inspection of Social Work have all reported into the LAN. The LAN also monitors a Council wide Assurance and Improvement Plan (AIP) which sets out the planned scrutiny activity for the Council for a set period. The current AIP was published in July 2010 and will run until March 2013.

In terms of our work, SCSWIS and HIS will be charged with improving the quality of social care, social work, children's services and healthcare services and providing a more streamlined approach to scrutinising the quality of services. They will do this through the following tasks:

- Regulating and inspecting;
- Assessing risk;
- Providing guidance and advice;
- Influencing policy and standards;
- Supporting improvement; and
- Reporting publically.

The new bodies will integrate their activities and focus on service users to provide a comprehensive picture of how the needs of people using services are met. This will cover all areas from service strategy and design, through the assessment of need, through to the quality of services provided to individuals. SCSWIS and HIS will provide public assurance on service quality, hold service providers to account and target support for service improvement. For services, self evaluation will form the basis for much inspection and will need to be embedded in the way in which we carry out our core activity.

The approach they will take to any individual inspection will be driven by risk. This will include all forms of risk such as individual risk, strategic risk, financial risk etc. They will assess our level of risk, based on our self evaluation and other information gathered from other Council services, and will determine the level of scrutiny which we will be subject to on this basis. In other words, if we determine through self evaluation, backed up by evidence that we have good processes to manage risk, good quality control and high standards of practice, the inspection that will be carried out will be less onerous and in depth than would be the case if

the inspections had concerns about our internal processes and controls. For this reason, we are putting renewed emphasis on risk management throughout both the Resource Plan and Service Plans as well as through our internal quality assessment events.

### **Criminal Justice and Licensing (Scotland) Act 2010**

Criminal Justice and Licensing (Scotland) Act 2010 introduced a new Community Payback Order, which replaced Probation, Community Service and Supervised Attendance Orders. The new Community Payback Order (CPO) could have conditions attached such as supervision, unpaid work and treatment programmes. The unpaid work condition has timescales attached, for example between 20 and 100 hours to be completed within 3 months and over 100 hours to 300 hours to be completed within 6 months.

The local authority has been developing systems to support the introduction of Community Payback Orders which came into effect from the 1<sup>st</sup> February 2011.

### **Sexual Offences (Scotland) Act 2009**

The Sexual Offences (Scotland) Act 2009 came into force on the 1<sup>st</sup> December 2010. One of the key changes is laid out in Part Four of the Act which provides for “protective offences” which address predatory sexual behaviour towards children. The Act maintains the age of consent at 16. It provides that sexual activity of any kind between adults and children under the age of 16 is unlawful. Separate ‘protective’ offences are provided for in respect of sexual activity with young children (under the age of 13) and older children (from age 13 to age 15) and those not capable of giving full consent to the sexual activity.

This will have particular relevance for our Corporate Parenting agenda, Child protection and youth justice services.

### **Adult Support and Protection (Scotland) Act 2007**

The Adult Support and Protection (Scotland) Act has been implemented across Social Work Resources through the review of adult protection procedures and delivery of a comprehensive staff development programme. This has involved training and supporting Council Officers to undertake inquiries and investigations into the circumstances of adults at risk and for front-line staff who have day to day contact with vulnerable adults, to recognise harmful situations and respond to them. A new electronic recording system has been developed which will allow for the generation of multi-agency adult protection messages and the collation of management information about adult protection activity in South Lanarkshire.

The Adult Protection Committee has been established and the Chair has submitted his first Biennial Report to the Scottish Government, national and local public bodies, outlining its achievements to date and its plans for its second year of operation. This will focus on inclusion and involvement of voluntary and community groups; greater use of advocacy to support adults at risk; more focussed public information and continuation of the training and staff development programme with the inclusion of an ‘e’ learning module.

### **Reshaping Care for Older People**

Scotland’s older people population is likely to increase by more than two thirds over the next 20 years. To deal with this change in demographics, the increase in demand for services and funding challenges, there needs to be a change in how services are planned and delivered. To support the change, the Scottish Government set up the Reshaping Care for Older People programme which had eight primary work streams. Following on from this the Scottish Government allocated an additional £70 million over the next four years to support health boards and local authorities across Scotland to work together to continue to shift the balance of care into the community.

South Lanarkshire's allocation from this funding source is approximately £4 m. A Local Transformation Plan was agreed in March 2011 to address shifting the balance of care agenda over the next four years.

### **Self Directed Support**

In December 2010 the Scottish Government published its Self Directed Support Strategy. This included a number of recommendations on making SDS the mainstream method of funding social care services. Supplementary legislation will be required to implement the Strategy fully. This Bill is currently being considered as part of parliamentary processes. The resource is considering the possible implications of the national strategy on local practice as part of its modernisation agenda.

### **Social and Economic Changes**

The recession has had an impact across South Lanarkshire, as can be seen in a rise in unemployment and particular rises in youth unemployment. Welfare reform following the Westminster election will also have an impact on many of the people who use Social Work services. This is particularly the case for people in receipt of Disability Living Allowance. Financial constraints have also led to a review of the Independent Living Fund, with no new applications being taken after May 2010, and a full phase out of the fund by 2015. Since the beginning of the fund in 1993, approximately 200 people in South Lanarkshire have been supported by ILF funding.

DLA and ILF will be replaced by Personal Independence Payments, which the Government is confident will enable people with disability to continue to live independently within their communities. In South Lanarkshire, this shift in the way that people are supported links with our vision for services which are not only person centred, but where the individual service user has more control over the purchase of services that he or she requires.

In November 2010, the Money Matters Advice Service transferred from Housing and Technical Resources to Social Work. Over the year from April 2010, this service has provided valuable advice to 1166 people making enquiries. 1256 customers were seen within ten working days for benefit advice and 622 were seen for money advice. These figures show an increase from the previous year, and the service has also seen changes in the backgrounds of people who are using the service – almost certainly as a result of the recession and the impact on the local job market. For example, there has been an increase of 26% in the number of people approaching the service in difficulty with bank loan and overdraft debts and 49% increase in those in difficulty due to mortgage or secured loan debt. (update figures at period 13)

The Money Matters Advice Service also provide benefits advice and support for people with queries about their benefits entitlements. Changes in benefits regulations, particularly around Incapacity Benefit, have already seen an increase in the numbers of people approaching the service for advice and representation at appeals. It is expected that this will continue to increase as new regulations come into full force over the course of 2011.

#### **Section 4 - Local context for delivering services**

The following section sets out the local context for Social Work Resources to deliver services within a robust planning framework.

#### **Community Plan “Stronger Together” 2005/2015**

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The Plan was refreshed in 2010/2011 and is now structured around 5 aims:

- Improving health and tackling inequalities;
- Reducing crime and improving community safety;
- Promoting sustainable and inclusive communities and opportunities for all throughout life;
- Ensuring sustainable economic recovery and development;
- Tackling poverty.

The Council works with its partners to achieve these aims, and reflects its commitment within the Council Plan.

#### **Connect, Council Plan 2007/2012**

The Council Plan Connect 2007/2012 was reviewed during 2009 to reflect developments both internally and externally.

The Corporate Improvement Plan (CIP) sits within Connect and provides a single focus for the development and delivery of all corporate improvement activity within the Council. The CIP has been developed in response to the Audit of Best Value and Community Planning to ensure that corporate improvement activity is better prioritised and co-ordinated.

#### **Connect priorities**

A summary of the refreshed **Council priorities** are identified below:

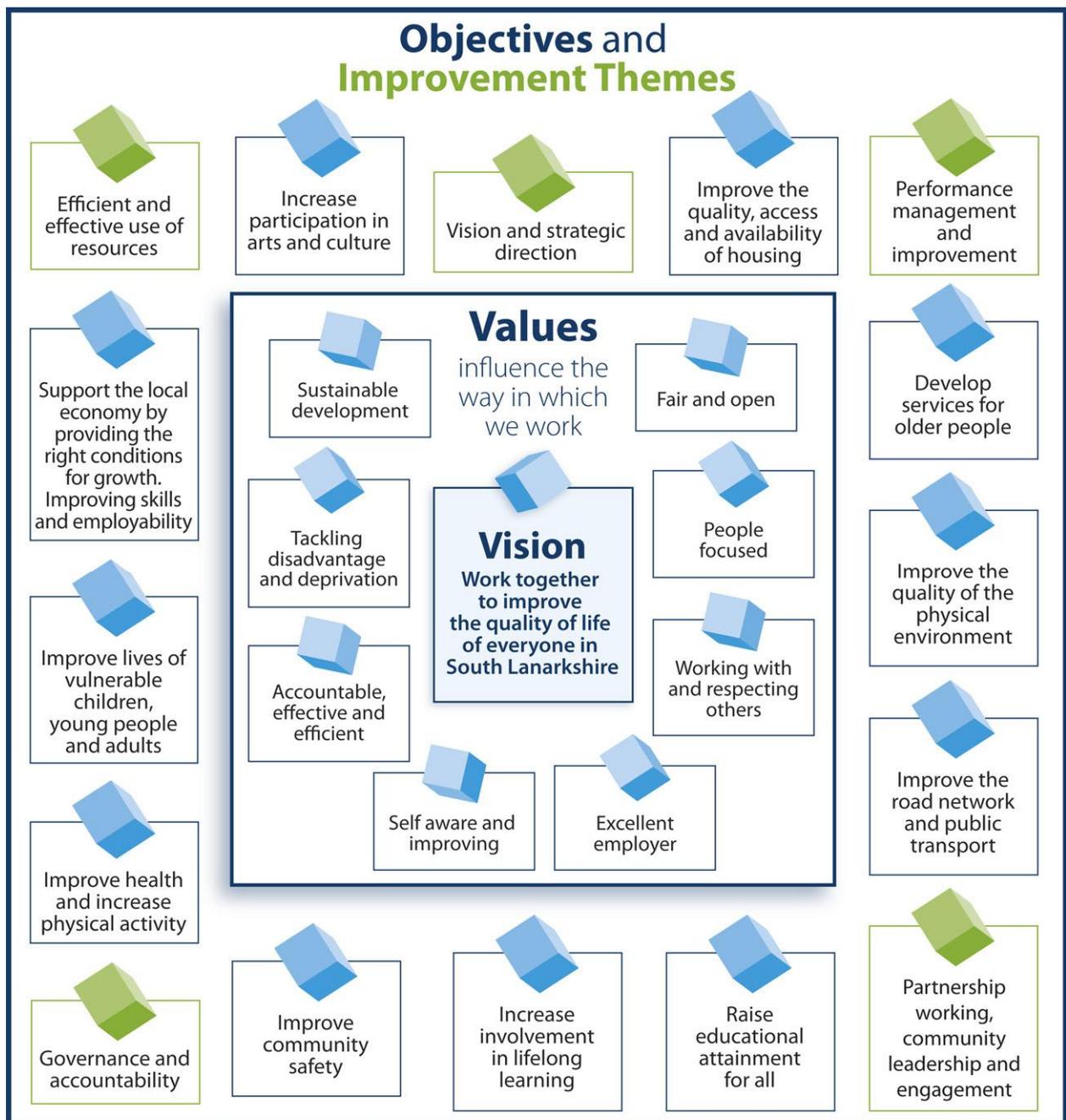
#### **Connect Improvement Themes**

- Sustainable development (within Vision and Strategic Direction)
- Partnership working and Community Leadership/Engagement
- Performance Management and Improvement
- Efficient and effective use of resources

#### **Council objectives**

- Improve the quality, access and availability of housing
- Develop services for older people
- Improve the road network
- Schools modernisation
- Support the local economy by providing the right conditions for growth
- Improving skills and employability.

A diagram showing the Council's vision, values, objectives and improvement themes is shown below.



Resource Plans reflect Connect priorities. However, delivery of the priorities identified above will be heavily dependent over coming years on resource availability. On this basis, future financial settlements will inform the need to further reassess our priorities.

As with all Resources, Social Work Resources continues to uphold South Lanarkshire Council values in all our work.

### Resource Plan 2011/2012

This Plan outlines the work of Social Work Resources over the next year. It links clearly with both the Community Plan “Stronger Together” and the Council Plan and outlines the context within which we work, both nationally and locally. It gives a clear account of our actions in achieving the objectives set by the Council in its plan, Connect.

## **Council and Social Work Resource objectives**

The key objectives we will work towards within Social Work Resources during 2011/2012 are:

### **Council priority: Develop services for older people**

#### **Resource objectives:**

- Improve services to support older people to live in their homes and communities
- Implement the South Lanarkshire Carers Strategy to support carers in their caring role
- Support individuals and communities to improve their health

The Resource will support this priority by promoting independence and support for older people to remain at home for as long as possible, and providing appropriate residential care for those with more complex needs. This will be done in partnership with colleagues both within the Council and from other agencies, particularly the NHS. We will also continue to work with carers to support them in their caring role. This will include promoting uptake of carers' assessments, and ensuring that carers' needs are identified and met in ways that suit their particular circumstances.

### **Council objective: Improve community safety**

#### **Resource objective:**

- Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending

The Resource has identified a range of measures to support the Council's community safety agenda. The management of offenders will continue to be improved with specific emphasis on the assessment and monitoring of offenders including high risk offenders on probation / CPO supervision, community service /CPO unpaid work, and Drug Treatment and Testing Order (DTTO).

### **Council objective: Improve health and increase physical activity**

#### **Resource objective:**

- Support individuals and communities to improve their health

Social Work Resources is committed to a strong ethos of partnership working to improve the health and well-being of local communities across South Lanarkshire. Progress will be monitored and reported through the Joint Health Improvement Plan over the coming year and in turn some of this work will inform the annual report on the Single Outcome Agreement. A new plan covering partnership activity, health improvement, health inequalities and social care issues will be produced during 2011. This will set the strategic priorities for health improvement over the coming years.

### **Council objective: Improve lives of vulnerable children, young people and adults**

#### **Resource objectives:**

- Improve outcomes for vulnerable children, young people and families by delivering integrated children's services priorities
- Improve services to support adults to live in their homes and communities
- Protect vulnerable children, young people and adults living in our communities
- Implement the Doorway Strategy to support individuals and families affected by domestic abuse
- Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role

A number of actions have been identified by the Resource with the aim of achieving our objectives listed above.

We will be working with our partners to further improve processes to ensure that our children are safe and protected and that their needs are met and to implement the recommendations following the HMle inspection carried out last year.

The Adult Support and Protection (Scotland) Act 2007 has now been fully implemented and we will continue to ensure that the most vulnerable individuals are appropriately protected.

We will continue to monitor referrals and finalise social work protocols regarding domestic abuse referrals. Joint screening and decision making now takes place between Social Work Resources and Strathclyde Police ensuring proportionate and timely action is taken to raise awareness and/or protect children.

Working in partnership with carers to support them in their caring role remains central to our values and we will continue to promote the uptake of carers assessments and to monitor whether the outcome of these assessments meet the needs of carers. We will also work with voluntary sector partners to improve the way in which we monitor how well carers are supported through our partnership arrangements.

**Council objective: Support local economy by providing the right conditions for growth, improving skills and employability**

**Resource objectives:**

- Promote employability and access to jobs

We will continue to work with our young people leaving care, encouraging and supporting them to access suitable employment, education or training opportunities. Promotion of skills and employability will be further supported by our commitment to ensuring that where appropriate, people with learning disabilities will continue to be supported to access some form of employment.

As with all Resources, Social Work Resources aims to contribute to the delivery of corporate improvement themes. Resource specific actions against corporate improvement themes are listed in Section 5.

**The Single Outcome Agreement (SOA)**

The development of the SOA for 2009/10 – 2011/12 between Planning Partners in South Lanarkshire and the Scottish Government – commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The Local Outcomes in the SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the SOA.

Social Work Resources lead in a number of measures under the following national outcomes:

**National outcome 6: We live longer, healthier lives**

Over the coming year we will continue to support people in their own home with intensive homecare and the extension of the Supporting Your Independence approach, increase the number of people receiving a service within 5 days following a community care assessment and increase the uptake of carers assessments. We will also continue to work to improve the percentage of assessments for equipment and adaptations completed within 28 days. While not responsible for many of the actions relating to the health improvement agenda, Social

Work Resources co-ordinates annual reporting of the Joint Health Improvement Plan which includes a number of SOA indicators to improve health. We will also work to embed preventative work into core activities so that people are supported to remain healthy and independent for as long as possible.

National outcome 8: We have improved the life chances for children, young people and families at risk

We will work towards improving educational attainment for young people who have been looked after and work with families to protect children and to reduce domestic abuse. We will support the ongoing implementation of the Getting it Right for Every Child approach across our services and partnerships.

National outcome 9: We live our lives safe from crime, disorder and danger

Through our work with the MAPPA we will support the management of offenders as appropriate and ensure effective tracking of individuals who are subject to registration. We will also ensure that there is effective communication with services to protect both children and vulnerable adults.

Current influences which Social Work Resources will have to take account of and action in the coming year include:

### **Partnership Working**

Social Work Resources also takes a lead role in a number of partnership plans and partnership planning processes, with the focus being on agreeing joint outcomes with our internal and external partners. The following provides an overview of this activity:

#### **The South Lanarkshire Partnership**

There are seven theme partnerships which support the South Lanarkshire Partnership. Social Work Resources is the Council lead for the Health and Care Partnership which oversees planning, development and performance management of the health, well being and social care agendas. Two key publications are produced on behalf of the Health and Care Partnership:

- Stronger Together for Health – the Joint Health Improvement Plan for South Lanarkshire. This sets out the joint priorities for improving health across South Lanarkshire. The six key priority outcomes for 2008/2011 relate to smoking, nutrition, alcohol, physical activity, mental health and wellbeing and creating supportive environments for improved life circumstances to tackle health inequalities.
- Stronger Together for Social Care and Well Being – the Joint Community Care Plan. This is shaped around the six themes and 16 National Outcomes for Community Care. These themes are: satisfaction among service users, faster access to services, support for carers, quality of assessment and support planning, working with people at risk and moving services closer to service users.

The South Lanarkshire Joint Services Partnership sits beneath the Health and Care Partnership and leads on developing joint working between the local authority and NHS and aims to provide better and faster access to community care services. This partnership will also oversee the implementation of the Local Transformation Plan which will support the national Reshaping Care for Older People's agenda. The structures that support the Partnership's work were reviewed during 2010-11 and from April 2011 new arrangements will be in place. These will maintain current arrangements for thematic groups, but with a new emphasis on localities in terms of delivering partnership priorities.

## **Carers**

The Carers Strategy Group leads on the development of carers' issues in South Lanarkshire to ensure that they are valued as key partners in care. Within the Carer's Strategy for South Lanarkshire (2009/2012) the priority during 2011/12 is to revise the carer assessment process.

Social Work Resources has been involved in work to develop the National Outcomes for Community Care, and is currently part of a Scotland wide benchmarking network which is examining examples of good practice in relation to better outcomes for carers. We will be utilising the learning from this work to support the ongoing development of the carer assessment.

## **Children's Services**

There has been a review of the Children's Services Structure, which will be completed by the end of March 2011. Some of the changes which will result from this review include the incorporation of The Getting It Right for Every Child Implementation Group into the Children's Services Strategy Group. From April 2011 they will become *The Getting it Right for Every Child Strategy Group*. Further changes will ensure greater integration across the groups linked with joint child protection arrangements and the wider partnership for children's services. This will include a joint Self Evaluation and Performance Improvement Group and a joint training and development group, both of which will be in place from April 2011.

The first annual report of the current Children's Services plan was produced in October 2010. This reiterates the vision set out in the Children's Services Plan and highlights the difference that was made by the services and supports we provided over the past year. It also identifies some of the priorities and challenges for the next 12 months.

HMle undertook a multi-agency inspection of child protection in 2010. The overall report was positive, with 2 recommendations which are now being taken forward as part of local planning and performance arrangements.

Within Social Work Child and Family Services the advocacy service for children and young people who are looked after was redesigned to make the service more independent. *Who Cares? Scotland* now provides the advocacy service. Their priority areas of work are with looked after and accommodated children and young people both within South Lanarkshire Council and in residential school and placements out with the area; throughcare and foster care; children and young people with a disability; those subject to supervision through the children's hearing system and children involved in child protection processes.

## **Lanarkshire Community Justice Authority**

Lanarkshire Community Justice Authority (LCJA) is made up of a range of statutory partners who work with offenders. The National Strategy for the Management of Offenders identifies a number of key processes that must be in place to ensure effective offender management among agencies. This includes sharing best practice, information sharing, strong partnership working and a robust performance management system. LCJA have worked with partners to develop its plan for 2011/2014.

## **Multi Agency Public Protection Arrangements (MAPPA)**

Multi-Agency Public Protection Arrangements (MAPPA) were introduced across Scotland to provide local monitoring of people who are registered sex offenders. It is anticipated that the violent offenders will come under MAPPA but there has been no implementation date agreed.

MAPPA is a Lanarkshire wide arrangement with the key partners being NLC, SLC, Strathclyde Police and NHS Lanarkshire.

It was recognised that there needed to be greater integration across the key areas of public protection, such as MAPPA, Child Protection, Adult Protection and Domestic Abuse. As a result there are now Public Protection Groups in each area that are chaired by the local authority Chief Executive authority and attended by the Chief Executive of NHS Lanarkshire and the respective Divisional Commanders representing the Chief Constable.

### **Joint Criminal Justice Services**

There are some Justice Services that are delivered in partnership with North Lanarkshire Council. DTTO and Court Services are managed by South Lanarkshire for the whole of the Lanarkshire area whilst Throughcare Services are managed by North Lanarkshire.

### **The Emergency Social Work Service**

The Emergency Social Work Service began in April 2009. Since then the Service has developed and now covers out of hours home care inquiries as well as emergency referrals from Adult and Older People Services and Children and Families Services. The service continues to develop and ongoing work ensures that all services are represented on the on-call rota and can be accessed as required.

### **Equalities**

Social Work Resources continues to mainstream equality and diversity within its services. A programme of Equality Impact Assessments is in place to ensure that all new plans, policies, procedures and strategies are considered for any potential impacts on equalities groups. By the end of March 2011 over 50 Equality Impact Assessments had been carried out on Resource related issues.

The Annual Report was presented to the Equal Opportunities Forum in March 2011. Key achievements included a successful user event to celebrate ten years of 'The Same as You?' in June 2010; greater involvement of service users and carers in the recruitment and development of staff which culminated in new, more accessible paperwork for the recruitment and PDR process; the fourth national Scottish Mental Health Arts and Film Festival was launched at Rutherglen Town Hall in September 2010; and in November, the children's commissioner, Tam Ballie, took his 'A right blether' to the annual BIPAN event, held in the Banqueting Hall.

The Resource Participation and Involvement Strategy were launched at a session with residential and day care managers in May 2010. Since then approximately 300 staff have attended training sessions led by the User and Carer Resource Workers covering all adult and older people staff groups. Key issues covered have been the benefits of involving service users and carers in ongoing service improvement, adapting methods of communication and engagement to suit audiences and recording the impact of user involvement.

### **Sustainable Development**

On the 1 January 2010, statutory climate change duties came into force throughout the Scottish public sector, under the Climate Change (Scotland) Act 2009. In line with these duties the Council must act:

- In the way best calculated to contribute to national greenhouse gas emission reduction targets
- In the way best calculated to help deliver any statutory climate change adaptation programme
- In a way that it considers is most sustainable

Sustainable development is an integral part of best value and is also a priority for the Council. As a signatory to Scotland's Climate Change Declaration, the Council has committed to reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general.

Social Work Resources has a key role to play delivering aspects of the Council's sustainable development strategy, and in particular the following actions are included in the Resource Plan:

- At the December meeting of the Sustainable Development Member Officer Group, the Resource reported on its experience of taking a green champion approach to promoting the sustainable development agenda. Our experience will inform future work taken forward by the Partnership regarding green champions.
- We worked with partners in Planning and Building Standards to commission research into environmental deprivation and its impact on health. This has been reported to a number of groups which consider both regeneration activity and public health and will inform future assessments on the relationship between environment, health and well being.
- The green office approach has continued and improvements have been noted during spot checks in terms of the numbers of items which have not been switched off after hours.
- We continue to work with EQUIPU to recycle equipment to support independent living where possible. Work remains to be done to improve recycling rates, but progress is being made.

As well as this, a number of residential facilities for children, adults and older people have created their own vegetable patches, many of which use compost which is made on site. The garden produce is used by the service users, linking the sustainable development agenda into a healthy eating programme.

## **Section 5 – Service overview, major achievements and performance**

### **Service overview**

Social Work Resources employs 3,128 staff and provides a broad range of services to the most vulnerable people in South Lanarkshire.

There are approximately 313,054 people living in South Lanarkshire, and Social Work Resources received a total of 40,695 referrals during 2010/2011.

The range of services provided by Social Work Resources includes:

- Assessment and support planning
- Older People Services
- Protection of children and vulnerable adults
- Looked after and accommodated children and young people
- Physical disability and sensory impairment
- Learning disability
- Mental health
- Substance misuse
- Homecare/Supporting your independence
- Residential and day care
- Justice services
- Children's Rights

We deliver services to support:

- 3950 adults with home care
- 242 local authority care places for older people
- 1496 older people in private or voluntary care homes
- 77 children within residential accommodation
- 664 people on a Probation Order
- 146 children on the Child Protection register
- 502 individuals completing treatment following a referral for alcohol or drug misuse
- Submitted 992 Social Background Reports to the Scottish Children's Report
- 190 new supervision requirements for children and young people
- 156 children and young people in foster care across the age range of 0-18
- 1134 people with a learning disability are supported by Social Work Resources to live in their own community
- 6288 adults with a physical disability referred to the physical disability teams
- 532 individuals with a mental health problem referred to Community Mental Health Teams

## Performance against Resource Plan objectives 2010/2011

### Summary table of measures against Council objective / theme

Council Objective \ Theme	Green	Amber	Red	Unassigned / reported later
Develop services for older people	6	2	0	4
Improve community safety	6		1	1
Improve health and increase physical activity	2			
Improve lives of vulnerable children, young people and adults	28	3	7	12
Support local economy	2			1
Vision and Strategic Direction	13	3	1	1
Performance Management and Improvement	21			
Partnership Working, Community Leadership and Engagement	4		1	
Governance and Accountability	10	1		
Efficient and effective use of resources	10	1		
<b>Total</b>	<b>100</b>	<b>11</b>	<b>9</b>	<b>19</b>

### Major achievements for 2010/2011

The major achievements for 2010/2011 are listed below under Resource objectives. Progress against all other actions is available in the appendix. In addition, we have highlighted two further areas of work which deserve recognition.

#### Achievement – what do we mean?

#### Learning Disability Conference Project is a Care Accolade Finalist

The Same as You – Listen and I will tell you just how much...tells a story of a ten year journey through which people with learning disability have worked with local services to find ways of making their voices heard. Each year since 2001, the learning disability conference project has given people with learning disability the chance to work through and present their ideas on different aspects of their lives. Over the years they have covered issues such as hospital closure and living in their own homes; dealing with bullying; ways into work; staying safe; leading healthy lives; independence; with the most recent conference taking a step back and reviewing just how far they have come over the past ten years.

Each conference marks the end of a year's work. Locally based workshops allow people across South Lanarkshire to have their voices heard and this is fed into the annual event, held in November every year. The event is supported by South Lanarkshire Council, People First Scotland and other partners over the years have included NHS Lanarkshire, Strathclyde Police, Strathclyde Fire and Rescue and First Bus. However, the project belongs very much to those people with learning disability who want their views on services, and the ways that they lead their lives to be heard. Different methods of communication are used to ensure that the event is as inclusive as possible. Graphics are used to supplement text; sign language is

routinely included; one of the highlights of each conference has been the drama and music provided by a group made up of people from all parts of South Lanarkshire. The following lines from the theatre piece prepared for the 2010 conference sums up the progress that has been made:

*Ten years ago 'the Same as You'  
Raised people's awareness of what to do  
To stop separation and isolation and encourage social integration  
And now finally people, listen to what we say  
We're onwards and upwards – we're here to stay*

<b>Corporate Improvement Theme: Performance Management and Improvement</b>			
<b>Resource Plan Action</b>	<b>Resource Plan Measure</b>	<b>Achievements 2010/2011</b>	<b>Responsibility</b>
Continue to drive forward the performance and quality improvement agenda to ensure services are focused on achieving the best possible outcomes for service users and their carers taking account of the aims of external stakeholders	Retain Customer Service Excellence Award status for day care services for older people <ul style="list-style-type: none"> <li>Re-assessment to be undertaken by July 2010</li> </ul>	Day services for older people have retained Customer Service Excellence Award with their 3 Best Practice awards following reassessment. A further 3 Best Practice awards were awarded at this reassessment.	Head of adult and older people services
	Retain Customer Service Excellence Award status for residential care services for older people <ul style="list-style-type: none"> <li>Re-assessment to be undertaken by July 2010</li> </ul>	Residential services for older people have retained Customer Service Excellence Award with their 4 Best Practice awards following reassessment. A further 2 Best Practice awards were awarded at this reassessment.	Head of adult and older people services
	Develop and implement an action plan in response to the Customer Service Excellence Award assessment for Reception Services by March 2011	Following reassessment, Reception Services retained their Customer Service Excellence Awards. This service was further awarded 2 Best Practice awards for working with travellers and communication with service users.	Head of children and justice services
<b>Resource objective: Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending</b>			
<b>Resource Plan Action</b>	<b>Resource Plan Measure</b>	<b>Achievements 2010/2011</b>	<b>Responsibility</b>
Continue to improve performance of Probation Orders	Achieve, then maintain 80% of offenders seen within one week of receiving a Probation Order (connect ref: 63.2)	Current performance against achieving then maintaining the percentage of offenders seen within one week of receiving a Probation Order, continues to exceed the target set and to date this	Head of Children and Justice Services

		figure is 89.8% against a target of 80%.	
Continue to improve performance in Community Service	Increase average number of hours per week to complete a community service order (connect ref: 63.3)	There continues to be an improvement in the average number of hours per week to complete Community Service Orders which has risen from 5.4 in quarter 1 to 5.7 in quarter 4. This has increased now for four consecutive quarters and is good performance against the national average from 2008/09 of 3.6.	
<b>Council objective: Develop services for older people</b>			
<b>Resource objective: Improve services to support older people to live in their homes and communities</b>			
<b>Resource Plan Action</b>	<b>Resource Plan Measure</b>	<b>Achievements 2010/2011</b>	<b>Responsibility</b>
Provide improved care, support and protection to vulnerable older people who need it	Maintain at 71% the number of older people whose service starts within 5 working days of their community care assessment being completed  (connect ref: 76.2)	There continues to be an increase in the percentage of people receiving a service within 5 working days of the community care assessment being completed. The year end figure is 92.6% compared to the previous year which was 88.7%.	Head of Adult and Older People Services
<b>Council Plan objective: Improve lives of vulnerable children, young people and adults</b>			
<b>Resource Plan objective: Protect vulnerable children, young people and adults living in our communities</b>			
<b>Resource Plan Action</b>	<b>Resource Plan Measure</b>	<b>Achievements 2010/2011</b>	<b>Responsibility</b>
Ensure correct processes are in place that meet the needs of children and young people	Continue to achieve 75% of reports submitted to the Children's reporter within 20 days  (connect ref: 80.2)	Children's Services continue to exceed their target of 75% of Social Background Reports being submitted to the Reporter within 20 days as 86.5% of reports were submitted within the timescales by the year end. Throughout this year, each quarter has seen a gradual increase in performance.	Head of Children and Justice Services

**Achievement: What do we mean?  
Information for Carers of Children with Additional Needs (ICCAN)**

Parent carer groups from across South Lanarkshire established the ICCAN group in 2006 to look at particular issues affecting children with additional needs.

The group has been working in partnership with the Council to progress the improvement of play parks to ensure that they are accessible for all. Development of the partnership saw the inclusion of Friends of Cambuslang Park and they made a successful bid to the *Make a Wish Foundation* for a grant of £50,000. Working alongside planners, the group has been fully involved in decisions about what type of equipment should be bought and where it should be placed.

A further bid, this time to the National Lottery Heritage Fund, by the Friends of Cambuslang Park Group for a grant of £1 million to upgrade the park was also successful. ICCAN were involved in providing information about how some of the park walks could be made more accessible and are continuing to work with the group towards better outcomes for children with additional needs.

**Key actions / measures not achieved or under achieved**

The action / measures that have not been achieved or under achieved in 2010/2011 are listed below. Progress against all other actions is available in the appendix.

Action	Measure	Progress	Management action, responsibility, deadline
<b>Corporate Improvement Theme: Vision and strategic direction</b>			
Identify ways of integrating the health and sustainable development agendas through cross partnership working	With partners promote active travel as a theme in the South Lanarkshire Physical Activity Strategy	South Lanarkshire Leisure and Culture Trust lead on this work. Since the enlargement of the Trust a decision has been taken to prepare a new Strategy, led by the Trust, to replace the earlier partnership Leisure Strategy	The Resource continues to promote active travel where possible. This will be reported through the Joint Health Improvement Plan  Planning and Performance Manager
<b>Resource Plan objective: Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending</b>			
Provide support to young offenders on supervision or probation to address their offending behaviour	Percentage of young offenders are seen within one week of receiving a Probation Order	79% of young people were seen against a target of 95%.	During 2010/2011, there were 62 Probation Orders made for young people, of these 49 were seen within 7 working days, only 5 Orders were not seen at all. The 5 Orders were for 2 people and both were in custody.  Child and Family Service Manager

<b>Resource Plan objective:</b> Improve services to support adults to live in their homes and communities			
Support adults to live as independently as possible	95% of assessments for equipment and adaptations completed within 28 days	74.6% of assessments for equipment and adaptations were completed within 28 days	Since quarter 3, there have been changes to the performance reporting system to allow for more detailed information to be presented in relation to timescales for assessments. This has given a better understanding of the issues and in view of this the target of 95% will be progressively worked towards over the next few years  Adult and Older People Service Manager
Monitor Adults With Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	During quarter 4, 114 out of 165 (69%) visits took place within timescale and 51 took place out with timescale. In many instances, visits took place earlier than scheduled.	An electronic reporting system on SWIS for AWI is being developed and will be implemented across all teams. The system will support the identification of the statutory visit which is distinct to regular review visits. Adult and Older People Service Manager
Monitor Adults With Incapacity (AWI) activity	Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	During quarter 4, 161 out of 267 (60%) visits took place within timescale. 106 (40%) took place out with timescale. In many instances, visits took place earlier than scheduled.	An electronic reporting system on SWIS for AWI is being developed and will be implemented across all teams. The system will support the identification of the statutory visit which is distinct to regular review visits.  Adult and Older People Service Manager
<b>Resource Plan Objective:</b> Protect vulnerable children, young people and adults living in our communities			
Improve services to looked after and accommodated children and young people	Increase the number of supported carers to 11 from current level of 6	4 supported carers as at 31 March 2011.	There has been slippage in meeting this target. There have been fluctuations in people being recruited and people leaving supported carers. The figure has remained static at 4. It is anticipated that increasing the number of supported carers to 8 would provide sufficient resources for this group. There is an average of 20 young people who leave residential care each year. Only a third of this group will consider a supported carers placement.

			<p>New assessments are currently being undertaken.</p> <p>Fostering and Adoption Services Manager</p>
<p><b>Resource Plan Objective:</b> In partnership with Education Resources, ensure attainment levels of looked after and accommodated children are improved in line with learning and care</p>			
<p>Improve educational attainment of young people looked after and accommodated</p>	<p>Increase the percentage of looked after and accommodated young people who have achieved a minimum of SCQF level 3 or above in English</p>	<p>59.3% of young people attached level 3 or above in English or Maths against a target of 65%.</p>	<p>Although this measure has not achieved its target, there has been an upward trend over the past two years. This year has seen a further increase of 16.4% on the previous year. There were 27 young people who left care in 2010-11, that had the potential to sit exams. 16 young people (7 looked after at home and 9 looked after away from home) achieved a level 3 in English and Maths.</p> <p>Child and Family Service Manager</p>
<p><b>Resource Plan Objective:</b> Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role</p>			
<p>Work in partnership to appropriately resource carers in their caring role</p>	<p>Percentage of carers offered an assessment and reasons for refusal recorded</p>	<p>97% of carers were offered a carers assessment against a 100% target</p>	<p>During 2010-11, there were 1159 carers as part of the community care process of which 1124 were offered a carer assessment. There is an ongoing review of practice and recording. Monthly reports on carer assessments are produced and monitored by Fieldwork Managers.</p> <p>Adult and Older People Service Manager</p>
	<p>Percentage of carers wishing an assessment will receive an assessment within 28 days</p>	<p>50% of carer assessments were completed within 28 days</p>	<p>The quarterly figure continues to fluctuate. There is an ongoing review of practice and recording. Monthly reports on carer assessments are produced and monitored by Fieldwork Managers. A one – page guide has also been prepared for frontline staff and agreed through the Fieldwork Managers meeting to ensure consistency of approach to recording carers assessment information</p>

			Adult and Older People Service Manager
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### **Operational performance**

This section provides an overview of our performance for 2010/2011 by looking at the views of our customers and external inspection / audit agencies. This section has been divided into service areas and more detailed breakdown of our performance can be found in the Social Work Resources Resource Plan 2010/2011 Quarter 4 report.

Changes to the national performance reporting regimes mean that we now report on only one Statutory Performance Indicator (SPI) which is for home care. However, in addition to this, we report to the Scottish Government on Child Protection, Looked After and Accommodated Children, Justice (SW) services and learning disability (Same as You).

The main forums for monitoring performance across each service area of the Resource are the client group performance and continuous improvement groups which are now well established.

### **Social Work Resources**

#### **External views**

Following its initial scrutiny level assessment SWIA concluded that Social Work Resources demonstrated low risk with good performance and good improvement activity. They identified three areas for further work which was completed during 2010. SWIA follow up visit in 2010 indicated that action had been taken to measure the quality of assessment and care management and effective management of risk, and this indicated change and improvement. They also recognised the ongoing work by the Resource relating to adult protection to strengthen practice. SWIA found evidence that improvements by the Resource were making a difference to adults at risk.

### **Customer views**

#### **How do we collect views and feedback?**

In 2009 South Lanarkshire Council produced a corporate Consultation Strategy. Social Work Resources responded to this with the development of our own Participation and Involvement Strategy which was launched at a session with residential and day care managers in May 2010. This was the beginning of a year long programme of intensive training across the Resource, working primarily with staff in Adult and Older People Services. Over the course of the year almost 300 staff working in residential and day care services have been involved in these sessions, and further sessions have also been delivered to Care and Support Co-ordinators and to the Adult Support and Protection Committee.

This training work was led by the User and Carer Resource Workers, based in Planning and Support. One of the main areas that they identified for improvement was encouraging staff to provide evidence of good work that was often already going on. They also worked to produce standard questionnaires for key care commission themes, setting up the tools to allow facility staff to carry out a rolling programme of work with service users and carers over a year. Over the course of the year we have seen improvements in scores for participation and involvement for a number of facilities in their Care Commission inspections.

The team also worked with Personnel services to find ways in which we could enable service users and carers to become involved in the recruitment and assessment of staff working in our care services. As a result, the paperwork which informs both job descriptions and the PDR process has been updated to reflect service user comments on what makes a good member of staff. This paperwork is now being used for staff in residential and day care settings. A

leaflet setting out the way in which service users have been involved has been produced as part of the suite of documents to support the Strategy.

Over the coming year we will continue to develop our approach to participation and involvement. Key issues will be to work with the Adult Support and Protection Committee to develop an approach to raising public awareness and getting members of the public involved in promoting their work; we will continue to work with our services to embed participation and involvement in our daily practice; we will do further work on developing the feedback loops to inform further work around involving service users and carers in the recruitment process.

## **Carers**

### **Customer views**

South Lanarkshire Carers Network organise local road shows to inform carers of services available and to get feedback from carers. At the event in November 2010, 17 carers gave their views on the carer assessment process. 59% were satisfied with the assessment process, 41% were satisfied with the outcome of the assessment and 29% reported they did not know what a carer assessment was.

### **External views**

The Care Commission have identified across most service areas that whilst service users and carers are more involved in improving the quality of services, the depth of engagement could be improved upon by further developing participation and involvement methods.

## **Areas for improvement**

**Table 1: Percentage of carers assessments offered and reasons for refusal recorded**

SOA target	2008/2009	2009/2010	2010/2011
100% of carers will be offered an assessment and reasons for refusal recorded	Offered: 98.28%	Offered 97.4%	Offered 97%

## **Child and Family Services**

### **External views**

Both Fostering and Adoption Services received very positive inspection reports from the Care Commission. These services were graded overall as very good for quality of care and support and elements of both services were graded as excellent. No requirements or recommendations were made for either service.

During 2009/2010 all ten of the children's houses were inspected by the Care Commission. All gradings showed considerable improvement on the previous year. Of the 40 quality themes graded, 27.5% were graded as very good and 50% as good.

## **Adult Services**

### **Customer Views**

Service users with a learning disability were consulted about how well they thought the staff who worked with them knew them and if they felt they received the support they needed. People consulted were very positive about staff knowing them well and felt that the staff took an interest in them as an individual. Comments include:

“I know my worker really cares”  
 “If I have a problem I can talk to them and they listen”

The Community Mental Health and Network Teams regularly issue surveys to service users, carers and partners who make referrals. In general, responses are very positive and comment on the depth of knowledge and information which the teams have. Strong working relationships which lead to better outcomes for individuals are highlighted by referring bodies. Increased activity options at Network would be beneficial and some delays in the allocation of private AWI can be problematic.

### External views

Care Commission inspection of day support services for people with a learning or physical disability throughout the year has resulted in increased grades for most services in the themed area of care and support. Compared to the previous year, six out of the seven services now hold grade 5 (very good) in this area. Ensuring that service user meetings are supported by independent facilitators and that these meetings result in an action plan are two of the common recommendations for further improvement.

### Areas for improvement

National outcome 6: we live longer, healthier lives

Table 3: Length of time for assessment for equipment and adaptations

SOA target	2007/2008	2008/2009	2009/2010	2010/2011	2010/2011 target
95% of assessments for equipment and adaptations completed within 28 days of referral	96.2%	87.9%	82.1%	74.6%	95%

There have been changes to the performance reporting system that has allowed more detailed information to be collected which has increased our understanding of the issues. The Adult and Older People Performance and Continuous Improvement Group will continue to monitor this important area of our work.

### Justice Services

#### Customer views

When a person comes to the end of their Probation Order, they are asked to complete an exit questionnaire in order to give feedback on the impact of the order and on the service they have been provided with. From April to September 2010, 31 questionnaires were returned. In relation to the impact of the Probation Order:

- 97% of respondents said they fully understood their responsibilities
- 57% rated their reviews as very helpful
- 97% said their Probation Order had looked at how they could keep out of trouble
- 74% of respondents said they were aware of the harm their offending caused

In relation to the service provided:

- 100% of respondents rated as excellent or good, that the Social Worker did what they said they would do
- 97% of respondents rated as excellent or good, the overall service
- 97% of respondents rated as excellent or good, the social worker’s knowledge

## **Reception Services**

### **Customer views**

Sample surveys are undertaken of people accessing Reception Services. Of the 187 responses, the vast majority were very positive and rated either excellent or good for the service they received including; friendliness of staff, knowledge of staff, ease of accessing the service, what was said to be done was done, getting the information they need, their opinion was valued and were kept in touch regularly by the service.

### **External views**

Reception Services was re-inspected for Customer Services Excellence Award in 2010. The service retained their Customer Service Excellence Award. The service was also awarded 2 compliance plus categories for working with travelling people in the community and customer communication.

## **Substance Misuse**

### **Customer views**

People using substance misuse services are asked to give their views of the service and support they received. There have been two ways this has been done; an in-house questionnaire and peer led reviews conducted by the Scottish Drugs Forum. Both methods asked similar questions. Of the total 36 people involved, almost all felt that they received what they were looking for from the service; majority felt that staff understood the issues they faced and that the service had helped with reducing their alcohol and drug problems.

It was also important for the service to hear from people who had not taken up the service. Of the 11 responses the main reasons for not taking up the service were; their own health; missed appointments and the weather.

## **Emergency Social Work Service (ESWS)**

### **Customer views**

The Emergency Social Work Service asks every fifth caller to complete a questionnaire about their experience of the service. This is the main source of customer views on the service. These have been positive about the service, and many highlight how helpful and supportive staff are for those who call the service. Some of these comments are captured below:

“Very polite and helpful. Concerns dealt with efficiently. Was phoned later when more information was found out, which reassured me further.”

“I think it’s a great service. You don’t have to just sit worried at night because there is someone at the other end of the phone to help you and clear your worries up. If I needed any help in the future I would call. The members of the team are great and definitely in the right job”.

This year additional views have been received from a focus group held in Hamilton to look specifically at adult mental health services. The group was asked to comment on information which included a leaflet on the ESWS. A number of group members had used the ESWS and said it had been excellent.

### **External views**

The HMle inspection of services to protect children in South Lanarkshire (2010) noted the input of the ESWS and the support provided by the service staff to keep children safe. This was seen as one of the strengths that make a difference to children and families.

## Older People Services

### Customer views

During 2010/2011 a review of the meals service was undertaken. As part of this, a survey of users of the meals service was carried out. Of the 404 respondents to the survey, 85% rated the meals service as being very good and good, 91% were satisfied with the times that their meals were delivered and 95% felt the meals represented value for money.

The user and carer resource workers have continued to support the expansion of the network of carers groups across our services. New carer groups have found it beneficial to meet together and support one another where there is a common understanding of the issues they face. Carers have said that they feel that the groups help them not feel so alone when dealing with difficult situations.

### External views

Customer Service Excellence Awards were retained for both older people's residential care homes and day care during the period 2010/2011. These services retained the six best practice awards from 2009/2010 and achieved a further 5 best practice awards.

All of our day care, residential care homes and home care services have been inspected by the Care Commission during the 2010/2011 inspection year. Overall, very positive grades have been awarded showing further improvement on the previous year's good performance. Some of our care homes have received 'excellent' grades under the themes of the quality of care and support and quality of management & leadership. A common recommendation across this service type is for more in depth involvement of service users and carers in the recruitment and selection of staff.

## Financial and employee performance

### Workforce monitoring

Social Work Resources invest in the delivery of social care services across South Lanarkshire. We have a workforce of 3,090 employees and support these employees to deliver their duties through a range of policies including supervision, personal development review and a robust training framework.

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

### Maximising employee attendance

The table below continues to show that Social Work Resources is making good progress in maximising employee attendance. Performance trends over the last three years indicate an improving picture year on year for each staff group.

Staff group	2008/2009	2009/2010	2010/2011
APT&C	4.0%	3.9%	4.0%
Manual and Craft	4.8%	4.7%	4.1%
<b>Resource Total</b>	4.2%	4.1%	4.0%
<b>SLC Total</b>	4.0%	4.0%	3.8%

### Financial monitoring

#### Capital budget 2010/2011

The total budget of £6.443 million was allocated in 2010/2011 to continue with the development of residential and day care facilities across the service as follows:

Service	2010/2011 Budget £m	2010/2011 Outturn £m
Older People Services	4.723	4.499
Social Work Services	1.720	1.591
Total Budget	6.443	6.090

### Revenue budget 2010/2011

The net controllable revenue budget for the delivery of social care services within South Lanarkshire Council during 2010 – 2011 totals £140 million as follows:

Budget Category	Adult Services £m	Child & Family Services £m	Older People Services £m	Justice and Substance Misuse Services £m	Performance & Support Services £m	Total £m
Employee Costs	15.975	13.414	32.050	4.737	8.284	74.460
Property Costs	0.663	0.410	0.895	0.176	2.626	4.770
Supplies & Services	3.461	0.784	1.358	0.070	0.930	6.603
Transport	1.293	0.511	1.488	0.108	0.259	3.659
Administration Costs	0.170	0.394	0.510	0.511	1.092	2.677
Payment to other Bodies	3.332	5.852	3.572	0.837	0.371	13.964
Payments to Private Contractors	31.587	3.571	32.823	0.214	0.015	68.210
Transfer Payments	0.047	0.161	0.000	0.008	0.006	0.222
Financing Charges	0.048	0.031	0.021	0.018	0.253	0.371
Gross Expenditure	56.576	25.128	72.717	6.679	13.836	174.936
Income	-18.189	-0.533	-9.732	-5.768	-0.633	-34.855
Net Expenditure	38.387	24.595	62.985	0.911	13.203	140.081

### Section 6 – Objectives and actions for 2011/ 2012

The following section outlines the key strategic objectives and actions for the Resource during 2011/2012. As part of the ongoing review of our effectiveness, we have agreed with each of the services within Social Work Resources that we will produce a series of service plans that support the Resource Plan. As part of this process, we have agreed six strategic priorities for Social Work Resources which reflect our statutory obligations as well as key policy directions both nationally and locally. These in turn, relate back to the Resource Plan Objectives as set through the Connect and corporate planning processes.

Our six strategic priorities are:

- Managing risk – including child protection, adult protection, criminal justice, corporate parenting, adults with incapacity and prioritisation as well as financial and other forms of risk management
- Supporting independence

- Continuous improvement, inspection and regulation
- Partnership activity – including joint community care, carers
- Corporate agendas – including community planning, health improvement, equalities, sustainable development and participation and involvement activity
- Workforce planning and development

The actions and measures which have been included in this year's Resource Plan reflect these strategic priorities, and in some cases will be supported by more detail which sits in specific service plans. Reporting on Service Plans will be taken through the Performance and Continuous Improvement Groups and each service will report to the Extended RMT on a six monthly basis. Planning and development officers will support the production of performance reports which will be produced manually until such time as data is uploaded onto the IMPROVe system. This process will run alongside the ongoing development of the IMPROVe performance management system, and the development of individual scorecards for the Resource's component services.

### Council and Resource priorities

The Council identified six priorities within the Council Plan 2007/2012 which included to "Develop services for older people." This continues therefore to be a priority for Social Work Resources during 2010/ 2011.

There are a number of Resource measures which link into Connect which have now been completed. These no longer feature as part of the Resource Plan.

<b>Corporate Improvement Theme:</b> Vision and strategic direction			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW Strategic Priority</b>
Develop and implement our Council Plan - Connect	Deliver Annual Resource Plan based on approved Performance Management Framework  (connect ref: 1.3)	All Heads of Service	Corporate agendas
Contribute to Council's sustainability work	Annual consumption of energy per square metre of buildings, (MWhrs/m2).  (connect ref: 2.3)	Head of Performance and Support Services	Corporate agendas
	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	Head of Adult and Older People Services	Corporate agendas
	Roll out the green office practices across Social Work Resources	Head of Performance and Support Services	Corporate agendas
	Reduce by 10% the energy consumption across all buildings that Social Work Resources is responsible for by March 2012.	Head of Performance and Support Services	Corporate agenda
Implement a programme of equality and human rights impact	Number of impact assessments carried out against those timetabled (Council Plan)	All Heads of Service	Corporate agendas

<b>Corporate Improvement Theme:</b> Vision and strategic direction			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW Strategic Priority</b>
assessments across the Council	(connect ref: 9.1) Number of reports on impact assessment published on website	All Heads of Service	Corporate agendas
	(connect ref: 9.2) Progress in relation to Equality Impact Assessment actions monitored against targets and reported to Equal Opportunities Forum	Personnel and Improvement Service Manager	Corporate agendas
	(connect ref: 9.3) Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories	Personnel and Improvement Service Manager	Corporate agendas
Develop and introduce Council wide equality performance measures and publish results	(connect ref: 10.3) Service plans to reflect evidence of practice of participation and involvement activity across all client groups	All Service Managers	Corporate agendas
Develop a culture where consultation and participation is part of the planning, development and delivery of all our services	Work towards meeting the Scottish Government targets for additional short break opportunities	Head of Adult and Older People Services	Supporting independence

<b>Corporate improvement theme:</b> Governance and accountability			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW Strategic Priority</b>
Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)	Delivery of Risk Control Actions by due date  (connect ref: 15.5)	Head of Performance and Support Services	Managing risk
	Audit actions to be delivered by due dates and reported to Chief Executive through quarterly performance reports and to Risk and Audit Forum  (connect ref: 15.6)	Head of Performance and Support Services	Managing risk
	Complete resource governance self assessment and declaration by due date and develop actions to address non-compliant areas  (connect ref: 15.7)	Head of Performance and Support Services	Managing risk

<b>Corporate improvement theme:</b> Governance and accountability			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW Strategic Priority</b>
Implement changes in Case Recording systems and guidance across the Resource	Confirm progress through audit activity analysis of key areas including chronologies, analysis of intervention and record of contact	Performance Service Manager	Managing risk
Improve information governance in line with audit recommendations	Facilitate the implementation of actions arising from Project Review Board in respect of Social Work Resources	Head of Performance and Support Services	Managing risk
	Ensure that accurate Vital Records templates are in place for the Resources' business critical systems	Head of Performance and Support Services	Managing risk
	Promote Information Governance standards throughout the Resource via management briefings and corporate training tools	Head of Performance and Support Service	Managing risk
Improve performance in relation to national care standards	75% of all SCSWIS requirements and recommendations will be achieved by the year end	All Heads of Service	Continuous improvement, inspection and regulation
	Update progress regarding SCSWIS recommendations and requirements through RMT performance and Performance and Continuous Improvement groups as required	Performance Service Manager	Continuous improvement, inspection and regulation

<b>Corporate improvement theme: Partnership working community leadership and engagement</b>			
Action	Measure	Responsibility	SW strategic priority
Plan the development of joint community care services and monitor outcomes for service users	Annual report on Joint Community Care Plan presented to RMT and Joint Services Management Group by October of the reporting year	Planning and Performance Manager	Partnership activity
	Report 6 monthly on the implementation of the joint older people strategy to the Joint Services Management Group	Planning and Performance Manager	Partnership activity
Establish and consolidate change fund objectives; consolidate and implement workplan details.	Provide 6 monthly reports (September and March) on progress of the Local Transformation Plan (Change Fund)	Personnel and Improvement Service Manager	Partnership activity

<b>Corporate improvement theme: Performance management and improvement</b>			
Action	Measure	Responsibility	SW strategic priority
Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery: <ul style="list-style-type: none"> <li>Day opportunities</li> </ul>	Continue to progress recommendations from the day service Best Value Review for adults with disability. Report to RMT on a six monthly basis.	Head of Adult and Older People Services	Corporate agendas Supporting independence
	Sustain positive SPI trend results for Council (connect ref: 23.4)	All Heads of Service	Continuous improvement, inspection, regulation
	Ensure Local PIs across all Resources meet requirements of Best Value 2 (connect ref: 23.5)	All Heads of Service	Continuous improvement, inspection, regulation
Implement a strategic response to the Scottish Government's Efficient Government agenda	Completion of diagnostic projects as per agreed timetable (connect ref: 24.6)	All Heads of Services	Continuous improvement, inspection, regulation
Continue to drive forward the performance and quality improvement agenda to ensure services are focused on achieving the best possible outcomes for service users and their carers taking	Completion of Resource Plan build by June of the reporting year on the IMPROVe system	Heads of Services, Planning and Performance Manager	Continuous improvement, inspection, regulation
	Progress implementation of IMPROVe, performance management system	Heads of Services, Planning and Performance Manager	Continuous improvement, inspection, regulation

<b>Corporate improvement theme:</b> Performance management and improvement			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
account of the aims of external stakeholders	Undertake internal self – evaluation activity in the following areas: <ul style="list-style-type: none"> <li>▪ Fieldwork Case Recording</li> <li>▪ In – House Services Case Recording</li> <li>▪ PDR/ Supervision</li> </ul>	Performance Service Manager	Continuous improvement, inspection, regulation
	Implement improvement actions arising from PSIF self – evaluation of Adult Protection services	Performance Service Manager & Adult Protection Coordinator	Continuous improvement, inspection, regulation
	Report on self – evaluation of services for adults with a learning disability and review this against national findings from recent SWIA National Inspection Report	Head of Adult & Older People Services/ Performance Manager	Continuous improvement, inspection, regulation
Progress the I.T. Service Plan as it relates to the Social Work Resource Plan	Six monthly update on progress to RMT	I.T. Business Systems Manager	Continuous improvement, inspection, regulation
Monitor progress of individual service plans	Each service plan to be produced within agreed timescales and progress reported to RMT as required	Heads of Services	Continuous improvement, inspection, regulation

<b>Corporate improvement theme:</b> Efficient and Effective use of resources			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	Absence rates less than 5% (connect ref: 26.7)	Personnel and Improvement Service Manager	Workforce planning and development
	Labour turnover rate less than 5 % (Council Plan) (connect ref: 26.8)	Personnel and Improvement Service Manager	Workforce planning and development
	100% coverage of PDR and associated training plans of employees in scope (connect ref: 26.9)	Personnel and Improvement Service Manager	Workforce planning and development
Manage land and property assets efficiently	Proportion of operational accommodation that is in a satisfactory condition (connect ref: 28.4)	Head of Performance and Support Services	Corporate agendas
	Proportion of operational accommodation that is suitable for its current use (connect ref: 28.5)	Head of Performance and Support Services	Corporate agendas

<b>Corporate improvement theme:</b> Efficient and Effective use of resources			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
	The number of council buildings from which the council delivers services to the public and the percentage of those in which all public areas are suitable for and accessible to disabled people  (connect ref: 28.6)	Head of Performance and Support Services	Corporate agendas
Process invoices on time	The number of invoices paid within 30 calendar days as a % of all invoices paid	Head of Performance and Support Services	Continuous improvement, regulation and inspection
Meet statutory obligations by completing accounts within the deadline	Return a clear audited set of accounts for Social Work Resources within the statutory timescale by the financial year end	Head of Performance and Support Services	Continuous improvement, inspection, regulation

**Council Objective:** Improve health and increase physical activity

<b>Resource objective:</b> Support individuals and communities to improve their health			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Produce annual report on Joint Health Improvement Plan	Annual report on JHIP produced  (connect ref: 52.1)	Planning and Performance Manager	Corporate agendas  Partnership activity

**Council objective:** Improve community safety

<b>Resource objective:</b> Reduce the risk of harm to individuals and communities by working in partnership to manage offenders in the community and reduce re-offending			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Improve management of all offenders including high risk offenders	Maintain at 97% the number of Social Enquiry Reports (SERs) submitted to courts by the due date  (connect ref: 63.1)	Justice Service Manager	Performance management
	Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3	MAPPA Coordinator	Managing risk
	Six month progress report to RMT on the implementation of the improvement plan arising from the High Risk Offender Supported Evaluation	Justice Service Manager	Managing risk  Performance management, inspection and regulation
Continue to improve performance of Probation Orders	Achieve, then maintain 80% of offenders seen within one week of receiving a Probation Order  (connect ref: 63.2)	Justice Service Manager	Managing risk  Performance management
Continue to improve performance in Community Service	Increase average number of hours per week to complete a community service order  (connect ref: 63.3)	Justice Service Manager	Performance management
Implementation of the Community Payback Order	Through quarterly reporting on the Resource Plan, update RMT on the implementation of the Community Payback Order	Justice Service Manager	Managing risk
	In accordance with the CPO guidance consultation is undertaken with the range of stakeholders on the projects to be completed as part of unpaid work condition	Justice Service Manager	Managing risk
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	Monitor the usage and effectiveness of DTTO	Substance Misuse Manager	Managing risk
Contribute to Lanarkshire Community Justice Authority (LCJA) Area Plan 2011-2014	6 monthly progress report to RMT on Social Work contribution to LCJA Area Plan	Justice Service Manager	Performance management

Provide support to young offenders on supervision or probation to address their offending behaviour	80% of young offenders are seen within one week of receiving a Probation Order	Child and Family Service Manager	Managing risk
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### Story: linking Justice Service Plan to Resource Plan

The Resource Plan directs the work for services. Service Plans take forward in more detail, the areas that they have responsibility for in the Resource Plan. Therefore, reporting on the Resource Plan is dependent on the progress within Service Plans. This can be demonstrated by the following.

**Resource Plan measure:** Through quarterly reporting on the Resource Plan, update RMT on the implementation of the Community Payback Order.

To be able to report on this, the Justice Services needs to be monitoring:

- Number of people on CPO: supervision requirement
- Number of people on CPO: unpaid work and other activity (level 1 and level 2)
- Range of other activity that is been undertaken as part of the CPO: unpaid work and other activity
- Percentage of people who have been given 100 hours or less unpaid work complete within 3 months
- Percentage of people who have been given 101 hours or more unpaid work complete within 6 months

**Council objective:** Support the local economy by providing the right conditions for growth, improving skills and employability

<b>Resource objective:</b> Promote employability and access to jobs			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Support vulnerable young people, and adults to gain employment, education or training	Maintain proportion of care leavers in employment, education or training	Child and Family Service Manager	Supporting independence
	Maintain the number of adults with a learning disability taking part in some form of employment during a typical week	Adult and Older People Service Managers	Supporting independence
	Maintain the number of people with a learning disability in open employment in a typical week	Adult and Older People Service Managers	Supporting independence

**Council Objective:** Develop Services for Older People – note this is a Council priority for 2007/2012

<b>Resource objective:</b> Implement the South Lanarkshire Carers Strategy to support carers in their caring role			
Action	Measures	Responsibility	SW strategic priority
Work in partnership to appropriately resource carers in their caring role	Sustain the number of residential respite care nights provided to people 65+ at the current high level  (connect ref: 75.1)	Adult and Older People Service Manager	Partnership activity

<b>Resource Objective:</b> Improve services to support older people live in their homes and communities			
Action	Measures	Responsibility	SW strategic priority
Protect older people who may be at risk	Analysis the level of Adult Support and Protection inquiries, investigations and protection plans for people 65+	Adult protection co-ordinator	Managing risk
Provide improved care, support and protection to vulnerable older people who need it	Maintain at 71% the number of older people whose service starts within 5 working days of their community care assessment being completed  (connect ref: 76.2)	Head of Adult and Older People Services	Supporting Your Independence
Promote independence of older people at home	Proportion of people aged 65 and over with intensive care needs receiving services at home  (connect ref: 76.3)	Home Care Service Manager	Supporting Your Independence
Roll out Supporting Your Independence in all patch areas within each locality	Supporting Your Independence is rolled out across all patch areas by September 2011	Home Care Service Manager	Supporting Your Independence

### **Story: Supporting your independence**

Supporting your independence represents a new approach to the way in which services are delivered and how we work with service users to ensure the best possible outcomes for each of them. The approach is sometimes referred to as Reablement or Re-enablement, and it involves working with service users in an intensive, multi-disciplinary way that promotes independence and self help.

Supporting Your Independence in South Lanarkshire was piloted in Rutherglen/ Cambuslang and East Kilbride, and over 2011-12 will be rolled out to all parts of the Council area. The focus initially is on people being discharged from hospital. They will be offered a 4-6 week intensive period of support which will include home care staff and occupational therapists where required. As part of this process, service users work with staff to identify what they would like to achieve during the period of support. These outcomes are reviewed at the end of this period, and needs are reassessed. The following story of one service user illustrates the benefits of this approach:

Mrs M had a leg fracture. She was discharged from hospital after a three month stay and was lacking confidence in carrying out basic tasks at home. She had cared for her husband prior to her admission but during her hospitalisation his situation grew worse and he was currently in hospital. Long-term care was being considered. Mrs M had therefore gone home to live on her own for the first time. Care staff provided support at teatime and with bathing. It had been proposed that a shower adaptation was provided but the Supporting Your Independence approach was so successful this was not required. Instead some grab rails and an alert alarm was installed. At the end of the full six weeks of she was assessed as requiring some additional physiotherapy which has resulted in improvements in her mobility. The service user continues to enjoy living in her home in her local community

**Council objective:** Improve lives of vulnerable children, young people and adults

<b>Resource objective:</b> Improve outcomes for vulnerable children, young people and families by delivering integrated children's services priorities			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Support relatives or family friends to provide positive and safe care for children living away from home and in the community	Child and Family Services will further develop a reporting mechanism to enable outcomes to be measured  (connect ref: 78.1)	Child and Family Service Manager	

<b>Resource objective:</b> Improve services to support adults to live in their homes and communities			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Support people affected by substance misuse	Meet the Local Improvement Targets as agreed with the Alcohol and Drug Partnership, which includes the national HEAT waiting times targets	Justice Service Manager	Performance management, inspection and regulation
	Undertake an annual consultation exercise with service users of substance misuse services	Justice Service Manager	Corporate agendas
Implement Care Programme Approach (CPA) with service users being transferred or discharged from the State Hospital	All patients transferred or discharged from the State Hospital must be subject to the Care Programme Approach (CPA)	Adult and Older People Service Managers	Managing risk
Support adults to live as independently as possible	Maintain the number of adults with a learning disability known to social work who receive alternative day opportunities	Adult and Older People Services Manager	Supporting independence
	Successfully achieve national and local partnership targets that positively shift the balance of care for adults  (connect ref: 79.1)	Head of Adult and Older People Services	Supporting independence  Partnership activity

	95% of assessments for equipment and adaptations completed within 28 days of referral  (connect ref: 79.2)	Head of Adult and Older People Services	Supporting independence
	Maintain at 71% the number of people (under 65 years) whose service starts within 5 working days of their community care assessment being completed  (connect ref: 79.3)	Head of Adult and Older People Services	Supporting independence
Monitor Adults with Incapacity (AWI) activity	% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	Head of Adult and Older People Services	Managing risk
	% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Head of Adult and Older People Services	Managing risk
Implement the development of Self Directed Support	Increase the number of people utilising direct payments across Social Work Resources (2010-11 baseline)	Fieldwork managers	Supporting independence

<b>Resource Objective:</b> Protect vulnerable children, young people and adults living in our communities			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Improve process and management of child protection cases	Reduce the overall % of child protection referrals that are repeat referrals within a twelve month period of initial referral or removal from the register  (connect ref: 80.1)	Child and Family Service Manager	Managing risk
	Continue to implement the Social Work Action Plan to address the areas for improvement identified by HMle inspection on how well children and young people are protected  (connect ref: 80.3)	Child and Family Service Manager	Managing risk  Continuous improvement, regulation and inspection
	Number of children on child protection register  (connect ref: 80.4)	Child and Family Service Manager	Managing risk

Ensure correct processes are in place that meet the needs of children and young people	Continue to achieve 75% of reports submitted to the Children's reporter within 20 days  (connect ref: 80.2)	Child and Family Service Manager	Continuous improvement, inspection, regulation  Managing risk
	95% of children will be seen by a supervising officer within 15 days	Child and Family Service Manager	Managing risk
Improve services to looked after and accommodated children and young people	Develop reporting system to monitor timescales for securing permanency for both foster care and adoption	Child and Family Service Manager	Managing risk
	All looked after young people who require support for independence after leaving care have a pathway plan and coordinator	Child and Family Service Manager	Supporting independence  Managing risk
Monitor vulnerable adults referrals / activity	Analysis the level of Adult and Support and Protection inquiries, investigations and protection plans for people under 65	Adult and Older People Services Manager	Managing risk

<b>Resource objective:</b> In partnership with education resources, ensure attainment and achievement levels of looked after and accommodated children are improved in line with Learning with Care			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Improve educational attainment of young people looked after and accommodated	Increase the percentage of looked after and accommodated young people who have achieved a minimum of SCQF level 3 or above in English and Maths  (connect ref: 81.1)	Child and Family Service Manager	Corporate agendas  Partnership activity

<b>Resource objective:</b> Implement Doorway Strategy to support individuals and families affected by domestic abuse			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW strategic priority</b>
Improve the effectiveness of response to domestic abuse	Monitor the number of domestic abuse referrals  (connect ref: 82.1)	Head of Children and Justice Services	Managing risk
	Decrease proportion of repeat offenders in domestic abuse incidents by 1%	Head of Children and Justice Services	Managing risk
	Decrease proportion of repeat victims in domestic abuse incidents by	Head of Children and Justice Services	Managing risk
	Agree arrangements for domestic abuse referrals with police, education and health	Head of Children and Justice Services	Managing risk
	Through the Doorway partnership refresh and update the Doorway Strategy and action plan	Performance Service Manager	Managing risk
Continue to raise awareness on the impact of domestic abuse	Domestic abuse training is available in all partner agencies  (connect ref: 82.3)	Performance Service Manager	Workforce development Partnership activity

<b>Resource objective:</b> Implement the South Lanarkshire Carers Strategy to support carers, including young carers, in their caring role			
<b>Action</b>	<b>Measure</b>	<b>Responsibility</b>	<b>SW Strategic Priorities</b>
Work in partnership to appropriately resource carers in their caring role and encourage the uptake of carers assessments, ensuring arrangements are in place to evaluate whether these assessments are meeting the needs of carers	100% of carers will be offered a carers assessment and reasons for refusal will be recorded  (connect ref: 83.1)	Head of Adult and Older People Services	Supporting independence
	100% of carers wishing an assessment will receive an assessment within 28 days  (connect ref: 83.2)	Head of Adult and Older People Services	Supporting independence

### **Supporting carers to care**

Supporting carers to remain able to continue in their caring role is one of the sixteen national outcomes for community care and also features as one of the key outcomes in our local Joint Community Care plan. The number of carers receiving an assessment has traditionally been seen as a central part of measuring whether we are supporting carers. However, it is clear that across Scotland there are very low numbers of carers assessments being completed. We also know from carers themselves that many of them do not want a formal assessment – they may need to access support or information, but this comes from a variety of sources and a formal assessment may not be the best solution for them at any given time.

Recognising this, we have started work with partners in the Princess Royal Trust Lanarkshire Carers Centre and the South Lanarkshire Carers Network to look at ways in which we can obtain better information about the ways in which we identify and address carer needs. This will also help us to plan more effectively for gaps in our supports for carers. We have started from the principle that any officer who engages with carers should ask a similar set of questions, and record the outcomes that carers want to achieve. We have agreed to use the headings set out in the Talking Points approach – an approach which uses a conversation as the basis for assessing need and agreeing outcomes, and which also allows us to track whether those outcomes have been achieved. Social Work Resources has already incorporated the Talking Points headings into its new assessment and review process and this should be easier to capture this information across the partnership. We have also agreed with the PRT and SLCN that they will send us information on the numbers of carers with whom they engage using this approach so that we can include this in our quarterly reports on assessing carer needs.

This does not reduce the importance of the carers assessment as a valuable tool in supporting carers to identify need and access support. However, it recognises that carers often prefer to speak more informally about their needs, and that carers' needs are being addressed through a variety of sources. This will aim to bring these together in a more co-ordinated approach across our partner organisations, ultimately resulting in better outcomes for carers themselves.

## Section 7 – Capital and revenue resources

### Workforce

Social Work Resources invest in the delivery of social care services across South Lanarkshire. We do this through a workforce of 3,128 employees. We support these employees in delivery of their duties through a range of policies including supervision and personal development review and a robust training framework.

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

### Capital budget 2011/2012

A total of £1.860 million will be invested in 2011/2012 to continue with the replacement and refurbishment of Social Work properties as follows:

Key Capital Project	2011/12 allocation £m
<b>Property Asset Management Strategy</b>	<b>1.010</b>
<b>Sprinkler Systems</b>	<b>0.850</b>
Total Budget	1.860

### Revenue budget 2011/2012

The 2011/2012 Social Work Resources revenue budget, detailed below, totals £140 million. This budget is split across a number of budget headings as follows:

Budget Category	Adult Services £m	Child and Family Services £m	Older People Services £m	Justice and Substance Misuse Services £m	Performance and Support Services £m	Total £m
<b>Employee Costs</b>	15.953	13.099	32.325	4.829	9.096	75.302
<b>Property Costs</b>	0.934	0.323	1.021	0.108	2.033	4.419
<b>Supplies &amp; Services</b>	4.175	0.820	1.433	0.061	0.830	7.319
<b>Transport</b>	1.340	0.472	1.464	0.094	0.277	3.647
<b>Administration Costs</b>	0.300	0.308	0.549	0.523	0.982	2.662
<b>Payment to other Bodies</b>	3.305	6.144	3.707	0.688	0.313	14.157
<b>Payments to Private Contractors</b>	30.472	3.410	31.717	0.201	0.047	65.847
<b>Transfer Payments</b>	0.000	0.208	0.000	0.003	0.006	0.217
<b>Financing Charges</b>	0.084	0.045	0.017	0.023	0.271	0.440
Gross Expenditure	56.563	24.829	72.233	6.530	13.855	174.010
<b>Income</b>	-18.376	-0.433	-8.992	-5.608	-0.650	-34.059
Net Expenditure	38.187	24.396	63.241	0.922	13.205	139.951

Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

## **Progress 2010/2011**

For progress on all actions and measures see attached IMPROVe quarter 4 report.

For more information or if you want this information in a different format or language, please contact:

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**Appendix 2: Structure chart**

