



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 28 November 2023

Dear Councillor

## **Social Work Resources Committee**

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

**Date:** Wednesday, 06 December 2023

**Time:** 10:00

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

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

Yours sincerely

**Cleland Sneddon**  
**Chief Executive**

### **Members**

Margaret B Walker (Chair), Kirsty Williams (Depute Chair), Joe Fagan (ex officio), Alex Allison, John Bradley, Walter Brogan, Robert Brown, Archie Buchanan, Mathew Buchanan, Janine Calikes, Maureen Devlin, Mary Donnelly, Allan Falconer, Elise Frame, Celine Handibode, Graeme Horne, Mark Horsham, Martin Hose, Eileen Logan, Hugh Macdonald, Catherine McClymont, Richard Nelson, Carol Nugent, John Ross, Graham Scott, David Watson

### **Substitutes**

John Anderson, Maureen Chalmers, Margaret Cooper, Poppy Corbett, Margaret Cowie, Geri Gray, Susan Kerr, Ross Lambie, Richard Lockhart, Elaine McDougall, Mark McGeever, Davie McLachlan, Bert Thomson

## BUSINESS

### 1 Declaration of Interests

Monitoring Item(s)		
2	<b>Minutes of Previous Meeting</b> Minutes of the meeting of the Social Work Resources Committee held on 27 September 2023 submitted for approval as a correct record. (Copy attached)	5 - 10
3	<b>Social Work Resources - Revenue Budget Monitoring 2023/2024</b> Joint report dated 27 October 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	11 - 18
4	<b>Social Work Resources - Capital Budget Monitoring 2023/2024</b> Joint report dated 16 November 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	19 - 22
5	<b>Social Work Resources – Workforce Monitoring – August to September 2023</b> Joint report dated 26 October 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)	23 - 30
6	<b>Social Work Resource Plan: Quarter 4 Progress Report 2022/2023</b> Report dated 14 October 2023 by the Director, Health and Social Care. (Copy attached)	31 - 56
7	<b>Update on the 2022/2023 Risk Register and Risk Control Plan</b> Report dated 7 November 2023 by the Director, Health and Social Care. (Copy attached)	57 - 70

Item(s) for Decision		
8	<b>Keeping the PROMISE Funding: Youth and Justice Rights</b> Joint report dated 23 October 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)	71 - 74
9	<b>Enhancing Trauma Recovery Capacity</b> Joint report dated 14 November 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)	75 - 78

Item(s) for Noting		
10	<b>Planning for Winter 2023/2024</b> Report dated 21 November 2023 by the Director, Health and Social Care. (Copy attached)	79 - 88
11	<b>South Lanarkshire Children's Services Plan 2023-2026 and Child Poverty Commitment 2023-2026</b> Report dated 27 November 2023 by the Director, Health and Social Care. (Copy attached)	89 - 172

- 12 South Lanarkshire Justice Social Work Community Payback Order Annual Report 2022/2023** 173 - 186  
Report dated 6 November 2023 by the Director, Health and Social Care. (Copy attached)
- 13 Lanarkshire Care Academy Update** 187 - 192  
Report dated 17 November 2023 by the Director, Health and Social Care. (Copy attached)
- 14 Care Inspectorate Updates for Registered Social Work Services** 193 - 200  
Report dated 7 November 2023 by the Director, Health and Social Care. (Copy attached)

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### **Urgent Business**

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- 15 Urgent Business**  
Any other items of business which the Chair decides are urgent.

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

Clerk Name:	Tracy Slater
Clerk Telephone:	07385370089
Clerk Email:	tracy.slater@southlanarkshire.gov.uk





## SOCIAL WORK RESOURCES COMMITTEE

2

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 27 September 2023

### **Chair:**

Councillor Margaret B Walker

### **Councillors Present:**

Councillor Alex Allison, Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Mathew Buchanan, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Celine Handibode, Councillor Mark Horsham, Councillor Martin Hose, Councillor Eileen Logan, Councillor Hugh Macdonald, Councillor Catherine McClymont (Depute), Councillor Richard Nelson, Councillor Carol Nugent, Councillor John Ross, Councillor Graham Scott, Councillor David Watson, Councillor Kirsty Williams

### **Councillors' Apologies:**

Councillor John Bradley, Councillor Janine Calikes, Councillor Joe Fagan (ex officio), Councillor Graeme Horne

### **Attending:**

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

G Booth, Finance Manager (Resources); E Maxwell, HR Business Manager; K McLeod, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser; M M Wilson, Legal Services Manager

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

S Sengupta, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); A McCrea, Service Manager, Children and Justice Services

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### **1 Declaration of Interests**

No interests were declared.

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

The minutes of the meeting of the Social Work Resources Committee held on 28 June 2023 were submitted for approval as a correct record.

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

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### **3 Social Work Resources – Revenue Budget Monitoring 2023/2024**

A joint report dated 19 September 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 11 August 2023 against budgeted expenditure for 2023/2024 for Social Work Resources.

As at 11 August 2023, there was a breakeven position against the phased budget. The Resource position was outlined in Appendix A to the report.

Budget pressures were ongoing within Children and Family Services and there was one-off funding of £9.2 million available this financial year to contribute towards those pressures, with work ongoing to manage them. The period 5 overspend was currently being offset by an underspend in Performance and Support, and Justice Services.

Within Adult and Older People Services, the outcome of the Home Carers' job evaluation would result in recurring costs of approximately £7 million from 2023/2024. Those costs were not included in the Integration Joint Board (IJB) budget set for 2023/2024 and, as at 11 August 2023, costs of £2.4 million had been incurred in relation to the grade changes. At this stage in the financial year, there was sufficient budget available to cover the additional costs.

Work was ongoing to identify recurring funding solutions and a recovery plan had been presented to the IJB at its meeting on 19 September 2023, however, this had not been agreed. Work would be required by the IJB Chief Officer and Chief Financial Officer, in conjunction with Council officers, to address this.

Virements were proposed to realign budgets, which were detailed in appendices B to E to the report.

An officer responded to a member's question in relation to the implications for the Council in respect of the IJB budget.

**The Committee decided:**

- (1) that the position on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2024, as detailed in section 5.7 of the report, be noted; and
- (2) that the proposed budget virements be approved.

*[Reference: Minutes of 28 June 2023 (Paragraph 4)]*

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#### **4 Social Work Resources – Capital Budget Monitoring 2023/2024**

A joint report dated 7 September 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2023/2024 and summarising the expenditure position at 11 August 2023.

The capital programme for Social Work Resources for 2023/2024 was £2.030 million. Spend as at 11 August 2023 was £0.810 million, slightly below that anticipated of £0.811 million.

**The Committee decided:** that the Social Work Resources' capital programme of £2.030 million, and expenditure to date of £0.810 million, be noted.

*[Reference: Minutes of 28 June 2023 (Paragraph 6)]*

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#### **5 Social Work Resources – Workforce Monitoring – May to July 2023**

A joint report dated 24 August 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period May to July 2023:-

- ♦ attendance statistics

- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 10 June 2023

Officers responded to members' questions in relation to:-

- ◆ the monitoring of absence trends
- ◆ a previous request for more detailed information on accident/incidents to be provided to members outwith the public report to committee
- ◆ the low number of exit interviews

The Director, Health and Social Care advised that the information on accidents/incidents was being collated and would be circulated to members. He also undertook to provide further information to members in relation to the exit statistics.

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

*[Reference: Minutes of 28 June 2023 (Paragraph 7)]*

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## **6 Update on the 2022/2023 Risk Register and Risk Control Plan**

A report dated 22 August 2023 by the Director, Health and Social Care was submitted on risk management arrangements and the Risk Register for Social Work Resources.

The Resource had followed Council guidance in developing, monitoring and updating its Risk Register on an ongoing basis. The Register had been developed to ensure that the Resource was fully aware of the main risks that it had, was able to prioritise those risks and had controls in place to eliminate or minimise the impact of risk.

The scoring matrix and definitions for likelihood and impact were outlined in Appendix 1 to the report. This had resulted in risks being scored between 1 to 25 (low to very high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

At its meeting on 28 June 2023, the Social Work Resources Committee agreed the current top 5 risks impacting on the delivery of Social Care Services, each of which remained unchanged following review:-

- ◆ funding and budgetary pressures
- ◆ workforce availability and capacity
- ◆ public protection and legislative duties
- ◆ market and provider capacity
- ◆ winter demands and pressures

It was proposed that the following 2 new risks be added to the register:-

- ◆ failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies
- ◆ implications of the Scottish Fire and Rescue Service Unwanted Fire Alarm Signals Policy within the Council's non-domestic estate

Appendix 2 to the report provided further detail on each of the top risks, together with the inherent and residual risk scores and sample controls.

Information was also provided on:-

- ◆ 13 other risks rated as high which continued to be monitored
- ◆ risk appetite and tolerance levels
- ◆ the review of the Council's top risks
- ◆ the 3 lines of defence model
- ◆ partner risks
- ◆ the National Risk Register

Officers responded to members' questions in relation to:-

- ◆ risks relating to external providers
- ◆ what risk embracing meant in practice
- ◆ workforce availability and capacity
- ◆ winter pressures and vaccination arrangements/uptake
- ◆ the challenges with recruitment and retention
- ◆ the impact of the capacity and funding situation on rural areas
- ◆ support to the workforce to achieve the necessary qualifications
- ◆ the promotion of the Care Academy

**The Committee decided:**

- (1) that the report be noted;
- (2) that the top risks for Social Work Resources be approved; and
- (3) that the additional 2 risks for Social Work Resources, as detailed in the report, be approved.

*[Reference: Minutes of 28 June 2023 (Paragraph 8)]*

*Councillor Williams left the meeting during this item*

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## **7 Strengthening Arrangements for Self-Directed Support**

A joint report dated 27 August 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to delete an existing post of Operations Manager and establish a full-time post of Fieldwork Manager within the Self-Directed Support (SDS) team.

SDS aimed to improve the lives of people with social care needs by empowering them to be equal partners in decisions about their care and support. The Social Care (Self-Directed Support) (Scotland) Act 2013 contained 4 fundamental principles of participation and dignity, involvement, informed choice and collaboration.

Information was provided on the key stages in a person's pathway to accessing SDS, together with the options available for directing support.

The current SDS team structure included a 0.5 full-time equivalent (FTE) post of Fieldwork Manager and 1 FTE post of Operations Manager. A revision to the structure would provide greater consistency and equity in roles and responsibilities and it was, therefore, proposed:-

- ◆ that 1 FTE post of Operations Manager on Grade 4, Level 2, SCP 82-83 (£46,2987 to £47,028) be deleted from the staffing establishment

- ♦ that the 0.5 FTE post of Fieldwork Manager be increased to 1 FTE post of Fieldwork Manager on Grade 5, Level 1, SCP 96-97 (£57,028 to £57,904)

The cost of the proposals would be met from within existing budget provision and would deliver a net saving overall.

Officers responded to members' questions in relation to:-

- ♦ any operational impact the changes might have
- ♦ the uptake of SDS, with the Director, Health and Social Care undertaking to provide a report to the next meeting of the Committee

**The Committee decided:**

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

*Councillors Brown and Nugent left the meeting during this item*

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## **8 Urgent Business**

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There were no items of urgent business.



# Report

3

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Revenue Budget Monitoring 2023/2024</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2023 to 6 October 2023 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2024

## 2. Recommendation(s)

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

- (1) the position on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2024 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

## 3. Background

3.1. This is the third revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2023/2024.

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

## 4. Employee Implications

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

## 5. Financial Implications

5.1. As at 6 October 2023, there is a breakeven position against the phased budget.

5.2. **Children and Families:** As detailed in the previous reports, budget pressures within Children and Families are continuing into 2023/2024 in relation to residential placements, fostering and kinship care, some of which is a legacy from the pandemic.

5.3. As previously advised, there is one-off funding identified totalling £9.2 million, and this is available this financial year to contribute towards these residual Children and Families' pressures.

- 5.4. The Children and Families position as at 6 October 2023 assumes funding will be available and will be drawn down later in the financial year, as required. The Resource are working towards managing the overall budget pressure in Children and Families by 2024/2025.
- 5.5. The period 7 overspend position on Children and Families (£0.298m) is currently being managed by an underspend on Performance and Support and Justice Services.
- 5.6. **Adult and Older People:** As previously advised, within Adult and Older People, the outcome of the Job Evaluation exercise for Home Carers will result in recurring costs of approximately £7 million from 2023/2024. These costs are not included in the IJB budget set for 2023/2024. As at 6 October, costs of £3 million have been incurred in relation to the cost of the grade changes
- 5.7. Officers within the IJB have been looking to identify recurring funding solutions. These solutions and an overall recovery plan were agreed by the IJB on 18 October 2023. Budgets will be realigned as required to reflect this agreement.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability, or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. There are inflationary and budget pressures including utilities (as well as general inflation pressures) this year which increase the risk of overspend, however, these have mitigated through the IJB financial plan for 2023/24. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function, or strategy and, therefore, no impact assessment is required.
- 8.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

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

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

27 October 2023

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, Effective, Efficient and Transparent



**Previous References**

- ◆ 27 September 2023

**List of Background Papers**

- ◆ Financial Ledger and budget monitoring results to 6 October 2023

**Contact for Further Information**

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

Graham Booth, Finance Manager

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Email: [Graham.Booth@southlanarkshire.gov.uk](mailto:Graham.Booth@southlanarkshire.gov.uk)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 6 October 2023 (No.7)

## Social Work Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 6/10/23	Actual 6/10/23	Variance 6/10/23		% Variance 6/10/23	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	108,706	108,706	0	52,473	55,106	(2,633)	Over	-5.0%	
Property Costs	4,403	4,403	0	1,665	1,693	(28)	Over	-1.7%	
Supplies & Services	5,909	5,909	0	2,607	2,736	(129)	Over	-4.9%	
Transport & Plant	4,683	4,683	0	3,853	3,642	211	Under	5.5%	
Administration Costs	1,967	1,967	0	525	470	55	Under	10.5%	
Payments to Other Bodies	24,070	24,070	0	12,841	12,282	559	Under	4.4%	
Payments to Contractors	136,071	136,071	0	74,208	72,422	1,786	Under	2.4%	
Transfer Payments	3,060	3,060	0	2,487	2,526	(39)	Over	-1.6%	
Financing Charges	404	404	0	19	19	0	-	n/a	
<b>Total Controllable Exp.</b>	289,973	288,903	0	150,678	150,896	(218)	Over	-0.1%	
<b>Total Controllable Inc.</b>	(75,089)	(75,089)	0	(46,461)	(46,679)	218	Under recovered	-0.5%	
<b>Net Controllable Exp.</b>	214,884	214,884	0	104,217	104,217	0	-	n/a	

**Variance Explanations**

Variance explanations are shown in Appendices B-E.

**Budget Virements**

Budget virements are shown in Appendices B-E.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 6 October 2023 (No.7)

## Children and Families Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 6/10/23	Actual 6/10/23	Variance 6/10/23		% Variance 6/10/23	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	18,728	18,728	0	9,294	9,060	234	Under	2.5%	1, a
Property Costs	470	470	0	272	284	(12)	Over	-4.4%	
Supplies & Services	585	585	0	213	239	(26)	Over	-12.2%	
Transport & Plant	624	624	0	300	319	(19)	Over	-6.3%	
Administration Costs	319	319	0	185	202	(17)	Over	-9.2%	
Payments to Other Bodies	9,408	9,408	0	4,945	4,933	12	Under	0.2%	b
Payments to Contractors	5,358	5,358	0	4,841	5,429	(588)	Over	-12.1%	2, b
Transfer Payments	3,047	3,047	0	2,481	2,504	(23)	Over	-0.9%	
Financing Charges	21	21	0	3	3	0	-	n/a	
<b>Total Controllable Exp.</b>	38,560	38,560	0	22,534	22,973	(439)	Over	-1.9%	
<b>Total Controllable Inc.</b>	(1,181)	(1,181)	0	(636)	(777)	141	Over recovered	-22.2%	3
<b>Net Controllable Exp.</b>	37,379	37,379	0	21,898	22,196	(298)	Over	-1.4%	

**Variance Explanations**

- Employee costs**  
This is an underspend due to vacancies which are being actively recruited.
- Payment to Contractors**  
This overspend is a result of the continuing increased requirement for children's residential school and external placements.
- Income**  
The over recovery of income mainly relates to funding received from the Home Office due to an increase in the number of unaccompanied asylum-seeking young people being supported.

**Budget Virements**

- Incorporation of Childrens and Young Peoples Change Fund £0.156, Employee Costs £0.0.156m.
- Realignment of Throughcare budget Net Effect: £0, Payment to Other Bodies £0.116m, Payment to Contractors (£0.116m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 6 October 2023 (No.7)

## Adults and Older People Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 6/10/23 £000	Actual 6/10/23 £000	Variance 6/10/23 £000		% Variance 6/10/23	Note
Employee Costs	78,036	78,036	0	37,324	40,444	(3,120)	Over	-8.4%	1, a, c
Property Costs	3,286	3,286	0	988	1,002	(14)	Over	-1.4%	
Supplies & Services	4,793	4,793	0	2,345	2,431	(86)	Over	-3.7%	a
Transport & Plant	3,700	3,700	0	3,279	3,107	172	Under	5.2%	
Administration Costs	756	756	0	177	123	54	Under	30.5%	
Payments to Other Bodies	14,546	14,546	0	7,631	7,069	562	Under	7.4%	2, b
Payments to Contractors	130,674	130,674	0	69,328	66,954	2,374	Under	3.4%	3, c
Transfer Payments	7	7	0	3	16	(13)	Over	-433.3%	
Financing Charges	55	55	0	8	7	1	Under	12.5%	
<b>Total Controllable Exp.</b>	<b>235,853</b>	<b>235,853</b>	<b>0</b>	<b>121,083</b>	<b>121,153</b>	<b>(70)</b>	<b>Over</b>	<b>-0.1%</b>	
<b>Total Controllable Inc.</b>	<b>(65,795)</b>	<b>(65,795)</b>	<b>0</b>	<b>(42,706)</b>	<b>(42,776)</b>	<b>70</b>	<b>Over recovered</b>	<b>-0.2%</b>	<b>4, a, b</b>
<b>Net Controllable Exp.</b>	<b>170,058</b>	<b>170,058</b>	<b>0</b>	<b>78,377</b>	<b>78,377</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	

Variance Explanations**1. Employee costs**

This overspend is mainly attributable to the home care job evaluation costs for the period 1 April to 29 September 2023, and is offset by Payments to Other Bodies and Payments to Contractors below.

**2. Payments to Other Bodies**

The underspend is due to unallocated funding to date.

**3. Payments to Contractors**

The underspend is due to higher than anticipated DWP offset funding in relation to residential and nursing care services and less than anticipated nursing care home placements to date.

**4. Income**

The over recovery is due to non-recurring recovery of funding from service users in respect of Direct Payments not being fully utilised.

Budget Virements

a. Drawdown from IJB Reserves Net Effect: £0, Employee Costs £0.119m, Supplies £0.050m, Income (£0.169m).

b. Incorporation of Distress Briefing Intervention funding 2023/24 Net Effect: £0, Payment to Other Bodies £0.340m, Income (£0.340m).

c. Realignment of Procurement savings Net Effect: £0, Payment Contractors £0.234m, Employee costs (£0.234m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 6 October 2023 (No.7)

## Performance and Support Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 6/10/23	Actual 6/10/23	Variance 6/10/23		% Variance 6/10/23	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	5,051	5,051	0	2,545	2,410	135	Under	5.3%	1
Property Costs	566	566	0	338	339	(1)	Over	-0.3%	
Supplies & Services	454	454	0	22	20	2	Under	9.1%	
Transport & Plant	251	251	0	205	151	54	Under	26.3%	
Administration Costs	324	324	0	113	103	10	Under	8.8%	
Payments to Other Bodies	26	26	0	3	21	(18)	Over	-600.0%	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	319	319	0	8	8	0	-	n/a	
<b>Total Controllable Exp.</b>	6,991	6,991	0	3,234	3,052	182	Under	5.6%	
<b>Total Controllable Inc.</b>	(635)	(635)	0	(82)	(88)	6	Over recovered	-7.3%	
<b>Net Controllable Exp.</b>	6,356	6,356	0	3,152	2,964	188	Under	6.0%	

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

This is an underspend due to vacancies which are being actively recruited, mainly within Admin and Clerical staff.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 6 October 2023 (No.7)

## Justice Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 6/10/23	Actual 6/10/23	Variance 6/10/23		% Variance 6/10/23	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	6,891	6,891	0	3,310	3,192	118	Under	3.6%	1, a, b
Property Costs	81	81	0	67	68	(1)	Over	-1.5%	
Supplies & Services	77	77	0	27	46	(19)	Over	-70.4%	
Transport & Plant	108	108	0	69	65	4	Under	5.8%	
Administration Costs	568	568	0	50	42	8	Under	16.0%	
Payments to Other Bodies	790	790	0	262	259	3	Under	1.1%	a, b
Payments to Contractors	39	39	0	39	39	0	-	0.0%	
Transfer Payments	6	6	0	3	6	(3)	Over	-100.0%	
Financing Charges	9	9	0	0	1	(1)	Over	n/a	
<b>Total Controllable Exp.</b>	8,569	8,569	0	3,827	3,718	109	Under	2.8%	
<b>Total Controllable Inc.</b>	(7,478)	(7,478)	0	(3,037)	(3,038)	1	Over recovered	0.0%	a, b
<b>Net Controllable Exp.</b>	1,091	1,091	0	790	680	110	Under	13.9%	

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

This is an underspend due to vacancies which are being actively recruited.

**Budget Virements**

a. Incorporation of Scottish Government funding for Intensive Support Packages Net Effect: £0, Employee costs £0.087m, Payment to Other Bodies £0.114m, Income (£0.201m).

b. Incorporation of Problem-Solving Drug Court funding Net Effect: £0, Employee costs £0.039m, Payment to Other Bodies £0.150m, Income (£0.189m).

# Report

4

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Capital Budget Monitoring 2023/2024</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April 2023 to 6 October 2023

## 2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £2.030 million, and expenditure to date of £1.251 million, be noted.

## 3. Background

- 3.1. This is the third capital monitoring report presented to the Social Work Resources Committee for the financial year 2023/2024. Further reports will follow throughout the year.
  - 3.2. As noted in the last report to this Committee (27 September 2023), the budget for Social Work Resources for financial year 2023/2024 was £2.030 million. There has been no change to this budget since the last report to this Committee.
  - 3.3. The report details the financial position for Social Work Resources in Appendix A.
- ## 4. Employee Implications
- 4.1. There are no employee implications as a result of this report.

## 5. Financial Implications

### 5.1. 2023/2024 Capital Programme Update

As detailed in Section 3.2, the 2023/2024 capital programme for Social Work Resources is £2.030 million.

### 5.2. Period 7 Position

Anticipated spend to date was £1.118 million and spend to 6 October amounts to £1.251 million, resulting in Social Work Resources being £0.133 million ahead of programme. This is a timing issue only and reflects the data migration costs for the SWiS Plus Replacement project, which have occurred earlier than originally anticipated.

## **6. Climate Change, Sustainability and Environmental Implications**

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

## **7. Other Implications**

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

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

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

**Paul Manning**

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

**Professor Soumen Sengupta**

**Director, Health and Social Care**

16 November 2023

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective, efficient and transparent

## **Previous References**

- ◆ Social Work Resources Committee, 27 September 2023

## **List of Background Papers**

- Financial ledger to 6 October 2023

## **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

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**South Lanarkshire Council**  
**Capital Expenditure 2023-2024**  
**Social Work Resources Programme**  
**For Period 1 April 2023 – 6 October 2023**

<b><u>Social Work Resources</u></b>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Community Alarms - Analogue to Digital	1,232	-	-	1,232	689	707
Swis Plus Replacement	798	-	-	798	429	544
<b>TOTAL</b>	<b>2,030</b>	<b>-</b>	<b>-</b>	<b>2,030</b>	<b>1,118</b>	<b>1,251</b>



# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources – Workforce Monitoring – August to September 2023</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ provide employment information for August to September 2023 relating to Social Work Resources

## 2. Recommendation(s)

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

(1) that the following employment information for August to September 2023 relating to Social Work Resources be noted: -

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as of 9 September 2023

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for August to September 2023.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of September 2023 for Social Work Resources.

The Resource absence figure for September 2023 was 6.8%, this figure has increased by 0.8% when compared to last month and is 1.5% higher than the Council-wide figure. Compared to September 2022, the Resource absence figure has decreased by 0.3%.

Based on the absence figures at September 2023 and annual trends, the projected annual average absence for the Resource for 2023/2024 is 7.1%, compared to a Council-wide average figure of 5.5%.

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

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall, 243 referrals were made this period. This represents a decrease of 32 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 23 accidents/incidents recorded within the Resource this period, an increase of 5 when compared to the same period last year.

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

During the period, 3 disciplinary hearings were held within the Resource, this figure remains unchanged when compared to the same period last year. No appeals were heard by the Appeals Panel. One appeal was in pending. No grievance hearings were raised within the Resource, this figure has decreased by 2 when compared to the same period last year. One Dignity at Work complaint was raised within the Resource, this figure remains unchanged when compared to the same period last year.

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

There were a total of 23 leavers in the Resource this period eligible for an exit interview. This figure has decreased by 13 when compared with the same period last year. Thirteen exit interviews were conducted in this period, a decrease of 8 when compared to the same period last year.

**4.6. When processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from the following options:**

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

**4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period August to September 2023, 69 employees (32.41 FTE) in total left employment, managers indicated that 36 posts (30.03 FTE) were being replaced, 30 posts (1.00 FTE) are being filled on a temporary basis, 2 posts (1.38 FTE) are being held pending service reviews and 1 post (0.00 FTE) is planning on being removed for savings.**

**5. Staffing Watch**

**5.1. There has been an increase of 47 in the number of employees in post from 10 June 2023 to 9 September 2023.**

**6. Employee Implications**

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

## **7. Financial Implications**

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

## **8. Climate Change, Sustainability and Environmental Implications**

- 8.1. There are no Climate Change, Sustainability and Environmental Implications in terms of the information contained within this report.

## **9. Other Implications**

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

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

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

**Paul Manning**

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

**Professor Soumen Sengupta**

**Director, Health and Social Care**

26 October 2023

### **Link(s) to Council Values/Outcomes/Priorities**

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

### **Previous References**

- ◆ Finance and Corporate Resources – 27 September 2023

### **List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

### **Contact for Further Information**

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

Eileen McPake, HR Business Manager

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**Absence Trends - 2021/2022, 2022/2023 & 2023/2024**  
**Social Work Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.5	6.2	6.5	April	9.6	12.6	9.4	April	6.2	8.3	7.4	April	4.3	5.6	5.1
May	5.0	5.7	5.8	May	9.3	10.1	8.4	May	6.5	7.1	6.6	May	4.9	5.4	5.1
June	3.9	5.9	5.5	June	7.6	11.3	8.6	June	5.2	7.6	6.5	June	4.7	5.3	4.7
July	6.1	6.0	5.4	July	10.3	11.8	8.8	July	7.5	7.9	6.5	July	4.0	4.6	3.8
August	7.3	6.0	4.8	August	10.2	10.8	8.6	August	8.2	7.5	6.0	August	4.7	4.4	4.1
September	7.6	5.9	5.6	September	10.3	9.6	9.3	September	8.5	7.1	6.8	September	6.4	5.4	5.3
October	6.9	5.8		October	11.3	10.4		October	8.4	7.3		October	6.3	5.8	
November	6.2	6.0		November	10.8	10.4		November	7.7	7.4		November	6.9	6.5	
December	5.5	6.4		December	11.1	10.6		December	7.3	7.7		December	6.9	7.0	
January	7.4	5.2		January	13.0	12.0		January	9.2	7.4		January	7.0	5.8	
February	7.5	5.8		February	10.1	11.0		February	8.3	7.5		February	6.6	5.9	
March	8.0	7.0		March	12.8	10.9		March	9.5	8.2		March	7.9	6.4	
Annual Average	6.3	6.0	5.8	Annual Average	10.5	11.0	9.9	Annual Average	7.7	7.6	7.1	Annual Average	5.9	5.7	5.5
Average Apr-Sep	5.7	6.0	5.6	Average Apr-Sep	9.6	11.0	8.9	Average Apr-Sep	7.0	7.6	6.6	Average Apr-Sep	4.8	5.1	4.7
No of Employees at 30 September 2023			1879	No of Employees at 30 September 2023			1075	No of Employees at 30 September 2023			2954	No of Employees at 30 September 2023			16326

Appendix 2		
SOCIAL WORK RESOURCES		
	Aug - Sep 2022	Aug - Sep 2023
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	71	69
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	25	16
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	71	87
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	108	71
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	0	0
<b>TOTAL</b>	275	243
<b>CAUSE OF ACCIDENTS/INCIDENTS</b>	<b>Aug - Sep 2022</b>	<b>Aug - Sep 2023</b>
Specified Injuries*	0	1
Over 7 day absences	1	2
Over 3 day absences**	1	0
Minor	9	8
Violent Incident: Physical****	6	8
Violent Incident: Verbal*****	1	4
<b>Total Accidents/Incidents</b>	18	23
<p>*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.</p> <p>**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.</p> <p>***Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.</p> <p>****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.</p> <p>****Physical violent incidents and ***** Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.</p> <p>****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.</p>		
<b>RECORD OF DISCIPLINARY HEARINGS</b>	<b>Aug - Sep 2022</b>	<b>Aug - Sep 2023</b>
Total Number of Hearings	3	3
Appeals Pending	0	1
<b>Time Taken to Convene Hearing August - September 2023</b>		
<b>0-3 Weeks</b>	<b>4-6 Weeks</b>	<b>Over 6 Weeks</b>
2	1	0
<b>RECORD OF GRIEVANCE HEARINGS</b>	<b>Aug - Sep 2022</b>	<b>Aug - Sep 2023</b>
Number of Grievances	2	0
Number Resolved at Stage 1	2	0
<b>RECORD OF DIGNITY AT WORK</b>	<b>Aug - Sep 2022</b>	<b>Aug - Sep 2023</b>
Number of Incidents	1	1
Number Resolved at Formal Stage	1	0
Still in Process	0	1
<b>ANALYSIS OF REASONS FOR LEAVING</b>	<b>Aug - Sep 2022</b>	<b>Aug - Sep 2023</b>
Career Advancement	9	9
Disatisfaction with terms and conditions	1	0
Further Education	6	0
Moving outwith area	2	0
Personal Reasons	1	2
Poor relationship with managers / colleagues	1	0
Other	1	2
<b>Number of Exit Interviews conducted</b>	21	13
<b>Total Number of Leavers Eligible for Exit Interview</b>	36	23
<b>Percentage of interviews conducted</b>	<b>58%</b>	<b>57%</b>

Reason	August - September 2023		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	32.41	69	116.90	179
Being replaced	30.03	36	104.55	132
Filling on a temporary basis	1.00	30	1.81	33
Plan to transfer this budget to another post	0.00	0	0.95	1
End of fixed term contract	0.00	0	2.29	3
Held pending service Review	1.38	2	7.30	9
Plan to remove for savings	0.00	1	0.00	1



Appendix 3

JOINT STAFFING WATCH RETURN									
SOCIAL WORK RESOURCES									
As at 9 September 2023									
Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
199	207	1004	1346	2756					
*Full - Time Equivalent No of Employees									
Salary Bands									
Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
3.00	350.14	1461.14	529.23	36.80	30.75	0.00	0.00	0.00	2411.06
As at 10 June 2023									
Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
206	198	979	1326	2709					
*Full - Time Equivalent No of Employees									
Salary Bands									
Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
3.00	361.42	1417.31	523.46	33.80	31.76	0.00	0.00	0.00	2370.75



# Report

**6**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resource Plan: Quarter 4 Progress Report 2022-23</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- provide the Social Work Resource Plan Quarter 4 Progress Report 2022-23, for the period 1 April 2022 to 31 March 2023

## **2. Recommendations**

2.1. The Committee is asked to note the following recommendations:-

- (1) that the Social Work Resource Plan Quarter 4 Progress Report 2022-23 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted; and
- (3) that the additional scrutiny of changes in measure status between Quarter 2 and Quarter 4 as summarised at paragraph 5.4 and detailed at Appendix 3 of this report, be noted.

## **3. Background**

- 3.1. The Social Work Resource Plan 2022-23 was approved by the Executive Committee on 24 August 2022 and noted by the Social Work Resources Committee on 7 September 2022, and sets out the outcomes, measures and actions to be managed and delivered by the Resource for the financial year 2022-23.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements and provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the priorities set out in the Council Plan Connect 2022-27.
- 3.3. Despite the easing of social distancing and other restrictions, the council continues to face financial and other impacts resulting from Covid. At times during the pandemic a number of services had to be suspended or reduced due to government advice and the council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. Despite the return of services through the council's Recovery Plan there is a Covid legacy in terms of a residual impact on some services and a significant build-up of demand, as a result of which there remains an inevitable impact on performance in some areas.

- 3.4. Similarly, and detailed within the Risk Management Report which will be presented to Social Work Resources Committee, there are a number of very high and high risks impacting on the operational service delivery, particularly with regards to workforce availability and capacity, market and provider capacity and funding and budgetary pressures. Such risks are equally important to recognise in the context of how they impact on performance and the achievement of key targets.

#### 4. Resource Outcomes 2022-23

- 4.1. The Resource has established a number of outcomes to support the delivery of the Connect Outcomes in 2022-23. These are detailed in Appendix 1.

#### 5. Quarter 4 Progress Report 2022-23

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 4 Progress Report 2022-23, attached as Appendix 2. This report has been produced from the council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

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

Status	Measures			
	Statistical	Project	Total	%
Blue	0	8	8	21%
Green	13	13	26	68%
Amber	2	0	2	5%
Red	0	0	0	0%
Report later/Contextual	2	0	2	5%
<b>Totals</b>	<b>17</b>	<b>21</b>	<b>38</b>	<b>100%</b>

(Data correct 17 May 2023)

- 5.3. Key achievements for 2022-23, to date, are noted below:

##### 5.3.1.

Connect Outcome	Communities and Environment
Resource Outcome	Achievement
Embed sustainable development strategy across Social Work Resources	Since 1 April 2022, there has been a £297k saving made through using recycled equipment as opposed to new through the joint store, this exceeds the annual target of £175k.

For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all	Funding was successfully achieved through the CORRA Fund in 2020/21 as part of a public health approach to preventing drug related harm and deaths. The Peer Mentor Service was embedded across the service during 2022/23 and a recent evaluation highlighted the effective support that peer mentors have provided to those going through a Community Payback Order. Due to the success of this approach, additional funding has been sourced to continue the service during 2023/24.
Community Justice Outcome Improvement Plan is progressed	<p>Across the year, 100% of all clients starting a Drug Treatment and Testing Order were seen within 2 working days of their order commencing.</p> <p>527 referrals were made for treatment for drug and alcohol service users, 487 (92%) of referrals had treatment starting within the 3-week timescale.</p> <p>98% (1705 out of 1744) of Criminal Social Work Justice reports were submitted to Court within timescales.</p>
Strengthen engagement with service users and carers	<p>The commissioned services continue to increase the numbers of carers supported across all localities. There has been a 22% increase in the number of adult carers supported, from 912 in 21/22 to 1,113 in 22/23.</p> <p>During 22/23 work was undertaken to update the approach to carer support and funding. Additional staff (Social Work Assistants) in locality teams have assisted with case management and reviewing carer support arrangements. A Self-Directed Support (SDS) finance team is supporting the work of carers' support arrangements, specifically in relation to linking funding to identified needs and outcomes. The overarching SDS Review team is working to ensure equity of the allocation of finite carers' support funding and is working in partnership with Lanarkshire Carers to ensure continued effective and efficient support is given to unpaid carers.</p>
<b>Connect Outcome</b>	<b>Education and Learning</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome
<b>Connect Outcome</b>	<b>Health and Wellbeing</b>
<b>Resource Outcome</b>	<b>Achievement</b>
Progress South Lanarkshire Care Facilities Modernisation Programme	The intermediate care (IC) unit within the new and innovative Blantyre Life facility became operational in March 2023, with the transfer of the service and the staffing from the Canderavon IC unit now completed. This model of care builds on previously developed good practice and staff are now working towards full capacity within the Blantyre Life IC Unit.

	The award-winning technology enabled houses (20) are fully occupied and have reached their first milestone with the first residents having been in occupancy for one year.
Care and Protect Vulnerable Adults	<p>A joint inspection of Adult Support and Protection was carried out in August/September 2022 by the Care Inspectorate in collaboration with His Majesty's Inspectorate of Constabulary Scotland (HMICS) and Healthcare Improvement Scotland (HIS).</p> <p>The inspection findings concluded that the partnership's key processes and strategic leadership for adult support and protection were effective at keeping adults safe from harm and interventions supported positive experiences and improved outcomes for adults at risk of harm. Key processes were found to be well organised and allowed for effective oversight and decision making, and strategic leadership vision and strategy was described by inspectors as collaborative and effective. Overall, clear strengths in both key processes and strategic leadership collectively outweighed areas for improvement.</p> <p>An improvement plan for the priority areas identified in the report has been developed and implemented through the local Adult Support and Protection Committee, with oversight through the South Lanarkshire Public Protection Chief Officers' Group.</p>
<b>Connect Outcome</b>	<b>Children and Young People</b>
<b>Resource Outcome</b>	<b>Achievement</b>
Care and protect vulnerable children and young people	77% (256 out of 332) of reports submitted to the Scottish Children's Reporter Administration were sent within agreed timescales.
Implement the Corporate Parenting Action Plan and Strategy	<p>The Scottish Government have committed to early help through the Whole Family Wellbeing Fund, which will support the change and improvement needed to shift investment towards prevention and reduce the need for crisis intervention. Activity implemented to date includes:</p> <ul style="list-style-type: none"> <li>• 4 Family Support Hubs across South Lanarkshire to support families with easier access to help;</li> <li>• dedicated help to families to find their own solutions through a Family Group Decision Making project;</li> <li>• recruitment of peer support workers with lived experience who can help reduce the stigma of needing support;</li> <li>• refreshed Parenting Support Pathway that delivers dedicated programmes to help achieve better outcomes for parents and families, with incremental delivery of Groupwork whilst recruitment is finalised.</li> </ul>
Implement the Corporate Parenting Action Plan and	A dedicated service has been established for young people in conflict with the law who are aged 12-18

Strategy	years. This service promotes age-appropriate responses and child centred responses for any child who may pose a risk of harm to others. A pan-Lanarkshire pilot aimed at reducing the criminalisation of young people in accordance with 'The Promise' commenced in November 2022. This approach aims to retain young people in the children's hearing system and prevent them from having to appear in court. Progress to date includes the completion of initial assessments for some young people at risk of criminalisation. Speech and Language Therapy colleagues are now involved in the pilot to offer additional support to young people.
<b>Connect Outcome:</b>	<b>Housing and Land</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome
<b>Connect Outcome</b>	<b>Our Economy</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome

- 5.3.2. In addition to working towards these outcomes, we recognise that the council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource outcomes have also been identified under the heading Delivering the Plan and achieving Best Value.

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Outcome</b>	<b>Achievement</b>
Digital and ICT services meet the needs of the council and its customers	All key milestones for the Liquidlogic Implementation are on target. As of 31st March, Phase 1 of Data Migration and User Acceptance Testing (UAT) for Children, Adults, Justice and Adult's Finance was completed. Data cleansing is ongoing in preparation for phase 2 of data migration.

- 5.4. Areas for improvement  
Measures that have been classified as 'amber' (minor slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

<b>Ensure communities are safe, strong and sustainable</b>		
<b>Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Percentage of people on Community Payback Orders with unpaid work requirement seen within five working	To date, performance for inductions is 69% (444 out of 645). This is short of 75% target, although for quarter 4 performance has improved and 78%	The induction meetings are being arranged and scheduled by staff within timescale. Additional measures are being taken by staff to follow up on same day with service users' non-attendance. Further work is being done to understand the reasons behind non-attendance.

<b>Ensure communities are safe, strong and sustainable</b>		
<b>Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
days by their case manager	(134 out of 171) of people had their induction within timescales.	
Percentage of people starting their placement within seven days of Community Payback Order with unpaid work	To date, there have been 67% of orders starting unpaid work placements within 7 days (429 out of 645). This is short of 75% target, although quarter 4 performance has improved with 75% (129 out of 171) of people starting their placement within timescales.	Justice Services have introduced service users starting same day induction and placements. This supports the Community Payback policy approach of immediacy in undertaking hours.

#### 5.5 Scrutiny of change in measure status

A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed status from Quarter 2 to Quarter 4. On analysis of these, two measures have shown improvement in performance and two measures will be reported later. Details of these 4 measures are included at Appendix 3. It should be noted that the measures with a 'report later' status at Quarter 4 will be followed up and reported on in the 2023-24 Quarter 2 SWR progress report.

### 6. Employee Implications

- 6.1. The outcomes noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.
- 6.2. Absence statistics are monitored and reported through the Council-wide Workforce Monitoring report which is presented to each Resource Committee and the Employee Issues Forum.

### 7. Financial Implications

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

### 8. Climate Change, Sustainability and Environmental Implications

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

### 9. Other Implications

- 9.1. There are no other implications as a result of this report.



9.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

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

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

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

14 October 2023

**Link(s) to Council Values/Priorities/Outcomes**

- The Resource Plan has been structured upon the Vision, Values and Outcomes in the Council Plan Connect 2022-27

**Previous References**

- Council Plan Connect 2022-27 – approved by the Council on 15 June 2022
- Social Work Resources Plan 2022-23 – noted by Social Work Committee on 7 September 2022

**List of Background Papers**

None

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-  
Ciana Stewart, Planning and Performance Manager  
E-mail: [Ciana.stewart@southlanarkshire.gov.uk](mailto:Ciana.stewart@southlanarkshire.gov.uk)

## Social Work Resource Objectives 2022-23

Connect Outcomes	Resource Outcomes
<b>Communities and Environment</b>	<ul style="list-style-type: none"> <li>• Social Work Resources embeds sustainable development across services</li> <li>• Community Justice Outcome Improvement Plan is progressed</li> <li>• Disadvantaged people/groups are provided with access to timely support and interventions</li> <li>• For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all</li> <li>• Strengthen engagement with service users and carers</li> </ul>
<b>Health and Wellbeing</b>	<ul style="list-style-type: none"> <li>• Deliver better health and social care outcomes for all</li> <li>• Promote good mental health and wellbeing</li> <li>• Promote, choice, control and flexibility in social care</li> <li>• Continue to support carers good health and wellbeing alongside their caring role</li> <li>• Care and protect vulnerable adults</li> </ul>
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>• Care and protect vulnerable children and young people</li> </ul>
<b>Delivering the Plan and achieving Best Value</b>	<ul style="list-style-type: none"> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> <li>• Develop improvement activity and promote scrutiny</li> <li>• Improve the skills, flexibility and capacity of the workforce</li> <li>• Promote equality and the well-being of staff</li> </ul>



# **Social Work Resources**

## **Social Work**

# improve

## **Resource Plan Scorecard**

**Performance Report 2022-23**

**Quarter 4 : April 2022 - March 2023**

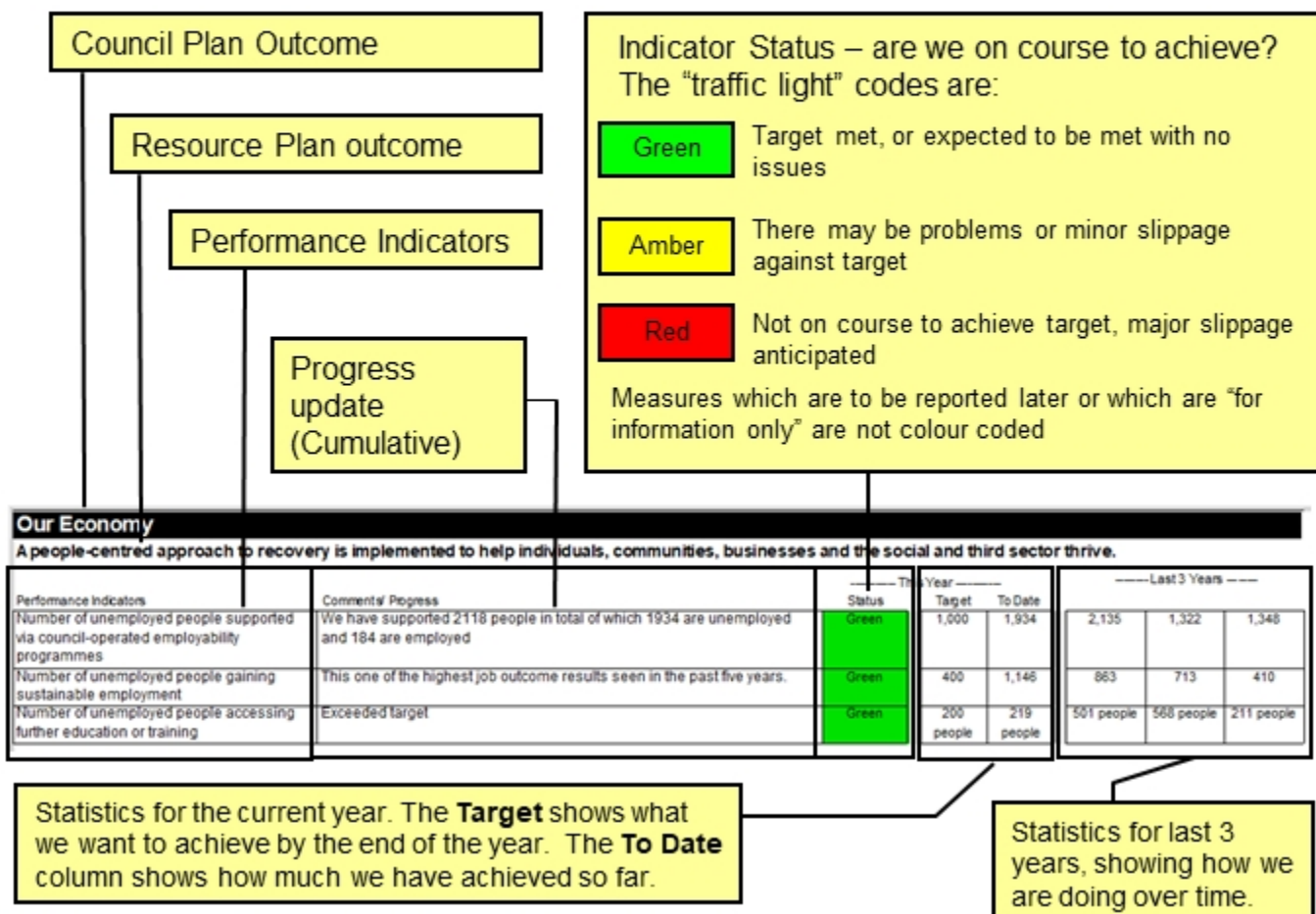
(This represents the cumulative position to March 2023)

Summary - number of measures green, amber and red under each Council Plan Outcome / Theme

Council Outcome/ Theme	Green	Amber	Red	Report later / Contextual	Total
<b>Communities and Environment</b>	<b>4</b>	<b>2</b>			<b>6</b>
<i>Education and Learning</i>					
<b>Health and Wellbeing</b>	<b>4</b>			<b>1</b>	<b>5</b>
<b>Children and Young People</b>	<b>5</b>			<b>1</b>	<b>6</b>
<i>Housing and Land</i>					
<i>Our Economy</i>					
<i>Delivering the plan and achieving best value</i>					
<b>Total</b>	<b>13</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>17</b>

## How to use this performance report

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



## Communities and Environment

### Embed sustainable development strategy across Social Work Resources

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Make an annual saving from using recycled items as opposed to new through the joint store	<p>The cumulative total for recycled equipment year to date is:</p> <p>No of items - 2319</p> <p>Cost of items - £185,085</p> <p>Value of items - £482,075</p> <p>Since April 2022 there has been a saving for the Council of £296,990, exceeding annual saving target of £175,000.</p>	Green	175,000	296,990	-----	-----	267,296

### Community Justice Outcome Improvement Plan is progressed

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Percentage of clients first seen within two working days of a DTTO commencing	<p>In quarter 4 there were 14 Drug Treatment and Testing Orders commenced, all of which were seen within two working days of a DTTO commencing.</p> <p>In 2022/23 100% of clients were first seen within two working days of a DTTO commencing.</p>	Green	95.0%	100.0%	100.0%	100.0%	100.0%

### Disadvantaged people/groups are provided with access to timely support and interventions

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Percentage of drug/alcohol clients starting treatment/ psychological intervention within three weeks of referral	<p>In quarter 4 there were 88 referrals, 80 (91%) of these referrals started their treatment within 3 weeks of referral.</p> <p>In 2021/22 there have been 527 referrals made to the service with 487 (92%) of cases, have started their treatment within 3 weeks of referral.</p>	Green	90%	92%	94%	97%	96%

**Communities and Environment**

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

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Percentage of people on CPO unpaid work requirement seen within five working days by their case manager	In Quarter 4 78% (134 out of 171) of people had their induction within 5 working days.  In 2022/23 69% (444 out of 645) have had their induction within the timescale.	Amber	75.0%	69.0%	77.0%	57.0%	68.0%
Percentage of people starting their placement within seven days of a CPO unpaid work	In Quarter 4 129 (75%) of unpaid work placements commenced within 7 days of orders being imposed out of a total of 171.  In 2022/23 67% of people started their placement within 7 days of a Community Payback Order (CPO)commencing.	Amber	75.0%	67.0%	77.0%	47.0%	65.0%
Percentage of Criminal Justice Social Work reports submitted to Court by the due date	In quarter 4 98% (446 out of 456) of Criminal Justice Social Work Reports were submitted to the court by the due date.  In 2022/23 98% (1705 from a total of 1744)of Criminal Justice Social Work reports were submitted to Court by their due date.	Green	95.0%	98.0%	98.0%	97.0%	99.0%

**Children and Young People**

**Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Percentage of parental attendance at initial Child Protection case conferences	In quarter 4, out of 23 invitations were sent to parents for initial CP Case Conferences and 23 attended (100%). From 1 April 2022 to date, 210 invitations have been sent and 187 have attended (89%).	Green	85%	89%	-----	-----	-----

**Children and Young People****Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Percentage of Child Protection Investigations completed that progress to Case Conference	<p>In quarter 4, 54 out of the 131 (41%) CP investigations completed will progress to an initial child protection case conference. The year-to-date position is 237 investigations proceeding to case conference out of 626, 38% conversion rate. Although this falls below the notional target of 60%, this is not a performance-based target, the trend will be monitored and reviewed to ascertain if this low conversion rate is a result of changes in practice or another factor.</p> <p>In quarter 4, initial case conferences were held in relation to 17 children, 12 of these children were placed on the CP register, 71% conversion rate. The year-to-date position is 119 registrations out of 195 initial case conferences, 61% conversion rate.</p>	Contextual	60%	38%	-----	-----	73%
Percentage of children seen by a supervising officer within 15 days	To date, 89% of children have been seen within the 15 day timescale following a CSO being made at hearing.	Green	75.0%	89.0%	90.0%	70.0%	94.0%
Percentage of reports submitted to the Children's Reporter within agreed timescales	<p>In quarter 4, 60 out of 79 (76%) of reports submitted to SCRA were submitted within timescales.</p> <p>To date, 256 out of 332 (77%) of reports submitted to SCRA have been submitted within timescales.</p>	Green	75.0%	77.0%	71.0%	88.0%	82.0%



**Children and Young People****Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Percentage of our looked after children and young people accommodated in residential placements	As at March 2023, 741 children are looked after, 74 (10%) of these children are looked after in a residential setting including local authority houses, secure accommodation and residential schools. This position has been consistent since 1 April 2021.	Green	10.0%	10.0%	-----	-----	10.0%
Report the number of young carers supported by Action for Children on a quarterly basis to Senior Management Team	<p>The Young Carers Service (delivered by Action for Children) has been able to support over 120 children and young people, with 100% agreeing that the service has helped them achieve their goals and meet their identified needs e.g., weight management interventions, help with stopping smoking, money advice for families, one to one support, access to short breaks and groupwork.</p> <p>Action for Children were able to access additional funding which has made a positive difference to our families including providing Christmas gifts, replacement white goods and emergency payments for food.</p> <p>Young carers have also benefitted from engaging in the Summer of Fun programme and support from 'Over the Wall' who support siblings of children with serious illnesses and/or disability.</p> <p>Staff from the service work with partners to raise awareness of support on offer and how to access help. Awareness raising sessions have taken place in Holy Cross High School, Carluke High School, Larkhall Academy, Duncanrig High School, Biggar High School and Lanark Grammar.</p> <p>Between April and December last year 79 referrals were made to the service from partner organisations. In 2021 it was 39 and the year before 22, showing a really positive uptake in use of the service.</p>	Green	-----	-----	-----	-----	2,021



**Health and Wellbeing****Care and protect vulnerable adults**

Performance Indicators	Comments/ Progress	----- This Year -----		----- Last 3 Years -----		
		Status	Target	To Date		
Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there were a total of 220 local authority welfare guardianship visits due with 93% (205) being completed on time.  In quarter 4, there were a total of 46 local authority welfare guardianship visits due with 89% (41) being completed on time.	Green	90%	93%	93%	93% 94%
Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there were a total of 2291 private welfare guardianship visits due with 93% (2123) being completed on time.  In quarter 4, there were a total of 481 private welfare guardianship visits due with 85% (410) being completed on time.	Green	90%	93%	86%	94% 95%

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

Performance Indicators	Comments/ Progress	----- This Year -----		----- Last 3 Years -----		
		Status	Target	To Date		
Percentage of telecare installations completed by Care and Repair within agreed timescales	Quarterly telecare data benchmarking workbook was submitted ahead of the deadline in February 2023.	Contextual	-----	-----	-----	-----

**Health and Wellbeing****Continue to support carers good health and wellbeing alongside their caring role**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Number of new carers supported by the commissioned carer support from Lanarkshire Carers	<p>In Quarter 4, a total of 339 new carers were identified, 1,297 carers engaged and were supported, 7,516 services were accessed and 253 Adult Carer Support Plans were undertaken by our Commissioned Services.</p> <p>To date, 1,113 new carers have been identified, 5,426 carers have engaged and been supported, 25,133 services have been accessed by carers and 803 Adult Carer Support Plans have been progressed.</p> <p>Lanarkshire Carers continues to increase the number of carers they support and the range of support and services they provide for our carer population.</p>	Green	-----	1,113	-----	-----	912

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

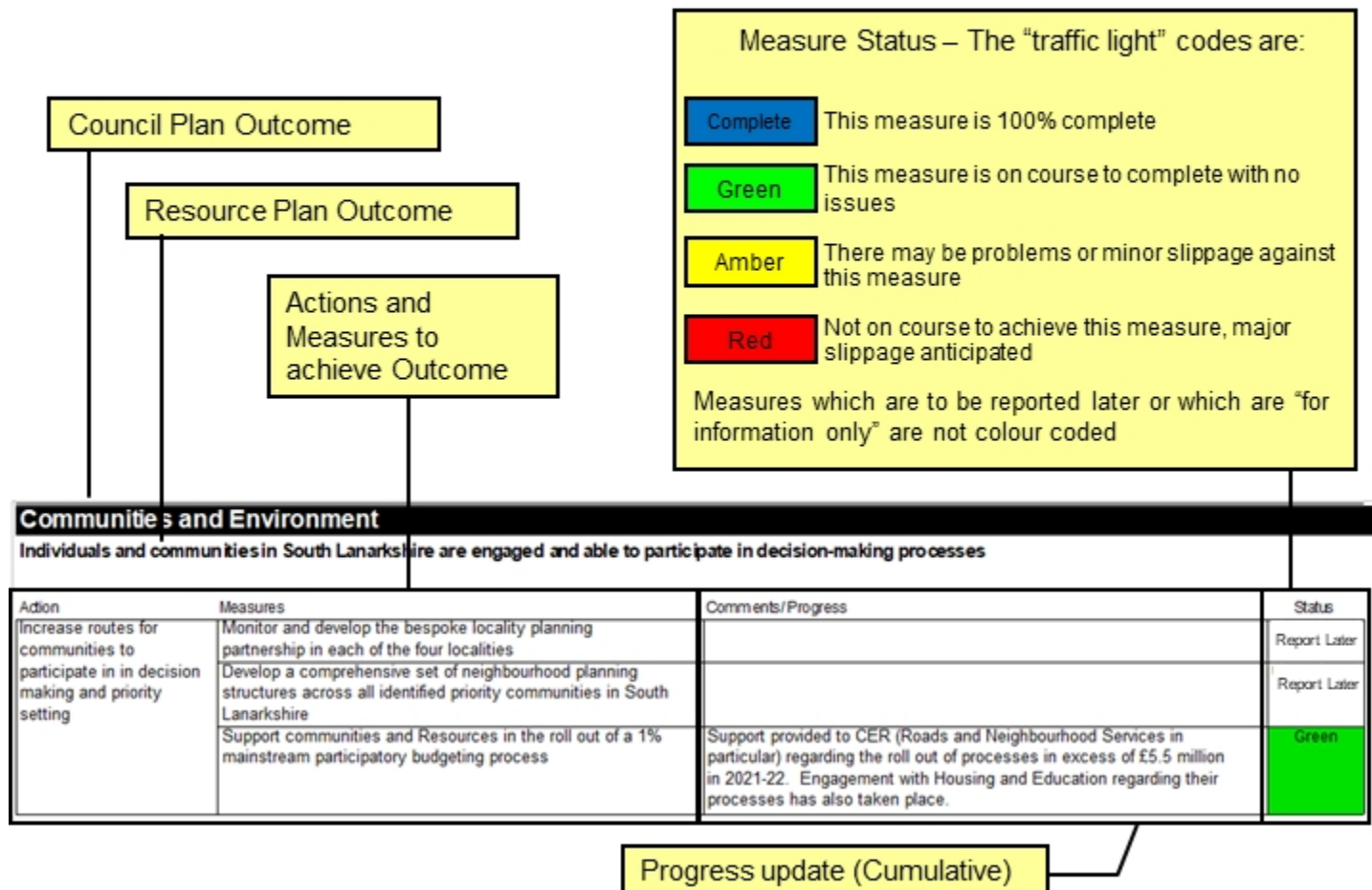
Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Percentage of personalised outcomes being achieved through service users reviewed support plans	<p>To date there were a total of 695 outcomes due to be met through reviewed L15 support plans with 76% (528) being achieved.</p> <p>In quarter 4, there were a total of 145 outcomes due to be met with 70% (102) being achieved.</p> <p>It is important to note that outcomes recorded as 'no longer required' cannot be fully progressed, usually as a result of a significant change to the service user's health/circumstances which requires a full re-assessment to identify their eligible needs for which a new support plan is required (where applicable), it does not mean that an outcome has not been achieved.</p>	Green	75.0%	76.0%	-----	-----	76.0%

Summary - number of measures complete, green, amber and red under each Council Plan Outcome / Theme

Council Outcome/ Theme	Complete	Green	Amber	Red	Report later	Total
<b>Communities and Environment</b>	<b>1</b>	<b>2</b>				<b>3</b>
<i>Education and Learning</i>						
<b>Health and Wellbeing</b>	<b>3</b>	<b>9</b>				<b>12</b>
<i>Children and Young People</i>						
<i>Housing and Land</i>						
<i>Our Economy</i>						
<b>Delivering the plan and achieving best value</b>	<b>4</b>	<b>2</b>				<b>6</b>
<b>Total</b>	<b>8</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>

## Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented .



## Communities and Environment

### Community Justice Outcome Improvement Plan is progressed

Action	Measures	Comments/ Progress	Status
Embed the national model for Community Justice in Scotland in South Lanarkshire Justice Services	Report on the priorities set out within the new CJ Outcome Improvement Plan 2022-2025 by March 2023	Due to the delay of the Scottish Government's National Strategy and related documents, performance framework and delivery plan, the progress of developing the new Community Justice Outcome Improvement Plan has been rescheduled to be produced by end of June 2023.	Green

### For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits

Action	Measures	Comments/ Progress	Status
Improve management of all offenders including high risk offenders	Provide training to increase awareness and knowledge of MAPPA to develop partnership-working arrangements with Adult and Older People Services by March 2023	This has been completed via input into an ASP Event with Care Homes to explain the MAPPA process on 13/07/22.	Complete

## Health and Wellbeing

### Care and protect vulnerable adults

Action	Measures	Comments/ Progress	Status
Improve outcomes for people to live in their own homes and communities for as long as possible	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4	A six monthly report on inspection activity is reported to the Senior Management Team, Social Work Committee and South Lanarkshire Integrated Joint Board.	Complete
Monitor vulnerable adults referrals/activity	Produce quarterly Adult Protection report for Adult Protection Committee and Chief Officers Group to monitor ASP activity	In Quarter 4 the Resource worked with a number of service users as a result of Adult Support and Protection (ASP) issues. There were 892 ASP inquiries, 381 investigations started in the period and 10 protection plans progressed.	Green

## Health and Wellbeing

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

Action	Measures	Comments/ Progress	Status
Support progress against the six Ministerial Steering Group indicators	Report against trajectories for the six Ministerial Steering Group indicators: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	Information on the 6 MSG indicators is monitored monthly and formally reported on a quarterly basis to the Integration Joint Board, Performance and Audit Sub Committee. Year on year comparison between April – October 2022 against 2021 shows <ul style="list-style-type: none"> <li>• A&amp;E attendances down by 2%</li> <li>• emergency admissions down by 6%</li> <li>• unscheduled bed days (Acute specialties) down by 0.5%</li> <li>• Unscheduled Care (UC) Bed days Acute/Geriatric Long Stay (GLS)/Mental Health (MH) down by 4%</li> <li>• delayed discharge non-code nine bed days are 9% above trajectory</li> </ul> It should be noted that emergency admissions and unscheduled care bed days will increase as episodes of care are completed.	Green
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	A report on the progress of the strategic directions was presented to South Lanarkshire Integration Joint Board (IJB) at its meeting on 28th March 2023. The IJB approved the removal of a Direction in relation of Adults with Incapacity (AWI) off-site acute beds which is primarily due to a change of approach in terms of the care management of such patients with more robust review processes being applied regardless of where the patient is resident. This reduces the total number of Directions from 26 to 25. The IJB agreed that the remaining 25 directions be issued to NHS Lanarkshire and South Lanarkshire Council effective from 1 April 2023. To ensure that the existing Directions remain aligned to the Strategic Commissioning Plan 2022 – 2025 (SCP) a review of the Directions will be undertaken in 2023/24 and brought back to the IJB for discussion and approval. Any proposals for any new Directions that flow from the implementation of the SCP will be presented to the IJB for consideration and approval.	Green

## Health and Wellbeing

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

Action	Measures	Comments/ Progress	Status
Extend the range and choice of day opportunities for older people	Report to Social Work Committee on the progress of the Day Care Review within the lifecycle of this Resource Plan	The final review of day services report is expected to be presented at the IJB and Social Work Committee in June 2023. Currently, all services are continuing to be delivered from building bases which has been the case since November 2022. Offering choice and control over how services are delivered remains a central focus towards improving outcomes for individuals.	Green
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	The See Hear Strategy has 7 national recommendations. The See Hear Strategic Working Group (SHSWG) is currently focussed on Recommendation 4. Local partnerships should be able to evidence that their service planning reflects the need in their area and reflects appropriate responses to the hierarchy of need. A public information awareness raising event is planned for the Lanark Locality end of April. A range of specialist providers and agencies will be available to provide support and information on the day. This type of event once evaluated, will be repeated across other localities in 2023/2024. Representatives from the Health and Social Care Alliance Scotland will be in attendance at the event.	Green
Progress South Lanarkshire's care Facilities Modernisation Programme	Provide a quarterly update to Senior Management team on the progress of the Blantyre Care Campus development including the Care Facility and Technology Enabled Properties in quarter 2 and 4	<p>We transferred service users from Canderavon Intermediate Care (IC) to the intermediate care unit within the new innovative Blantyre LIFE in March 2023. The move went very well for service users and staff and we are now working towards full capacity within the IC unit.</p> <p>We are finalising the fit out for the ground floor area and anticipate being open to the public from 3 April, however staff have been busy working alongside this with key partners to ensure enhanced service delivery is available within the facility.</p> <p>Our award-winning technology enabled houses (20) are fully occupied and have reached their first milestone with our first residents having been in occupancy for one year.</p>	Green
Prepare for the Analogue to Digital	Complete telecare asset audit, including testing of all peripheral technology by July 2022.	Asset audits were incorporated into digital alert alarm installation process from September 2022.	Green

## Health and Wellbeing

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

Action	Measures	Comments/ Progress	Status
Migration for Assistive Technology	Provide a quarterly update to Senior Management Team on findings from the Telecare Quarterly Benchmarking submission and agree relevant actions for 2023/24	Quarterly reports was compiled and submitted to Claire Rae, Head of Health and Social Care in March 2023.	Green
Put Home First Model in place to support people to maximise their independence, safe and timely hospital discharge and avoid unnecessary hospital admission.	Develop project plan for implementation by June 2022	A Project Plan is in place and is progressing alongside the implementation of the Home First service across the localities.	Complete
	Develop measurement plan which tracks progress and implementation of Home First Model by September 2022	A measurement plan is in place and IT systems have been updated to support data capture.	Complete
	Undertake phased recruitment of staffing to embed the model across the HSCP by January 2023	Recruitment, selection, and retention of Social Care staff is challenging as there is a national shortage of skilled workforce across all sectors. Recruitment continues across localities. There is a national shortage of skilled workforce. Care at Home social media recruitment campaigns and targeted recruitment campaigns continue. A Lanarkshire wide Care Academy is being created with a dual focus on further supporting the ambitions of existing staff and fostering a new generation of health and care professionals.	Green

## Communities and Environment

### Strengthen engagement with service users and carers

Action	Measures	Comments/ Progress	Status
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Provide a quarterly update to Senior Management Team on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	<p>Opportunities for individual participation have continued during meetings and contacts including the processes of self-directed support and reviews of service provision.</p> <p>Three consultation sessions were held in February in partnership with Lanarkshire Carers Centre. The sessions provided the option of joining in person or online to promote wide access and included participation of carers from the minority ethnic community. Participants provide their viewpoint on a range of issues and the service responses they would like to see.</p> <p>Building on previous consultation an event was held for secondary school aged care experienced young people throughout South Lanarkshire. They came together in person to discuss and share their viewpoint of the priorities they would like to see the Children's Services Partnership address over the next few years. The outcome of their discussions has informed the development of the Keeping the Promise plan which will support and develop services for care experienced children and young people throughout the Council area.</p>	Green

## Delivering the plan and achieving best value

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

Action	Measures	Comments/ Progress	Status
Ensure high standards of governance are being exercised	Report to the Senior Management Team on the review of the Risk Register every 6 months and report to Social Work Committee annually	A report on the SW Risk Register is now presented to every meeting of the Social Work Committee. Most recent report presented on 15 February 2023.	Complete



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

Action	Measures	Comments/ Progress	Status
Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	Report prepared in December 2022 for Senior Management Team consideration.	Complete
Chief Social Work Officer will continue to provide professional advice and guidance to the Council in accordance with legislative duties	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions by September 2022	The CSWO Report was completed in September 2022.	Complete

**Develop improvement activity and promote scrutiny**

Action	Measures	Comments/ Progress	Status
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	All statutory returns due were submitted to the Scottish Government within agreed timescales this year.	Complete

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

Action	Measures	Comments/ Progress	Status
Progress the procurement and implementation of the new Social Care Case Management System by 2023/24.	Complete the relevant steps in procurement and implementation and report progress to the Project Review Board throughout project delivery	All key milestones for the Liquidlogic Implementation are on target. As of 31st March, we have now completed Phase 1 of Data Migration and User Acceptance Testing (UAT) for Children's, Adult's, Justice and Adult's Finance. Data cleansing is ongoing in preparation for phase 2 of data migration.	Green

**Social Work Resources embeds sustainable development across services**

Action	Measures	Comments/ Progress	Status
Contribute to a fair, healthy and sustainable food system	Provide an annual update to Senior Management Team and identify potential opportunities for sourcing more local produce through the procurement process, identify small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	A Market Capacity Assessment was carried out by Fare Consulting Ltd to advance objectives of the Climate Change and Sustainability Strategy to better understand the capacity of the local food and drink business to supply food and drink to the different council resources. The outcome of the analysis from the assessment will help to take this work forward. Once the basis for the development to achieving best value for Social Work establishments will be reported to the Senior Management Team.	Green

## SWR: Quarter 2 to Quarter 4 2022-23 - scrutiny of change in measure status

Measure	Q2 Status	Q4 Status	Q4 Comments
<b>Performance has improved from Q2 to Q4</b>			
Percentage of people on CPO unpaid work requirement seen within five working days by their case manager	Amber	Green	Additional measures are being taken by staff to follow up on same day with service users' non-attendance. Further work is being done to understand the reasons behind non-attendance.
Percentage of people starting their placement within seven days of a CPO unpaid work	Amber	Green	Justice Services have introduced service users starting same day induction and placements. This supports the Community Payback policy approach of immediacy in undertaking hours.
<b>Awaiting results....</b>			
Report on the priorities set out within the new CJ Outcome Improvement Plan 2022-2025 by March 2023	Report later	Report later	Due to the delay of the Scottish Government's National Strategy and related documents, performance framework and delivery plan, the progress of developing the new Community Justice Outcome Improvement Plan has been rescheduled to be produced by end of June 2023.
Percentage of telecare installations completed by Care and Repair within agreed timescales	Report later	Report later	The quarter 4 telecare data benchmarking workbook was submitted ahead of the deadline in February 2023. The report for quarter 4 will be available following the telecare benchmarking workshop in May 2023.



# Report

7

Report to: **Social Work Resources Committee**  
Date of Meeting: **6 December 2023**  
Report by: **Director, Health and Social Care**

Subject: **Update on the 2022/2023 Risk Register and Risk Control Plan**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an update on risk management arrangements and the risk register for Social Work Resources

## 2. Recommendation(s)

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

- (1) that the contents of the report be noted;
- (2) that the set of top risks for Social Work Resources be approved; and
- (3) that an additional two Social Work risks be approved.

## 3. Background

- 3.1. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision-making processes. The Strategy requires resources to record and review risks and control actions regularly. Social Work Resources follow the guidance in developing, monitoring and updating the risk register on an ongoing basis.
- 3.2. The purpose of the risk register is to ensure that Social Work Resources is fully aware of its top risks; that these risks are prioritised; and that controls are in place to eliminate or minimise the impact of the risks.
- 3.3. The Resource scores these risks in accordance with the Council's corporately agreed scoring mechanism, based on likelihood and impact. This results in risks being scored between one and twenty-five (low – very high). Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls). Further detail on the Council's scoring matrix and approach to risk appetite is outlined in appendix 1.
- 3.4. Each Resource has a Resource Risk Management Group which has responsibility for the promotion and management of risk. The Social Work Resources Risk Management Group continues to meet on a regular basis to provide operational oversight of all risks impacting on the delivery of social care services.

3.5. This particular report provides an update to Social Work Resources Committee on a number of interrelated pieces of work that have been undertaken with regards to risk in the context and how these impact on the delivery of social care services. Notably, this report will cover the following areas:

- A reviewed list of top risks impacting on social care as per agreement at Social Work Resources Committee on 27 September 2023
- A review of the Council's top risks for 2023/2024

#### 4. **Review of the Top Risks Impacting on Social Care Services**

4.1. At its meeting of 27 September 2023, Social Work Resources Committee agreed the top five risks impacting on the delivery of social care services. It is evident that these risks continue to have a significant impact and, therefore, remain valid as the agreed top risks.

**Table 1 – Social Work Resources Top Risks**

	Top Risk	Risk Level
1.	Workforce availability and capacity	Very high
2.	Public Protection and Legislative Duties	Very high
3.	Market and Provider Capacity	Very high
4.	Funding and Budgetary Pressures	Very high
5.	Winter demands and pressures	Very high

4.2. In relation to the risk below, an addition has been made to the risk description to reflect the introduction of new legislation:

- **Failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies**

The introduction of the [Health and Care \(Staffing\) \(Scotland\) Act 2019](#) will come into effect from 1 April 2024, and may present additional risk for care services. The Act places duties on those who commission or deliver health and social care services to provide assurance that staffing is appropriate in numbers and skill mix and can support people to achieve their best health and care outcomes.

The Safe Staffing Programme has been established by the Scottish Government to support the social care sector with the implementation of this legislation and to develop a staffing method framework which will assist the assessment and decision-making process on workload and workforce planning. A range of [webinars](#) are planned from October 2023 to March 2024 to support the implementation of the Act.

The Social Work Workforce Plan 2022-2025 will continue to address the demand and workforce challenges facing services and the need to maintain the health and wellbeing of the workforce. An action plan is in place to address these challenges, by maximising available resources through options of service redesign; developing recruitment practices; and ensuring the workforce feel valued and supported.

4.3. A number of factors continue to impact directly on the top risks relating to funding and budgetary pressures and market/provider capacity. Although these do not alter the risk scoring of the others at this stage, they do emphasise further challenges which require to be accounted for in a risk context.

Of note and for information, these additional challenges are related to:

- Ongoing budgetary pressures within the children's element of the Children and Justice budget.
- Financial pressures affecting the stability of the external provider market.

- 4.4. Appendix 2 provides further detail on each of the top risks, alongside the inherent and residual risk scores and sample controls.
- 4.5. Whilst these top risks are the primary focus of the Resource in terms of oversight, monitoring and management, there remain 12 other risks rated as high but deemed to be of lesser impact at this point in time. The Resource continues to monitor these risks and contribute to by way of mitigation, some of which are wider organisational risks that require all departments of the Council to respond to by working together corporately. The list below provides some additional detail in this regard:
1. Deliver Strategic Commissioning Plan Outcomes required by IJB
  2. Cost of living crisis
  3. Business continuity, response and recovery
  4. IT developments and functionality
  5. Fraud, theft organised crime and cyber attacks
  6. National Care Service
  7. Sustainable development and climate change objectives
  8. Historic Child Abuse
  9. Refugee resettlement and asylum seeker dispersal programme
  10. Disruption to council services due to industrial action
  11. Achieve standards and scrutiny levels identified by regulatory bodies (New)
  12. Implications of the SFRS Unwanted Fire Alarm Signals Policy (New)
- 4.6. From a risk appetite and tolerance perspective, the Council aims to be risk embracing, in that it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a very high residual risk exposure as this would indicate instability, but a low residual risk exposure should also be avoided as this indicates lack of innovation.
- 4.7. The Council's universal risk tolerance levels are outlined within the Council's Risk Management Strategy 2020, and this is expected to be reviewed over the next year. The current ideal risk profile is defined as:
- ◆ No more than 10 per cent of residual risks at a very high level
  - ◆ No more than 15 per cent of risks at a high level
  - ◆ Around 50 to 60 per cent of residual risks at a medium level
  - ◆ No more than 30 per cent of residual risks at a low level
- 4.8. The Social Work Resources risk profile is detailed in Table 2, in respect of the 17 risks referred to in sections 4.1 and 4.5. The profile currently exceeds the ideal universal risk exposure levels defined by the Risk Management Strategy detailed above; however, it is reflective of the environment which the service currently operates within and mirrors the highest level risks currently facing the Council.

**Table 2 - Top risks risk profile**

<b>Risk category</b>	<b>Risk rating</b>	<b>Number of risks</b>	<b>Percentage of risks</b>
1	Very high	8	47%
2	High	9	53%
3	Medium	0	-
4	Low	0	-

- 4.9. Risk will remain a standing item on Social Work Resources Committee and the risk register and reporting of risk will be a dynamic process, with Committee receiving updates on any changes to levels of risk or new risks which may evolve over time.

**5. Reviewing the Council's Top Risks for 2023/2024**

- 5.1. The Year End Risk Management Report (2022/2023) and Review of Council's Top Risks (2023/2024) were presented to Risk and Audit Scrutiny Committee on 31 October 2023.
- 5.2. The annual review of the Council's top risks began in April 2023, with views sought from Heads of Service, Senior Managers, Elected Members and Trade Unions. The review supports the systematic identification and assessment of top risks and cross cutting themes across the Council which will be monitored through individual resource risk registers.
- 5.3. New risks added to the Council Risk Register reflect those within the Social Work risk register and include:
- ◆ implications of the Scottish Fire and Rescue Service Unwanted Fire Alarm Signals Policy within the Council's non-domestic estate
  - ◆ failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies
  - ◆ third and private sector market capacity
- 5.4. Updates to other relevant risks to Social Work Resources, include:
- ◆ the risk description on 'Funding' highlights continued pressures, which will require significant change and consideration of risk appetite, if we are required to manage services and demand with a diminishing resource
  - ◆ the 'National Care Service Bill' risk score has reduced from 16 to 12 due to the extension to debate the Bill until next year and agreement reached for National Care Service staff, buildings and delivery of services to remain with councils.
  - ◆ the 'health, safety and wellbeing of employees' risk card removes reference to the increased requirements due to the pandemic.

**6. Major projects, partnerships, or change**

- 6.1. Within Social Work Resources, 13 partnerships have been identified. Highlighted risks for partners include the current unprecedented financial challenges and workforce pressures faced by health and social care.
- 6.2. The South Lanarkshire Integration Joint Board (IJB) has an approved risk management strategy and a risk register which details the organisation's approach to risk and how it will identify and manage risks to mitigate against subsequent impact.



6.3. The risk register has been revised and refined to focus on those very high and high strategic risks directly impacting on the business of the IJB. The risks within the revised register are proposed as follows (scores below reflect risk scoring after mitigation):

- Financial sustainability – very high
- Workforce availability and capacity – very high
- Winter pressures – very high
- Failure to meet public protection and legislative requirements – high
- Performance Reporting does not capture performance across the whole health and social care system – high

6.4. Audit Scotland's recently published report [The Scottish Government's workforce challenges](#) reiterates the scale of public sector workforce reform which will be required to deliver sustainable public services for the future.

## **7. Next steps**

7.1. The Resource Risk Management Group will continue to meet on a regular basis. The risk register will be reviewed on an ongoing basis by the group to ensure that risks remain valid for the appropriate service areas and to identify new areas of risk that affect the Resource. An update report will be provided regularly to Committee.

7.2. Moreover, future reports and proposals brought before Social Work Resources Committee will show the correlation and read across with the top risks to assure Committee that such proposals are geared towards providing further levels of mitigation.

## **8. Employee Implications**

8.1. Time will be required for the Resource Risk Management Group to manage the Resource risk register and risk control plan.

## **9. Financial Implications**

9.1. There are no direct financial implications associated with the Resource's top risks. There are a number of proposed risks which are classified under the heading of financial. Where this is the case, the appropriate controls and actions have been included in the risk control cards and progress will be monitored.

## **10. Climate Change, Sustainability and Environmental Implications**

10.1. Sustainable development issues are included within the Council's top risk register through being linked directly to the Council Plan objective 'make communities safer, stronger and sustainable'

## **11. Other Implications**

11.1. Failure to demonstrate that risk is actively considered and managed cannot only lead to avoidable financial loss but could also affect delivery of services and the reputation of the resource.

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

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

12.2. Consultation on the content of this report has been undertaken with the Resource Management Team.

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

7 November 2023

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective and efficient and transparent

**Previous References**

- SW Committee – 27 September 2023

**List of Background Papers**

- None

**Contact for Further Information**

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

Ciana Stewart, Planning and Performance Manager

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## Appendix 1 – Risk scoring matrix, likelihood and impact definitions

### Likelihood

Score	1	2	3	4	5
Description	Rare	Unlikely	Possible	Likely	Almost certain
Likelihood of occurrence	1 in 10 years	1 in 3 years	1 in 2 years	Annually	Monthly
Probability of occurrence	The event may occur in certain circumstances	The event could occur	The event may occur	The event will probably occur	The event is expected to occur or occurs regularly

### Impact

	Reputation	Financial	Service delivery/ Time to recover	Compliance	Safety
<b>1 Negligible</b>	Public concern restricted to local complaints	<£50,000 per annum	No impact to service quality; limited disruption to operations.	No external interest	Minor injury – no lost time
<b>2 Minor</b>	Minor adverse local/public/media attention and complaints	£50,000-£250,000 per annum	Minor impact to service quality; minor service standards are not met; short term	Very minor attention from legislative/regulatory body	Minor injury – resulting in lost time
<b>3 Moderate</b>	Adverse national media Public attention	£250,000 to £500,000 per annum	Significant fall in service quality; major partnership relationships strained; serious disruption in service standards	Short-term attention from legislative/regulatory body	Major injury or ill health resulting in lost time
<b>4 Major</b>	Serious negative national or regional criticism	£500,000 to £1million per annum	Major impact to service delivery; multiple service standards are not met; long term disruption to operations; multiple partnerships affected	Medium-term attention from legislative/regulatory body	Fatality; Or injuries to several people
<b>5 Catastrophic</b>	Prolonged international, regional and national condemnation	>£1million per annum	Catastrophic fail in service quality and key service standards are not met; long term catastrophic interruption to operations; several major partnerships are affected	National impact with rapid intervention of legislative/regulatory body	Multiple fatalities; Or injuries to large number of people

The assessments for impact and likelihood combine to provide an overall inherent risk score on the scale of between 1 and 25, using the council's recognised risk matrix.

## Risk matrix

Likelihood	<b>5</b> Almost Certain	5	10	15	20	25
	<b>4</b> Likely	4	8	12	16	20
	<b>3</b> Possible	3	6	9	12	15
	<b>2</b> Unlikely	2	4	6	8	10
	<b>1</b> Rare	1	2	3	4	5
		<b>1</b> Negligible	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Major	<b>5</b> Catastrophic
		<b>Impact</b>				

The risk score is calculated as follows:

***Likelihood score x Impact score = Risk Score***

Risks scored 15 to 25 are considered to be very high risks and risks scored 8 to 12 are considered to be high risks. Very high and high risks are monitored closely.

## Appendix 2

### Social Work Resources Risk Register (August 2023) Extract of risks with residual score category of Very High

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
1	1 Very High (15-25)	<b>Workforce Availability and Capacity</b>  <b>Description</b> <ul style="list-style-type: none"> <li>Lack of capacity and skills to meet increased service demands.</li> <li>National shortage of skilled workforce across all sectors</li> <li>Recruitment, selection, and retention of Social Care Staff challenging</li> <li>Growing demographic and post pandemic service demands</li> <li>Workforce profile shows an ageing workforce within social care</li> <li>Competition with other industry sectors and Local Authorities</li> <li>Implication of the Health and Care (Staffing) (Scotland) Act 2019</li> </ul>	25	Prioritising workloads, raising concern within management team  Social Care and Social Work Critical Functions Framework  Care at Home social media recruitment campaign	Workforce Monitoring reports to SWC  Personnel targeted recruitment campaigns  Increase use of social media to recruit  Care Academy	Workforce Strategy for Health and Social Care Scotland  SSSC (Scottish Social Services Council) registration requirements	20

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
2	1 Very High (15-25)	<b>Meeting Public Protection and Legislative Duties</b>  <b>Description</b> <ul style="list-style-type: none"> <li>Ability to meet increased demands and risks with regards Public Protection (Child Protection, Adult Support and Protection, MAPPA and Gender Based Violence)</li> <li>Meeting all legislative duties pertaining to assessment, support planning and reviews</li> </ul>	25	<p>SwisPlus system records legislative rationale for intervention.</p> <p>Improve reports on legislative timescales targets being met</p> <p>ASP decision making support tool for staff.</p> <p>Wellbeing portal for all staff to access. Risk Assessment for Service Users PPE support to all who require</p>	<p>A risk assessment is part of care management function.</p> <p>Mandatory training and LOL courses for all staff, specific legislation LOL's available.</p> <p>Workforce updates to all SW Committee Meetings. Serious Incident recording and action</p>	<p>Previous inspections reports by CI: SDS, Children's Services and ASP inspection.</p> <p>All registered care services have oversight by Care Inspectorate</p> <p>Other inspection: Mental Welfare Commission reviews</p>	20

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
3	1 Very High (15-25)	<b>Market and Provider Capacity</b>  <b>Description</b> <ul style="list-style-type: none"> <li>The market has insufficient capacity and choice to meet demand</li> <li>Risks of Providers not being able to sustain their business models/supply chain issues</li> <li>Providers are able to maintain compliance with national standards and quality of service delivery</li> <li>Future arrangements with regards to the National care Home Contract and rates agreed</li> </ul>	25	Quality Assurance & Commissioning Team in place  Procurement Network Oversight meetings in place  Mapping tool developed in support of care at home service	Oversight of all SL based registered care services maintained  Social Work Scotland Care Market intelligence shared.  Market facilitation plan	Care Inspectorate regulation of all care services  Scottish Care support of independent, private, voluntary care providers.	20

				Sample of Controls			
	Risk Category	Key Risk	Inherent risk score	1st line of defence: Operational management	2nd line of defence: Corporate functions (not internal audit) that oversee or who specialise in compliance or the management of risk (CMT)	3rd line of defence independent assurance (internal/external audit and any other scrutiny or regulatory body)	Residual Risk Score
4	1 Very High (15-25)	<b>Funding and Budgetary Pressures Description</b> <ul style="list-style-type: none"> <li>Risk that services have to re-prioritised as a result of reductions in budgets</li> <li>Reduction in early intervention and prevention activity as a result of having to respond to statutory duties such as public protection</li> </ul>	25	Budget holder responsibility and monitoring.  Care Packages linked to finance module  Voluntary Sector commissioned services can lever additional funding to the area	Revenue and Capital budget monitoring reports to SW Committee  Four weekly monitoring and reporting of financial performance to CMT	COSLA role in support of LA's and links to Scottish Government  Audit Scotland reports and briefings	20



5	1 Very High (15-25)	<b>Winter Demand Pressures</b> <b>Description</b> <ul style="list-style-type: none"> <li>Increased service demand beyond normal levels as a result of the impact of seasonal Flu, other respiratory conditions and increased unwellness in the population</li> <li>Impact on workforce availability due to potential increases in sickness/absence</li> <li>Impact of adverse weather on service delivery</li> </ul>	25	<p>Planning for Winter 2023/2024 commenced in July 2023</p> <p>All health and social care staff offered flu and COVID 19 vaccines.</p> <p>Covid and Flu Vaccine Programme for public</p>	<p>GP and Pharmacy Opening</p> <p>Maximising Planned Date of Discharge, Discharge Without Delay and Home First</p> <p>Multi-agency approach across NHS Lanarkshire, the two H&amp;SCPs/IJBs, North and South Lanarkshire Councils together with the respective supports. NHS 24 etc.</p>	<p>NHS Scotland, Public Health Scotland, Healthier Scotland driving forward Winter 2022 Vaccines programme.</p> <p>Overall Resilience Planning</p>	20
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# Report

8

Report to: **Social Work Resources Committee**  
 Date of Meeting: **6 December 2023**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Keeping the PROMISE funding: Youth and Justice Rights**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ update the Committee on having successfully secured CORRA funding from the category - keeping the PROMISE round two: Youth Justice and Rights

## 2. Recommendation(s)

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

- (1) that the use of CORRA granted funding for the project Youth Justice and Rights be noted; and
- (2) that the 0.5FTE Team Leader post is added to the Social Work Resources establishment on a fixed term basis, as detailed in section 5.

## 3. Background

- 3.1. In February 2020, the Independent Care Review, commissioned by the Scottish Government, set out how the country can make sure every child is loved, safe and respected. In South Lanarkshire Council, Children and Justice Social Work Services, there is a strong commitment to keeping “The PROMISE” to care experienced young people to ensure they grow up loved, safe and respected. Implementation of the PROMISE is supported by key strategic partnership structures that lead on and drive forward our aims. The Champion’s Board is ensuring the voice of care experienced young people is influencing strategic planning via the South Lanarkshire PROMISE Oversight Board attended by key leaders from Council, Health and third sector groups. This Board is scrutinising our performance to ensure that our specific commitments to care experienced young people are implemented.
- 3.2. A key national commitment has been made towards reducing the disproportionate criminalisation of care experienced young people. South Lanarkshire Children and Justice Social Work Services have been strongly committed to improvements in these areas and have already made structural changes and significant improvements in this approach which straddles a number of services. A young person’s service encompassing our Throughcare and Continuing Care Team has been established to ensure targeted and tailored support is provided to our young people. Improvements, to date, include enhanced support of care experienced young people, who are listened to, supported and their right to remain in care is respected.

Further improvements have included:

- strategies to prevent under 18's being remanded or sentenced to custody in HM Polmont YOI (Scottish Prison Service data on under 18s reflects a reducing trend of remands and none in past 18months)
- successful structured deferred sentencing pilot
- introduction of a pathway supporting health needs of this care experienced group
- introduction of care experienced teachers dedicated to support inclusion, wellbeing, and attainment of young people.
- supported Inclusion as Prevention, a community lottery funded initiative that led to a blueprint for coproducing system change with young people

3.3. The focus on improvement in this area has highlighted that despite the improvements achieved to date, further change requires to be achieved to prevent younger care experienced people from being stigmatised and criminalised. To support continued improvement in this area a partnership application was submitted to CORRA Keeping the PROMISE round two, Youth Justice and Rights. This application was successful, and funding was granted to support young people on the edges of or who are already involved in the Youth Justice system to work with South Lanarkshire Council, Covey, and the University of the West of Scotland to implement a contextual safeguarding approach.

#### **4. Focus of the CORRA bid focussing on Youth Justice and Rights**

4.1. The Child Protection Committee is driving forward the implementation of a contextual approach to safeguarding young people from non-familial harm such as criminal and sexual exploitation. The PROMISE Youth Justice funding will support the implementation of this approach through the development of a multi-agency partnership to further integrate the voice of young people with experience of coming into conflict with the law to the systemic changes taking place.

4.2. COVEY Befriending will be the key lead to supporting young people to participate in this project. Covey will receive referrals for young people already involved in or on the edges of the justice system. Referrals to COVEY will come from the young person's service who will offer mentoring and support to empower this group of young people whose feedback from lived experience of Youth Justice will help to inform the cultural changes required to implement contextual safeguarding. They may for example, comment on language or offer advice on how to improve contextual safety for young people at risk of extra familial harm. COVEY will work with our Promise participation leads, contextual safeguarding champions and contribute to our contextual safeguarding conference. In addition to representing the voice of young people in multi-agency workforce briefings to help to change culture and to shape our strategic approach. COVEY will recruit a Project Coordinator, a Group Facilitator and a Project Lead who will offer engagement with young people and services, facilitate group work and contribute to management and leadership support.

4.3. It is proposed that a Team Leader post is established within Social Work Resources, and they will have responsibility for networking with young champions and partner agencies and coordinating the strategic oversight group. The Team Leader will collate the performance information and improvement required for the grant funding at the 6, 12 and 18 month points of the project and feed this back to CORRA. The post will also have a key responsibility for communicating about learning from the project and will represent the findings at the PROMISE strategic group.

- 4.4. The University of the West of Scotland will support evaluation of the project which will include having peer reviewers recruited to be at the centre of this evaluative work.

## **5. Employee Implications**

- 5.1. The following post should be added to the Social Work Resources establishment on a fixed term basis for 12 months.

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross cost	Total cost
Team Leader	0.5	Grade 3 level 8	79 – 80	£25.74 - £26.13	£46,972 - £47,684	£61,205 - £62,133	£30,602 - £31,066

## **6. Financial Implications**

- 6.1. CORRA have awarded £0.150m for this project over an 18-month period: £0.090m for COVEY; £0.030m for the University of the West of Scotland and £0.030m for South Lanarkshire Council.
- 6.2. The Team Leader post detailed at 5.1 will be funded from the South Lanarkshire Council element of the award.

## **7. Climate Change, Sustainability and Environmental Implications**

- 7.1. There are no climate change, sustainability, and environmental implications identified by this report.

## **8. Other Implications**

- 8.1. There are no other implications identified by this report.

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

- 9.1. There is no requirement for an equality impact assessment and consultation arrangements.
- 9.2. Consultation has taken place the trade unions on the establishment of this fixed term post.

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

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

23 October 2023

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ focussed on people and their needs
- ◆ working with and respecting others

### **Previous References**

- ◆ none

### **List of Background Papers**

- ◆ evaluation of structured deferred sentencing approach
- ◆ funding application to CORRA

### **Contact for Further Information**

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

Diane Dobbie, Service Manager, Childrens and Family Services

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

Phone :01698-453952

# Report

9

Report to: **Social Work Resources Committee**  
 Date of Meeting: **6 December 2023**  
 Report by: **Director, Health and Social Care**  
**Executive Director (Finance and Corporate Resources)**

Subject: **Enhancing Trauma Recovery Capacity**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the committee with an update on how trauma informed practice across children's services can be enhanced by aligning a Trauma Recovery Counsellor post to the newly created family support hubs
- ◆ update the committee on Scotland's commitment to prevent and mitigate the negative impact of childhood adversity and trauma while contributing to #keepthepromise through provision of earlier, preventative, holistic family support
- ◆ update the Committee on how aligning funding from the Children and Young Peoples Community Mental Health and Wellbeing Fund will enhance the delivery of whole family wellbeing services and holistic family support

## 2. Recommendation(s)

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

- (1) that that the contents of the report are noted; and
- (2) that the post detailed in section 5 of the report be approved.

## 3. Background

- 3.1. It is the Scottish Government and COSLA's ambition for Scotland to have trauma-informed services and workforces that are capable of recognising where people are affected by trauma and adversity, that are able to respond in ways that prevent further harm and support recovery and can address inequalities and improve life chances.
- 3.2. The Scottish Government allocated recurring funding of £15m per annum in relation to the development of new and enhanced community mental health and wellbeing services. South Lanarkshire receive £840K per year to deliver these developments. These new, or enhanced, supports were aimed to focus on early intervention and prevention support for children and young people aged 5-24. This was produced based on recommendations from the Mental Health Taskforce as well as consideration from other youth engagement. As a partnership we have committed £835K to date for this programme, including the post highlighted at 5.1.

- 3.3. As a Resource we have undertaken a review of all our family support services. This has been transformational in how services are delivered to children and their families in South Lanarkshire. The combination of health care, social care and third sector teams collaborating at community level, married with thorough planning and investment, has seen the successful launch of a number of initiatives. The early rollout has included family support hubs that promote a no wrong door approach for families seeking support. The aim is to reduce perceived stigma of families seeking help and preventing challenging situations escalating to the point where children may need to enter care, or other formal measures or support are required.
- 3.4. Trauma informed practice is a priority, and a Reflective Practice Coordinator is currently aligned to the family support hubs to support staff wellbeing and strengthen their ability to be reflective, trauma informed practitioners to develop staff in practicing in a trauma informed way with families. The overall programme is evaluated through Psychological Services who recruited an Education Psychologist from the Children and Young Peoples Community Mental Health and Wellbeing Fund to lead on and evaluate the programme. This involves reporting back to the Scottish Government annually on quantitative as well as qualitative data and outcomes. Future reports on the full programme will be brought back to future committees for oversight.

#### **4. Proposal**

- 4.1. The addition of a Trauma Recovery Counsellor to work directly with children and families experiencing trauma is identified as a gap and would contribute to the realisation of delivery of preventative whole family support. Families would have access to this specialist intervention before the situation has escalated. They work directly with families as an early intervention approach for direct support at the right time to link with children or adult mental health services as identified as a priority nationally and locally.

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

- 5.1. Approval is sought to establish the post on a permanent basis as outlined in the table below.

Post	No of posts	Grade	SCP range	Hourly rate	Annual salary	Gross cost	Total cost
Trauma Recovery Counsellor	1	Grade 3	72 - 74	£23.40	£42,703	£55,642	£55,642
		Level 4		- £23.90	- £43,615	- £56,830	- £56,830
Total							£55,642 - £56,830

#### **6. Financial Implications**

- 6.1. The costs will be funded from the Children and Young Peoples Community Mental Health and Wellbeing Fund. Should the funding arrangements change in the future the recurring costs will be absorbed in the service.



## **7. Climate Change, Sustainability and Environmental Implications**

- 7.1. There are no implications for climate change associated with this report.
- 7.2. There are no sustainable development implications associated with this report.
- 7.3. There are no environment Implications associated with this report.

## **8. Other Implications**

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

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

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

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

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

14 November 2023

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ Our children and young people thrive
- ◆ People live the healthiest lives possible

## **Previous References**

- ◆ none

## **List of Background Papers**

- ◆ none

## **Contact for Further Information**

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

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Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Planning for Winter 2023/2024</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Social Work Resources Committee with an update on and confirm support for the planning arrangements being put in place to ensure Health and Social Care Services are prepared as reasonably as they can be for the coming winter months – with particular recognition of the uncertainties and potential impacts that still remain relating to inclement weather, Covid 19, influenza, financial pressures, cost of living issues and other concurrent risks against the backdrop of major pre-existing system-wide pressures

## 2. Recommendation(s)

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

- (1) that the planning arrangements which have been put in place to ensure Health and Social Care Services are prepared for the winter months and the associated costs associated with same are noted;
- (2) that the potential need for additional support to mitigate the wider impacts of winter across all public services are noted; and
- (3) that the ongoing work with the Scottish Government to confirm the financial arrangements is noted.

## 3. Background

- 3.1. Committee members have previously been provided with a briefing on the most recent national Audit Scotland Report on Social Care. This national report described the significant challenges facing the sustainability of social care in Scotland; the degree to which those challenges resonate across the Health and Social Care system as a whole; and the consequent imperatives for evidence-based and values-based transformation.
- 3.2. Annual 'whole system' planning is undertaken in preparing Health and Social Care Services in such a way as to mitigate the risks normally associated with winter. The Lanarkshire Health and Social Care system – in common with that across Scotland - continues to face significant challenges. Last winter, health and social care services and staff had to contend with some of the most extreme winter pressures ever known, many of which continue to be issues for the system.

- 3.3. Planning for Winter 2023/24 commenced in August 2023 and, as in previous years, is undertaken in accordance with national guidance. The Lanarkshire approach to winter planning is a multi-agency approach across NHS Lanarkshire, North and South Lanarkshire Integration Joint Boards (IJBs) and both Councils together with the respective supports (for example, the Scottish Ambulance Service and NHS 24).
- 3.4. Given the level of unpredictability in the Health and Social Care sectors as well as in the wider public system, this year's Winter Plan has been developed as – and should be understood to be – a dynamic plan and one that is highly likely to be subject to change over the coming months. This has also been recognised from a Local Resilience Planning (LRP) perspective and a specific exercise was undertaken on 9 November 2023 to test system-wide planning. Additionally, work undertaken last year by NHS Lanarkshire to take account of the increasingly likely eventuality of a number of concurrent risks which may well align to create increased system pressure has also been utilised as part of the wider winter planning process. These risks include, inter alia, further waves of Covid 19; increased prevalence of flu and other respiratory infections – both in relation to infectivity and impact; uptake and efficacy of vaccination programmes; workforce shortages in all sectors and grades across the Health and Social Care sector; public health impact of cost of living crisis/fuel costs and subsequent demand on health and care services; inclement weather and available finances.

#### **4. Winter Work Streams**

##### **4.1. National Guidance / Scottish Government Correspondence**

- 4.1.1. On 22 August 2023, the Scottish Government hosted a national Winter Resilience event which highlighted a range of examples of good practice that could be considered as part of winter planning. The vast majority of these examples related to supporting good system flow all year round and many are already in place in a Lanarkshire context, however, learning from the event will be built into the Lanarkshire plan for 2023/24.
- 4.1.2. National guidance was subsequently published on 24 October 2023 which set out the national expectations for those areas that local winter plans would be expected to address.
- 4.1.3. Some funding has been made available centrally in 2023/24 to support winter planning as well as some monies managed internally as part of the respective financial plans to anticipate winter pressures. Following discussion between the NHS Lanarkshire Director of Finance, the two Chief Financial Officers of the IJBs and Council Finance colleagues, funding to manage the impact of winter and ongoing pressures has been identified and further detail is set out at item 6 below.

##### **4.2. Approach to Winter Planning 2023/24**

- 4.2.1. Whilst the winter plan will be a Lanarkshire wide plan, it is being structured in two main parts for 2023/24. This is to recognise the significant work underway currently as part of Operation Flow 2 – which is aimed at maximising flow through acute hospitals and associated care pathways. Continuation and emphasis of particular aspects of this work will form the basis of the winter planning for acute hospital services. All other aspects of the Lanarkshire wide winter plan will be undertaken in the normal way via the multi-sectorial/multi-agency winter planning group. Representation from acute services/Operation Flow forms part of the wider group to ensure all necessary synergies are recognised and planning is appropriately integrated.

#### 4.2.2. **Acute Services/Unscheduled Care Winter Planning through Operation Flow 2**

As the primary objective of the task and finish groups established to scope and develop proposals relating to Operation Flow, work has commenced to transition to delivery structures to support this work. A hospital sector based structure will ensure a whole system approach. However, it is also recognised that there are some elements of the plan that are pan-Lanarkshire e.g. the Flow Navigation Centre (FNC) development and will require some flexibility in the approach to support delivery.

In winter 2022/23, a successful Firebreak was undertaken to relieve pressure across the system. A similar 'Firebreak' was undertaken week commencing 20 November 2023 such that additional flow might be identified and an associated 'de-compression' of the hospital sites. This 'Firebreak' is different than the one undertaken earlier this year and reflects system learning from that time. However, further data analysis to help inform on-going decision making around timing, cost, impact and risk assessment is required and this work will be progressing throughout the winter period.

Colleagues from NHS Tayside also provided a peer support visit to NHS Lanarkshire and the two Health and Social Care Partnerships (HSCPs) to review the new target operating models and winter plans to determine if there were any further opportunities for improvement and shared learning. This visit took place on the 7 and 8 September 2023 and the associated learning has been included as part of the wider Operation Flow and winter planning processes.

4.2.3. As well as a refocus on the Six Essential Actions (nationally developed with the Academy of Royal Colleges) there are a further six main areas where active consideration is now being given to opportunities to support increase "flow" through the system. It should be noted that these areas are all consistent with the Scottish Government guidance referred to above:

- Hospital at Home - review of the current model and consideration of opportunities for expansion of service.
- Frailty – pathway development to support admission avoidance and early discharge.
- Development of a community-based Urgent Care Service.
- Development of Minors Service Hub.
- Expansion of the scope of the Flow Navigation Centre (FNC – see below).
- Development of Discharge Ward Model / Commissioned Beds.

4.2.4. Both Chief Officers of the North and South Lanarkshire IJBs are also closely involved in the Urgent and Unscheduled Care work stream. This is in recognition of the fact that currently almost 95% of patients are discharged from hospital without delay; and, accordingly, it is very important to whole system "flow" that acute services are delivered as efficiently as possible alongside expanding the capacity of and transforming the delivery of more services in the community.

#### 4.3. **Discharge Without Delay**

4.3.1. Work continues in the enactment of the Discharge Without Delay programme and its related aspects, e.g. embedding of Planned Date of Discharge; consistent roll out of Home First; increased numbers of people being supported to die at home via 'pathway 4' and further work with third sector providers.

4.3.2. Similarly, work being undertaken by the Home Assessment Team in North Lanarkshire has also made significant improvements in the number of people able to be supported out of hospital with no/little delay.

4.3.3. Through the development and embedding of the 'Home First' model in South Lanarkshire HSCP, additional capacity is being created to support the review of the Care at Home service. This is seeing an increase in the number of people who are being supported to be rehabilitated to a level of being able to manage their own care independently or, in some instances, with a reduced level of care than may have been originally assessed when in the hospital or first referred.

#### **4.4. Social Care Provider Sustainability**

4.4.1. Independent providers of social care in Scotland – notably care homes and care at home providers – have highlighted the extremely difficult operating environment. As well as the cost-of-living-crisis and the lasting impact of measures introduced during the management of the pandemic, vacancy pressures also continue to be a concern for a number of providers.

4.4.2. Both HSCPs and their respective Councils have taken steps to augment their scanning of the care home provider environment and provide additional support proportionate to the demands on in-house provision, available resources (noting the social care workforce challenges) and statutory/legal parameters. Within South Lanarkshire, ongoing actions include the HSCP convening the providers' forums, and regular meetings with Scottish Care. On a Lanarkshire-wide basis, support and quality assurance for Care Homes continues on a whole system basis to be overseen by the pan-Lanarkshire Care Home Assurance Tactical (CHAT) Group; and for Care at Home Services through the equivalent Care at Home Oversight Group. The Care Inspectorate participates in both of these meetings.

#### **4.5. General Practice and Pharmacy Opening**

4.5.1. As in previous years, a local enhanced service to support general practices opening on the fourth day of the weekend/public holidays – that is, on 26 December and 2 January as well as the Saturdays through January 2024 - will be offered. There will also be an extended public holiday pharmacy service available to ensure that people can both access prescriptions as well as being available for re-direction from NHS24, the Primary Care Out of Hours (PCOOH) Service, Emergency Departments and the FNC where possible.

#### **4.6. General Practice Sustainability**

4.6.1. As is recognised as the situation across Scotland, general practices across Lanarkshire are experiencing more pressure than at any point in their history.

4.6.2. Work ongoing to address capacity and demand – most notably, through the Primary Care Improvement Plan (PCIP) that is reported through to the IJB and NHS Lanarkshire Board as per the expectations within the General Medical Services (GMS) Contract.

4.6.3. As part of the regular reporting to Government on system pressures through the winter period, there will be weekly updates on the numbers of practices where they believe they are unable to provide the full range of services that they would under 'normal' working conditions.

#### **4.7. Primary Care Out of Hours**

4.7.1. For a considerable period, and similar to most Scottish out of hours services, the NHS Lanarkshire PCOOH Service has had to manage workforce availability challenges (notably in relation to GPs); and has regularly had to contend with escalating levels of demand.

4.7.2. The new clinical model has assisted the PCOOH Service to move to a more multi-disciplinary workforce and competency-based model of care, thereby reducing the number of occasions when alternative arrangements have been introduced. This will also be enhanced over the winter period to ensure additional staff are available to manage the additional demand that can be anticipated across the peak activity periods in winter.

#### 4.8. **Contingency Arrangements for Additional Deaths**

4.8.1. As set out within national guidance and is the case every year, work is underway – including with local undertakers - to ensure that there is sufficient ‘pace’ of funeral services (both burials and cremations) to support the eventuality of a significant excess of deaths over the winter period. Additional mortuary capacity identified for Covid 19 is still in place and will continue to be available over this winter period if required.

#### 4.9. **Covid 19 and Flu Vaccine Programme**

4.9.1. Following final advice on the winter Covid 19 booster programme from the Joint Committee on Vaccination and Immunisation (JCVI), the following groups are being offered an additional Covid 19 booster:

- Residents in a care home for older adults and staff working in care homes for older adults.
- Frontline Health and Social Care workers.
- All adults aged 65 years and over.
- Those aged 5 to 49 years in a clinical risk group, including those who are pregnant.
- Those aged 5 to 49 years who are household contacts of people with immunosuppression.
- Flu vaccines will be available to a wider range of individuals, including all >50 year olds.

4.9.2. The programme is well advanced and take up of vaccines is on target to be consistent with national performance. In addition to this, there is a range of services designed to offer vaccines to any who are in geographical areas or part of a thematic group where take up of vaccine is less than hoped for.

#### 4.10. **Carers Support**

4.10.1. The Committee has been previously updated on the utilisation of funding from the Carers (Scotland) Act 2016 allocation 2023/2024 to enhance operational services for carers in South Lanarkshire. This included monies from this funding being directed to support ongoing work with carers in South Lanarkshire, with a particular emphasis on the Self-Directed Support (SDS) agenda; and a strengthened internal capacity within the HSCP to enable frontline staff in managing increasing demand with regards to supporting carers.

#### 4.11. **Staff Wellbeing**

4.11.1. NHS Lanarkshire's Health and Wellbeing Strategy will form an integral part of the system wide winter plan, with the emphasis on providing a working environment in all areas across Health and Social Care where staff are able to enhance and maintain their personal and professional wellbeing and to reach their full potential in a culture that provides space, time and support for self-care.

4.11.2.The Strategy supports the shared vision of ensuring that staff health and wellbeing is embedded fully and championed at all levels across the respective organisations. To increase visibility and awareness of staff health and wellbeing platforms, Staff Health and Wellbeing week was designed to showcase the support, resources, initiatives and opportunities currently provided to help support staff to manage their health and wellbeing. Again, like the wider approach to winter planning, this recognises pressures which are system-wide; and a shared approach to manage the dynamic between the imperative to maintain staff health and well-being alongside the significant demand being placed on health and social care services.

4.11.3.South Lanarkshire Council employees can also access a range of materials to support health and wellbeing through the employee wellbeing hub and through the 'employee assist' program. In addition, the Council have been awarded a grant from the Workforce Wellbeing fund for Adult Social Work and Social Care. This grant will be used to promote wellbeing at work activities for residential and day care employees.

#### **4.12. Adverse Weather**

4.12.1.Adverse Weather events are defined by reference to the Met Office Weather Warning system. NHS Lanarkshire and both North and South Lanarkshire Councils have policies in relation to adverse weather that applies wherever severe weather may obstruct staff from being able to attend work, and/or where severe weather poses a significant risk to the health, safety and wellbeing of staff.

4.12.2.A series of actions is open to the organisations – individually and in collaboration - in managing adverse weather and these have been refined over many years of winter planning. These include working with and through the Local Resilience Partnership (LRP) and with pre-identified voluntary organisations.

#### **4.13. Concurrent Resilience Planning and Risks**

4.13.1. As highlighted above, there is a likelihood of concurrent risks aligning to have a significant impact on the wider health and social care services.

4.13.2.Resilience Planners from across the NHS and local government have been collaborating on scoping the range and extent of the mitigating factors introduced to reduce the impact of winter on the overall system. A very well attended 'Winter Breach' event was held on 9 November 2023, organised by Lanarkshire LRP and focussing on the potential disruption caused by severe flooding.

4.13.3.Importantly, there are well-developed escalation processes and prioritisation frameworks in place supported by 'Strategic Command' structures that can be introduced when required. These arrangements provide appropriate and necessary governance for services to be stood down in a planned way in extremis, and thereby ensure a focus on the delivery of essential/core functions and the provision of care for the most vulnerable.

#### **4.14. Communications**

4.14.1.Work is underway at both local and national levels on the public message in relation to the different pathways/routes into health care services the public are being asked to follow during the winter months. As will be appreciated from the foregoing range of initiatives, there are many areas where the public will be asked to assist in managing the impact of winter this year. South and North Lanarkshire HSCPs, both Councils and NHS Lanarkshire are actively involved in seeking to ensure the messages are appropriate, shared widely and understood.



- 4.14.2. The key message themes are to ask people to plan ahead; know the different options that are available to them to access urgent care; and to encourage as many people as possible to access the service which is closest to them and least reliant on hospitals and general practices. Communication staff from both Councils are also actively engaged in the advertising campaigns to maximise care staffing recruitment

## **5. Employee Implications**

- 5.1. Learning from recent months and years have underscored the need for continued multi-disciplinary team working to better meet service demands; and the need for a cohesive whole system approach to delivering health and social care going forward. The experience of the pandemic has emphasised the interdependencies between primary care (including independent contractor services), community care, secondary care, and social care; and shown that one component of health and social care delivery being overwhelmed with demand can have consequential knock-on effects on the other component parts of the system.
- 5.2. Previous reports have highlighted the impact of workforce challenges for health and social care – both in South Lanarkshire and across Scotland – that are directly impacting on the ability to fully meet current demand. These supply-side challenges mean that there are continuing difficulties in filling many existing roles across health and social care teams.
- 5.3. As workforce supply challenges persist across health and social care, this has led to increased competition for recruitment and retention at local, regional and national level. This poses an ongoing risk and emphasises the need to develop new and transformational roles in response to growing demand across health and social care to ensure there will be a sustainable supply of workforce to meet future health requirements of an ageing population in Lanarkshire, and across Scotland.
- 5.4. Capacity planning is a key area of action for both South and North Lanarkshire HSCPs and is being supported by both Councils and NHS Lanarkshire. All services are scoping and making contingency arrangements in respect of staffing levels to respond to, and as required, prioritise the potential needs over the period. Additional staff will be sought to cover a number of areas where it is recognised that maximising flow will be essential to maintaining safe systems of care. Work is also progressing on the recruitment of various staff who will support system “flow” across the winter period.

## **6. Financial Implications**

- 6.1. As described above, there has been a range of funding sources which have been identified and confirmed as being able to support planning for winter 2023/24.
- 6.2. Health and Social care costs associated with each of the attendant parts of planning activities in South Lanarkshire, including NHSL wide primary care services (GPs and Pharmacy) will be around £1.9m.
- 6.3. Future reporting primarily to the South Lanarkshire IJB will confirm the respective costs recognising that staff will not be able to be secured/employed for all the areas which have been identified as ideally having additional staff.

## **7. Climate Change, Sustainability and Environmental Implications**

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

## **8. Other Implications**

- 8.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the IJB Risk Register, notably:
- Demand pressures (Very High).
  - Workforce availability (Very High).
  - External provider resilience (High).
- 8.2. Availability of staffing over the peak winter period has been identified as the major risk. There is also work ongoing in predicting the scale and potential impact of Covid 19 and flu on hospital admissions and associated care services. This will form part of the regular review of contingency arrangements and the prioritisation of resources. These risks are heightened by the fact that there is the scope for a series of major risks all to coincide concurrently.
- 8.3. Depending on further advice from Scottish Government as well as local Strategic Command arrangements, it may be necessary to re-prioritise essential/core services and temporarily standing down other services thereby necessarily interrupting the remobilisation process.
- 8.4. There are no other issues associated with this report

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

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 9.2. This substance of this report has been informed by discussions across both North and South Lanarkshire HSCPs, both Councils, NHS Lanarkshire and LRP partners.

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

21 November 2023

## **Previous References**

- ♦ none

## List of Background Papers

- ◆ Scottish Government (2023) Winter Resilience Overview 2022-23:

<https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2022/10/health-social-care-winter-resilience-overview-2022-23/documents/winter-resilience-overview-2022-23/winter-resilience-overview-2022-23/govscot%3Adocument/winter-resilience-overview-2022-23.pdf>

- ◆ Scottish Government (2015) Improving unscheduled care six essential actions

<https://www.gov.scot/publications/improving-unscheduled-care-six-essential-actions/>

- ◆ Audit Scotland (2022) Social Care Briefing

<https://www.audit-scotland.gov.uk/publications/social-care-briefing>

- ◆ Audit Scotland (2022) NHS in Scotland 2021

<https://www.audit-scotland.gov.uk/publications/nhs-in-scotland-2021>

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# Report

11

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>South Lanarkshire Children's Services Plan 2023-2026 and Child Poverty Commitment 2023-2026</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on the content of the South Lanarkshire Children's Services Plan 2023-2026 and the Child Poverty Commitment 2023-2026

## 2. Recommendation(s)

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

- (1) that the content of the South Lanarkshire Children's Service Plan 2023-2026 be noted;
- (2) that the final South Lanarkshire Children's Services Plan Report for 2020-2023, endorsed by the Getting It Right for South Lanarkshire's Children Strategy Group in June 2023, be noted; and
- (3) that the Child Poverty Commitment 2023-2026 be noted.

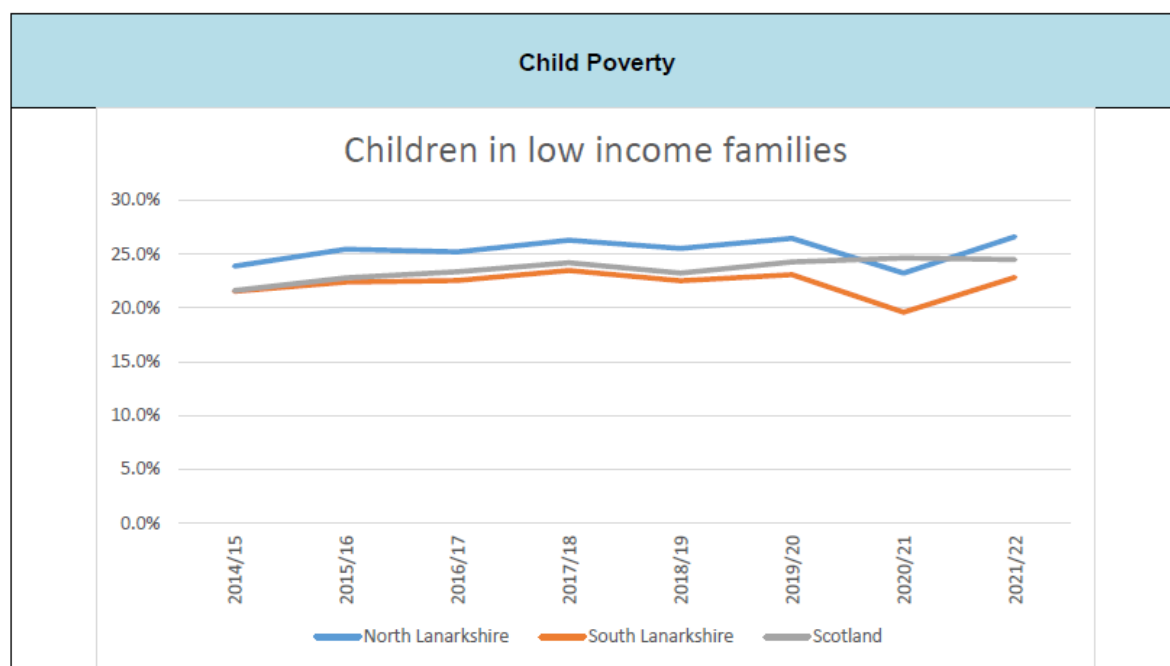
## 3. Background

- 3.1. The Children and Young People's (Scotland) Act 2014 introduced requirements for each Local Authority and linked Health Board to prepare and publish a Children's Services Plan (CSP) initially covering the period April 2017 – March 2020 (and then in a continuing three-year cycle).
- 3.2. The Child Poverty (Scotland) Act 2017 introduced a requirement for local authorities and each relevant Health Board to prepare Local Child Poverty Action Reports (LCPAR), as soon as reasonably practicable after the end of each reporting Cycle.
- 3.3. The Scottish Government's Best Start, Bright Futures – Tackling Child Poverty Delivery Plan (2022-26) was published in March 2022. It sets out a vision for Scotland to tackle child poverty, the changes that are needed to achieve this and the actions that must be taken with partners to deliver that change.

## 4. Local Progress

- 4.1. Children's Service Plan Update
  - 4.1.1. The final CSP Report for 2020-23 (appendix 1) and the new CSP 2023- 26 (appendix 2) were endorsed by the Getting It Right for South Lanarkshire's Children Strategy Group in June 2023.

- 4.1.2. The CSP has been shaped by a Joint Strategic Needs Assessment process, the voice of children, young people and families and the perspective of the wider workforce.
- 4.1.3. The priority areas identified by this process are detailed below: -
- Every family that needs support gets the right family support at the right time for as long as required.
  - Children and young people grow up loved, sage, respected and listened to.
  - Every child and young person will be able to access support which helps improve their mental health and emotional wellbeing.
- 4.1.4. The final CSP report for 2020-2023 and CSP for 2023-26 have been approved by South Lanarkshire Community Planning Partnership in September 2023. The reports have been published and submitted to the Scottish Government as per statutory duty and cascaded across South Lanarkshire partner organisations.
- 4.2. Local Child Poverty Plan - Child Poverty Commitment
- 4.2.1. The available data at 2021/22 highlights that child poverty is a significant issue across Lanarkshire. It is also notable that child poverty data for South Lanarkshire shows a steady increase in recent years,



- 4.2.2. The new South Lanarkshire Child Poverty Commitment 2023-2026 (appendix 3) sets out actions to tackle child poverty and how these are embedded in much of what key stakeholders do across a wide range of planning and delivery process. Lived experience has played an important role in shaping the Commitment.

## 5. Employee Implications

- 5.1. There are no specific employee implications identified by this report.

## **6. Financial Implications**

- 6.1. There are no specific financial implications identified by this report.

## **7. Climate Change, Sustainability and Environmental Implications**

- 7.1. There are no climate change, sustainability, and environmental implications identified by this report.

## **8. Other Implications**

- 8.1. A performance framework will support the implementation , monitoring and reporting of progress against each of the agreed priorities within the Children's Services Plan. Each of the thematic groups are finalising their improvement action plans.

- 8.2. The contents of these plans contained in this report will contribute to the mitigation of several risks within the Social Work Risk Register, notably:

- Meeting Public Protection & Legislative Duties (Very High).

- 8.3. There are no other specific implications identified by this report.

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

- 9.1. An Equality Impact Assessment and Children's Rights Wellbeing Impact Assessment has been produced.

- 9.2. Engagement with children, young people and their families has been conducted by the services that support them. It is intended to co-produce a children and young people friendly version of the plan, building on the animation produced for the 2021-2023 plan.

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

27 November 2023

### **Link(s) to Council Values/Priorities/Outcomes**

- ◆ focussed on people and their needs
- ◆ working with and respecting others

### **Previous References**

- ◆ none

### **List of Background Papers**

- ◆ none

### **Contact for Further Information**

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

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# Children's Services Plan: Final Report 2020–2023

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

Working together: making a difference

A foundation for recovery



South Lanarkshire  
**Partnership**  
Stronger together

Achieving

Included



Respected

Safe

Healthy

Nurtured



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





# 1. Foreword

Welcome to the final report for our children's services plan covering the period 2020-2023.

**Working Together: Making a Difference (A foundation for recovery)** has been a two-year plan actioned as a result of the impact of COVID-19 and followed on from an additional year of our 2017-20 plan.



As we highlight the activity undertaken over the final year of the plan, we also reflect on progress since 2020 and map out the direction we are taking going forward into the next planning cycle.

The previous two years have seen the partnership take an explicit improvement approach to the activity contained within the plan. This has been a feature of how we work together to offer the best possible support to families and to help us collectively achieve our shared vision of ensuring that:

**South Lanarkshire's children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.**

This report reflects on the way we have progressed the priorities in our plan 2021-23 and what we still need to do to further improve the life chances of our children, young people and families.

Throughout the last three years we have been guided by our focus on the three themes of:

- Prevention and early support
- Health and wellbeing and
- Children and young people in need of care and protection

Our Children's Services Plan has been closely aligned with South Lanarkshire's Local Child Poverty Action Report. Both plans provide a valuable contribution towards South Lanarkshire's Community Planning Partnership aim of tackling deprivation, poverty and inequality and the continued challenge of reducing child poverty.



This report will focus on the twenty priority areas in our plan and the improvement approach we have taken to progress these areas. Over the life of the plan, this focus on improvement has informed our work and our aspirations to achieve the best possible outcomes for our children, young people and families.

Commitment to The Promise has been embedded in our work over the last two years and the work of the partnership has built on the findings of the Independent Care Review and its recommendations. Our commitment to support our care experienced children, young people and families is informed by a high-level Promise Board and children and young people led Champions Board. Going forward the changes required to fulfil the aims of The Promise will be led by a new Keeping the Promise Thematic Group, one of three thematic groups that will drive the activity to support the children's services plan 2023-26. The other two thematic groups being Whole Family Approach and Health and Wellbeing.

This refocusing of our shared activity will ensure our energy is where it needs to be to deliver the best support possible to children, young people and families in South Lanarkshire.

We are committed to the proposed children's rights legislation to incorporate the United Nations Convention on the Rights of the Child (UNCRC) into domestic law and as a partnership we will continue to build our children's rights work to ensure the voices of our children and young people are being heard and acted upon by the partnership. This approach will be embedded in our three thematic groups, which will include meaningful participation of children, young people and families in the co-design of future services.

Our recent activity has been undertaken with the challenging backdrop of COVID-19 hampering our planning and delivery of services and interrupting the momentum established by the previous plan. The innovative and creative approach taken by partners to continue to support children and families and mitigate the impact of the pandemic on their work has been a positive feature of our response.

While we look to the future to ensure we are making the most of our resources and capacity to achieve our shared vision, we reflect on the achievements over the last three years and learn from what has worked well and where we can do better.

This report shares many of the highlights of the last three years.



**Cleland Sneddon**  
South Lanarkshire Council  
Chief Executive



**Jann Gardner**  
NHS Lanarkshire  
Chief Executive

## 2. Our plan and its progress

This report details how we have worked together to improve outcomes for children, young people and their families in South Lanarkshire and built a strong foundation for recovery from the COVID -19 pandemic.



The 20 priorities for the last two years are detailed in the following table:

Children have the best start in life and are supported to realise their potential	The health and wellbeing of children, young people and families is improved	The life chances of our most vulnerable children and young people are improved
Reducing perinatal substance use	Improving the mental health and emotional wellbeing of children, young people and parents (Infant mental health, counselling through schools, community access framework, reducing suicide, COVID-19 impact)	Supporting sustained positive destinations for care experienced young people
Improving parental mental health in pregnancy	Healthy Weight (Physical activity, diet and nutrition)	Supporting care leavers transitions
Improving language development in early years (SIMD1)	Breastfeeding	Improving outcomes for care experienced children and young people
Developing inclusion as prevention to offending	Reducing dental decay	Improving care planning and reviews
Supporting Young Carers	Substance use by young people	Supporting Kinship Carers
Preventing domestic abuse	Parental substance use	Addressing neglect
Additional Support for Learning		Extending advocacy services for vulnerable groups





The following section details the work undertaken in relation to each of our priority themes:

## Prevention and early support

### Outcome 1

Children have the best start in life and are supported to realise their potential



#### Reducing perinatal substance use

Families are supported through Early Years Multi Agency Support meetings in each locality that include Social Work, adult mental health services, mental health midwives, Additional Midwifery Services and staff from our local 'Family Hubs'. This approach makes sure that we understand the needs of families as well as we can and provide the right support for families at this important time. Support is co-ordinated through the creation of a 'Parents' Plan' for each family, which has been built directly with parents. The use of these plans have been evaluated in our Hamilton Locality initially and as a result more families are receiving the right family support at an earlier stage of pregnancy and avoiding child protection and looked after processes being initiated.

Parent's Plans will now be rolled out across all the localities that will support further development of this work and make sure that there is a consistency of practice across all partners, both in terms of early support activity offered through to child protection intervention when necessary.

One of the pleasing aspects of this work has been the role that parents have played in helping design the offer of support. Parents have influenced the paperwork and its use, how we record need, activity and progress, how consistent and sustained relationships with professionals are created, and most importantly the way in which parents are supported to articulate their views at each stage in the process.

## Improving parental mental health in pregnancy

Across the partnership there are dedicated services in place to support women who need emotional wellbeing support at the earliest point in their pregnancy journey. The approach has been informed directly by parents being part of the planning and our work is now better focused on identifying the specific needs of parents as quickly as possible.

The strength of this work is based on a strong understanding of trauma informed practice and a close working relationship between all partners, but especially with parents to support best possible parental and infant mental health outcomes.

With an emphasis on a joined-up approach, multi-agency support delivered at the earliest stage helps communication across services, enables a consistent understanding of parent's voice and helps to build a better Parent's Support Plan.

Over the last year, 329 women have benefited from this dedicated emotional wellbeing support leading to improved wellbeing outcomes for themselves and their children. Nearly 31% of parents were supported with their mental health and emotional wellbeing (e.g. post-natal depression or anxiety). This was a slight increase of 3% on the previous year. Many of these parents required support with a range of needs such as alcohol and drug use, domestic violence, which often required more formal statutory support.

Support is also offered to parents through a range of programmes, such as online Solihull resources (dedicated support to help improve parents and children's mental health), one to one support by First Steps Workers and access to a range of programmes such as 'Mellow Bumps' and infant massage.

As a result of this work, we know that parents are more open to support and are more actively involved if we can offer help before families experience a crisis situation.

Additional information about this support is available at Lanarkshire Mind Matters:  
[www.lanarkshiremindmatters.scot.nhs.uk](http://www.lanarkshiremindmatters.scot.nhs.uk)

As we look forward, this work will be an integral part of the refreshed Parenting Support Pathway, making sure we address greatest need around anxiety, post-natal depression etc. and in turn develop effective resources for parents we know can make a difference.

## Improving language development in early years (SIMD1)

The nurseries at Loch Primary School, Woodlands Nursery, Ballerup Nursery and St Mary's Primary in Lanark have developed improved ways to support language development in the early years along with Speech and Language Therapy teams.

This holistic approach supports parent and carers to embrace a shared approach with professionals, to help improve early learning for children with speech and language communication needs.

Parents have been supported in a number of different ways, including online sessions, newsletters and outdoor learning. All the parents involved have said that they are now more confident in supporting their children's speech and language as a result of the support received.

Woodlands Nursery used the 'Peep Learning Together Programme' to help parents whose children had a speech concern, to improve their children's life chances by making the most of everyday learning opportunities e.g. listening, talking, playing, singing and sharing books and stories together. Parents who participated in this support reported using these strategies with their children, which in turn reduced worries about their child's development.

The work in the nursery settings adds to support already offered by health visitors at routine children's 13-15 month assessments and early support to parents to help with setting language goals for their children.

This approach has highlighted positive experiences for the parents in encouraging their babies and children to become confident communicators and active learners and increase the likelihood of being ready for school.





From work over the previous three years, we know that a greater proportion of four and five year old children are meeting their recommended speech and language milestones. However, there is still a gap between children in high poverty areas in comparison with their peers in lower poverty areas.

## Developing inclusion as prevention to offending

Our approach to inclusion as a prevention strategy to reduce youth offending has delivered a range of innovative opportunities in the Cambuslang and Rutherglen area.

The activity is a partnership between South Lanarkshire Council, Action for Children, the Children and Young Persons Centre for Justice and Dartington Service Design Lab.

This work aims to ensure that children in conflict with the law experience a service that respects and promotes children's rights, and in so doing avoids criminalising our children.

Referral to the Children's Hearing system diverts young people away from the criminal justice system and offers co-ordinated support for the child and family. There has been an increase over the past three years in the number of young people being supported by a Compulsory Supervision Order after the age of 16, evidence that young people are being diverted from formal proceedings and supported in less punitive ways. In 2020, the 16+ age group made up just 1% of all Compulsory Supervision Orders, this has increased to 10% by the end of 2022. This excellent progress is further evidenced by a reduction in the number of Criminal Justice Social Work Reports required and Community Payback Orders issued for under 18's.

To improve relationships between young people and staff, a training programme was co-produced with young people and practitioners and tried out in November and December 2022.

We are working to improve how we protect young people who are at risk of harm outside of the family home, e.g., in parks, bus and train stations, in school and online. This supports our shift in focus to take greater steps to make the places where young people are more often and are exposed to abuse safer.

As a result we are able to identify understand and engage more effectively with contexts and groups where young people are at risk of significant harm. During the last six months there has been increased focus on the 12+ population and there has been an improvement in identifying child protection risks to young people enabling the right support to be provided.

Other examples of recent practice have included a 'Junior Pathfinder' approach to support transition from primary to secondary school for pupils with attendance issues, difficult relationships with education and other barriers to learning. 137 children and their families recorded improved attendance, increased confidence about going to high school and better relationships between home and school.

A creative arts project called 'Streetcones' helped young people involved in offending behaviour, share their experiences through development of a script and participation in a live question and answer session with social work staff. The outcome of this work helped to shape changes to services for young people in conflict with the law making support more young person centred in the process.

Going forward we will develop a 'Justice Experienced Champions Board' which will help embed the voices and experiences of children and young people in the design, delivery and evaluation of support services.

Further information about the work is available on the Inclusion as Prevention website: [www.inclusionasprevention.org.uk](http://www.inclusionasprevention.org.uk)

## Supporting Young Carers

Our Young Carers Service (delivered by Action for Children) has been able to support around 350 children and young people since the project was established. Amazingly, 100% of children and young people supported told us that the service has helped them achieve their goals and meet their identified needs through a range of activities including: weight management interventions, help with stopping smoking, money advice for families, one to one support, access to short breaks and groupwork sessions.

Action for Children accessed additional funding which has made a positive difference to our families including providing Christmas gifts, replacement white goods and emergency payments for food. Young carers have also benefitted from engaging in the Summer of Fun programme and support from the 'Over the Wall' project that support the siblings of children with serious illnesses and/or disability.

Staff from the Young Carers Service work with partners to raise awareness of support on offer to children and young people and how they can access additional help if required. Awareness raising sessions have taken place in almost all our high schools across South Lanarkshire.

Between April and December last year 79 referrals were made to the service from partner organisations. In 2021 it was 39 and the year before 22, showing a positive uptake in use of the service and an increase in important support offered to young carers.

Some examples of feedback from young people about the support they experienced include:

A young carer who received support said that 'when with the staff member they feel like they had a big sister, which is what they always wanted'.

I really enjoyed today, was a bit worried I didn't know anyone at first, but it was fun, and I'd come to something like this again if you did it.

Parents and carers also reported the difference support from Action for Children has had on them:

S is loving the group, it's made such a big difference to her, thank you so much.

I want to say how much I really really appreciate your help and support, especially the time you spend with L each week she loves it so much, going out with you has really improved confidence in L.

Mum

Action for Children consult young carers and their families on an ongoing basis and through a tool called 'Menti-meter' and through face to face conversations with young carers and their families, both individually and in groups.

## Preventing domestic abuse

Seven young people worked to produce a survey for young people aged 12-15 years old across South Lanarkshire in schools and community groups, to gain understanding of current experiences of Gender Based Violence in the community. The young people helped carry out the survey with youth groups, employability services, schools and colleges and through social media to reach as many young people as possible. The learning from the survey helped them to think about what they could do as a group to challenge Gender Based Violence and other types of relationship-based abuse.

This led to the group making an animation to challenge people's attitudes to gender-based violence. Throughout Summer 2022, the young people worked with the team from Women's Aid to co-create a two - minute awareness raising animation, 16 days of activism visuals and supporting materials for use within an education setting. The animation was shared with over 200 staff from children's services organisations in November 2022.

The animator's blog reflects on her experiences working on this project. [How co-designing with young people can change your practice – Inclusion as Prevention.](#)

The young people are currently completing an SCQF level 4 Wellbeing Award for the work that they have done on this subject, which recognises the levels of skills attained through their group work and approach to tackling complex issues within their community.

The project team, Hamilton Grammar and Women's Aid have worked closely together to pilot these resources in the school with pupils and to understand the impact this has on attitudes and behaviour of the young people participating. The intention is to promote the use of the video and education materials more widely and, in time, make it an integral part of how gender-based violence is challenged.

A number of secondary schools in South Lanarkshire are currently running the Mentors in Violence Prevention programme, which helps to address relationship-based abuse with young people. Staff in additional secondary schools took part in training in Autumn 2022 in order that the programme can be implemented in those schools in the academic year 2023-24.



Activity with young people challenging gender-based violence is just one of a range of activities related to the Inclusion as Prevention initiative, which seeks to co-design and implement new ways of working with children, young people and professionals to help ensure children and young people are less likely to come in conflict with the law. Children and young people have been working with staff from Social Work, Education, Health and other partners who have an impact on the lives of children and young people.

Young People have been providing feedback on services in South Lanarkshire more generally and what they are telling us is, that although there are a lot of great services available to them, they sometimes find it difficult to find them and access them.

Young people are requesting that services advertise more directly to them rather than to other professionals. For example:

- Young people exploring the topic of grief and loss explained that when they have experienced this, they had to speak to different teachers or youth workers to find out what help was available to them. Although this is still helpful for some young people, they expressed that they would like to also have services advertised directly to them
- They have told us they get most of their information from social media and information would be best shared there, where they are more likely to see it
- They also explained that they mostly watch videos rather than read posts

As a result, the young people are working with various service providers to produce animated videos explaining what services are available, what you can expect when you join and how to get in touch with them. These videos are fully co-produced with young people and will be shared for young people, by young people.

## Additional Support for Learning

The 'B Squared Programme' for pupils is now in use in every complex Additional Support Needs education establishment across South Lanarkshire. It has led to a higher quality learning and support for pupils and subsequent improved achievement. It has allowed schools to improve attainment through the setting and assessing of baseline data and individual targets, improved

Additional Support Plans for pupils and more meaningful reporting progress to parents.

The programme allows for children, young people and their families to engage with individual target setting and learning outcomes in a number of ways. Participating schools are beginning to open up this online attainment sharing platform to pupils and parents/carers to allow them to see the progress that has been made by their children and to share in the setting of any new targets, all of which are child friendly. It also allows all stakeholders to see how the Additional Support Plan targets relate directly to assessment of children's learning. As a result, parents and carers are more directly involved in their children's learning based on the targets being set.

Going forward will see an analysis of all establishments' attainment, which will help inform improvement in all areas of the curriculum in schools. It will improve our approach towards the sharing of practice to improve results for pupils and support annual reporting to parents/carers that is linked directly to the B Squared information in a parent and child friendly way.

## Early help and support

A good example how we support families in a preventative way is through our Early Help Hub approach, which has implemented an early support mechanism to help keep families out of statutory Social Work support.

The aim of the hub was that earlier help will reduce the likelihood of families needing more formal care and protection support by providing preventative, strengths-based help for families who have been referred to Social Work, or reached out for support themselves. Instead of waiting until families meet statutory thresholds for intervention, the Early Help Hub works with families to identify what support will prevent the problem escalating. Mostly families are supported to use help already within their family, or community but, if required can also be provided with targeted or intensive support from Social Work Family Support services. The experience of the work around Early Help Hub has been very positive, to the extent that this approach has developed into a locality model, with each area having a local Family Hub that is open, welcoming and accessible for families to get that much needed community based help when they need it.



# Health and wellbeing

## Outcome 2

The health and wellbeing of children and families is improved



### Improving the mental health and emotional wellbeing of children, young people and parents

We talked to children and young people about their mental and emotional health needs and to help inform future services. This included ten focus groups, 3481 pupils completing a survey and a high profile 'Let's Connect Event' in February 2023 for around 120 young people. The key issues being raised by children and young people were:

- Improve signposting and advertising of services
- A clear pathway to access support
- Providing more mental health support for primary aged pupils

In 2022 we launched a new digital support for children and young people in South Lanarkshire called Kooth. Of the young people who completed the Kooth survey, 91% found the content helpful and 100% found the online counselling helpful.

Training for staff helped increase the skills and understanding around suicide intervention and in particular Lifelines Lanarkshire guidance and procedures. Lifelines has been used by school staff in a number of primary schools when supporting children who were potentially at risk of suicide.

I'd just like to thank (Lifelines Lanarkshire training team) for giving their time to our team and providing an opportunity for us to stop and reflect on the most challenging part of our job. I found this training very reassuring and also really appreciated the self-care aspect. Thank you!

**Participant Feedback**

Eighty-six staff participated in a two-day Applied Suicide Intervention Skills Training (ASIST) including staff from all mainstream secondary schools. Feedback from the training has informed adaptation of the training for use in secondary additional support needs schools.

A key resource of an 'Infant Mental Health Observation Indicator Set' has been created for use by staff in early years to help them identify



emotional wellbeing concerns at the earliest stage possible. Staff across a range of early years settings e.g., Health Visitors, Family Nurse Partnership, Social Work, Head Teachers and Early Learning and Childcare have benefitted from training to use the Indicator Set to help inform their work with infants and families.

Using the resource as part of everyday work is now becoming more common and is supported by briefings for staff, who found that the tool was helpful in particular when working to address issues such as maternal mental health, care experienced infants, infants with an emotional behavioural concern, or when there was a child protection issue.

Between February 2021 and April 2022 there were 29 consultations with the specialist Infant Mental Health Service, in the same period to April 2023 the service has received 32 referrals, the most common age group to benefit was between 13 and 35 months. The multi-agency team, which includes a Social Worker and an Early Years Worker provided support to families including a programme called 'Circle of Security', which helps to strengthen the attachment between parent and child.

In addition, we have been talking to parents across South Lanarkshire to enable them to help inform the redesign of the Parental Support Pathway and supporting groupwork programme.

## Healthy Weight

### (Physical activity, diet and nutrition)

NHS Lanarkshire and partners provided community based weight management support to improve the overall health and wellbeing of children, young people and families. Some key highlights over the last year have been:

The Lanarkshire Weight Management Service recently launched a 'Getting Our Active Lifestyle Started (GOALS)' programme with 68 children and young people participating. The majority of the participants were in the 8-15 age group and came from the higher poverty areas.

There were 1304 visits to the children and young people's weight management website that contains helpful information, resources and videos. [www.nhs.uk/lanarkshire/services/weight-management-service/](http://www.nhs.uk/lanarkshire/services/weight-management-service/)

144 children and families (0-2 age range) participated in the Little 'n' Lively programme, where parents are supported by staff trained in ante and post-natal activity. A group of six parents interviewed after completing the programme said that they would all recommend the programme to others, that it was an ideal programme for first time mums and helped to reduce isolation as well as providing an ideal learning opportunity about their babies' development and nutrition.

Thirty-four families completed the 'Full of Beans' six-week programme for two to five year olds.

Eighty five percent of secondary schools engaged in the Healthy Schools Framework exceeding a target of 50% and 72 staff attended the Healthy Schools Framework launch event and received training on the framework.

All programmes are made accessible for young, new and vulnerable parents with support from health professionals locally. Each programme provides a range of resources designed to meet the needs of parents. Many parents reported their child's increased consumption of fruit and vegetables and decreased consumption of high sugar snack foods and drinks.

## Breastfeeding

As part of Scottish Breastfeeding Week, we held a multi-agency conference where a large proportion of participants were mothers, babies and families with a key theme of engagement and listening to feedback. A total of 26 illustrations were created on the day to demonstrate the main messages and themes coming through.



A staff survey has been carried out across South Lanarkshire Council to understand knowledge, confidence, attitudes, and beliefs around supporting breastfeeding within the workplace. Key themes from the survey were: the need for an updated Breastfeeding Return to Work Policy for staff and training for all staff.

As a result new training resources and a Return to Work policy have been developed.

In order to support breastfeeding in the community, continued promotion and support of premises signing up to Breastfeeding Friendly Scotland has continued. All South Lanarkshire Leisure and Culture buildings have signed up, as well as a number of community venues where NHS Maternal and Infant Nutrition and Health Improvement staff have engaged with partners and private businesses.

Moving into the next year, we will work towards a whole systems approach where every department in the local authority will be breastfeeding friendly and can submit an application to the Scottish Government for the Breastfeeding Friendly Local Authority Award. The initial first steps of this will be to work with Education on achieving the Early Learning and Schools Awards.

### Reducing dental decay

A training resource around good dental health has been developed, including wellbeing packs for use with children, young people and families. The training to support the use of the wellbeing packs aims to give staff a better knowledge and understanding of oral health key messages, dental services and the Childsmile Programme. The delivery of key oral health messages has a beneficial impact on the children and young people with messages being taken back to their homes.

The packs provide staff with a series of facts and information they use when having health conversations led by the children and young people as part of the wellbeing bag activity. This includes a toothbrush and toothpaste pack that the children can take away. The aim is to increase staff confidence to have those conversations around oral health, knowing the information they are providing is accurate and up-to-date.

Over the last year we have seen a 21.4 % increase to 94% in school age children being registered with a dentist. Work will continue to encourage

families to commit to regular visits to the dentist and maintain good oral health behaviours.

### Substance use by young people

A substance use pathway for young people that can be used up to the age of 26 has being developed by partners including Regen FX, the Alcohol and Drugs Partnership, Social Work and young people who are currently receiving support. The pathway outlines the various support and help available to young people who engage in substance use.

As part of the pathway work, partners are building an understanding of which services young people seek out for support and what the impact of that support is. A recent audit of 120 young people benefitting from throughcare and aftercare support identified 16 young people as needing targeted substance use support and treatment. At present young people get support from a range of services including Beacons locality bases, Community Mental Health teams, Intensive Housing Support Workers and the Challenging Behaviour Clinic.

### Parental substance use

Partners have worked to improve parents' awareness and access to alcohol and drug support services and the services that exist to support family members and loved ones who support adults who use alcohol or drugs.

Much of this work has been part of the new Early Help Hub established in late 2021, with the aim of diverting families away from statutory Social Work services.

The newly established local Family Hubs combine a range of existing support services for families with early identification of need. There are currently strong links with community-based alcohol and drugs services to ensure families experiencing the negative impact of drug and alcohol use get the right help. However, an area for improvement is the extent to which parents who are supported by the hub due to their alcohol/drug-use have 'My Support Day' (charity for family members/loved ones) promoted to them. The key benefit of this support is a reduction in stigma, poverty, and health inequalities for parents and children.



# Supporting vulnerable groups and keeping children safe

## Outcome 3

The life chances of our most vulnerable children with additional support needs and our most vulnerable young people are improved



## Supporting sustained positive destinations for care experienced young people

We continue to make sure that all care experienced young people get the best employability support if they need it when leaving school. Their progress is closely monitored as part of dedicated support to make sure as many as possible experience a positive post school transition. The Care Experienced Employability Focus Group continues to meet regularly and well established processes are in place between the Youth Employability Service, Education and Social Work to track destinations and jointly support young people. All care experienced young people, including those in kinship care, looked after by friends or relatives are identified and discussed at school meetings which are held twice a year in all schools. This identifies those young people who require more intensive support including referral to Aspire and Aspire Works.

The recent publication of school leavers destinations in 2022 shows that South Lanarkshire has a positive destination rate of 92% for care experienced leavers compared with 96.2% for all leavers. The gap has been reduced to 3.7% from the previous year. This evidences the successful identification and offer of support to young people who are care experienced in moving into positive destinations. The gap is the smallest to date and compares well to the national average.

A South Lanarkshire Council modern apprenticeship 'promise' has been developed which supports care experienced young people through pre-apprenticeship placements and a flexible recruitment approach. Young people have secured modern apprenticeships within Early Learning and Childcare, Health and Social Care, Joinery and Plastering. One young person has secured a building operative post with a further two young people set to secure a modern apprenticeship soon.



### Supporting care leavers transitions

One of the main supports offered for young people leaving care is accessing suitable accommodation. To support this, we have implemented a person-centred 'Housing Pathways' approach for all care experienced young people applying through the Throughcare system. The pathway is based on the needs and aspirations of young people and progresses at a pace young people are comfortable with. It helps match the needs of care experienced young people with available tenancies, including those in the private rented sector in addition to social landlords. In the past year 43 young people were offered tenancies, with 33 of the young people having a housing pathway in place. At the end of the year 96% of the tenancies were being sustained. One example of the impact of this approach is contained in the following case study:

### Case Study

As part of a review for a young care leaver who was placed in an external secure placement the young person was supported by a Housing Officer. During an initial meeting the young person became overwhelmed and ran out of the meeting. The young person was later found at her Mum's and was refusing to return to her placement and was struggling to cope. The young person advised she wanted to stay and support her Mum as she suffered from mental health issues. Her mum had been diagnosed with psychotic behaviour and refused to take medication and there were concerns around Mum's safety.

Mum's accommodation only had one bedroom but supporting services agreed to this arrangement as a temporary measure.

The young person completed a housing application form and a housing pathway based on her needs. Whilst awaiting an offer of housing the young person made numerous calls and advised that her relationship with her Mum had become extremely volatile and concerning. Her social worker was concerned she was becoming her Mum's carer impacting on her ability to accept a tenancy of her own or return to college. Staff from Housing and Social Work worked together to identify an appropriate property and identified an available house close to her Mum. The offer was discussed with the young person, and she felt this was a good option as she could be nearby her Mum but still have her own space.

As a result, the young person has now moved in and settled well. Both she and her Mum are engaging with supports and sustaining their individual tenancies. The young person reflected positively on the experience saying:

"This was the first time I have felt included and listened to. I am grateful for the opportunities you have given me. Thank you for not quitting on me like everyone else, you all seem to care about me. Thanks for trying to help, thanks for not giving up when I didn't phone you back, thanks so much for listening and for caring."





## Improving outcomes for care experienced children and young people

Support for care experienced children and young people living with parents, friends and relatives has been a key feature of our work and an action plan to improve outcomes for care experienced children and young people helped set out our commitment.

This included:

A tutoring programme to improve attainment levels for care experienced pupils that provided study support to those pupils who needed it. Evidence shows that pupils are benefitting from this dedicated support. The tutoring programme was part of a wider learning recovery and renewal programme within Education and the project was established to give all care experienced young people in the senior phase the offer of a tutor to support a subject of their choice to help them to achieve the best outcome possible.

A pool of tutors was created from core teaching staff, and a matching and support system was established to build relationships and agree the best place and time for the tuition to take place. Key to the success of this work was the school-based leads and their support in organising the tutor matches.

The school leads were crucial for making the introductions, securing a good place for the tuition to take place and ensuring we took account of the individual learning needs of each young person. Sixty-four care experienced young people were matched with a tutor and the feedback has been positive from the young people, the tutors and the school leads. The support was across a wide range of subjects from National 4 to Advanced Higher.

Some great work has taken place to get a consistent language for use across the partnership on definitions of care settings. This will avoid confusion in planning of support and targeted interventions. This work has also included a scoping exercise to get the most up to date data on each category, so partners are aware of the scale of need and can provide support accordingly.

The dedicated Promise Development Workers have been supporting young people with a view to making sure their experiences and their voices are being recognised as part of our planning of services and they have been directly involved in improving the assessment, planning and reviewing of care plans to make the experience more meaningful for children.

The work of the Early Support Hub has been realigning existing support to provide better targeted help so kinship carers can access this more easily. We have also supported our Kinship Carers' Forums with added information and publicity resources to raise the awareness of the peer support on offer.

As part of the Warm Welcome initiative in South Lanarkshire, £40,000 was awarded to Who Cares? Scotland to support a Winter Wishes campaign alongside the Continuing Care team in Social Work Resources. 207 care experienced children and young people benefitted from support ranging from £50 – £250 in vouchers to help cope with the cost of living during the Christmas period and wider Winter challenges. Young people said:

Hey! Just wanted to let you know how much of a difference getting those vouchers at Christmas made, the stresses of getting everything in, it made me able to relax and enjoy the Christmas period knowing I had a voucher to go get food in and something for myself as well, it helped me a lot mentally as well as I wasn't stressed and worried about how I would manage! I hosted my first Christmas dinner for family and it made me so proud to have this extra money to make it special.

Thank you for thinking about me, it means so much.

This helped with the little extras I would never have been able to afford.



## Improving care planning and reviews

Who Cares? Scotland have been working with a secondary school and Social Work staff to explore the process of the Looked After Review, the support offered and impact on the child or young person. Young people have produced a video highlighting their experiences of care reviews, which informed our improvement work on making care reviews more child and young person friendly. Young people have reported that they would prefer an aspirational approach to care planning and reviews that focus on a 'this is what I need from my corporate parents' type approach, rather than a reflective historical review that focuses children/young people. A way to measure satisfaction with the review process is currently being explored with children and young people.

Who Cares? Scotland continue to provide peer review advocacy and record children's satisfaction under the 'Each and Every Child' model, ensuring that language, tone and approach all positively frame care experienced people and the world around them.

## Supporting Kinship Carers

Staff in East Kilbride have been using a new assessment framework with kinship carers. A comments questionnaire was issued to each set of carers asking them to comment on their level of satisfaction with the support they received to participate in assessment, and with its outcome. They were also asked how the process of conducting assessments could be improved for the future. Early responses indicate that carers have found using the assessment framework very helpful.

Kinship carers networks meet on a regular basis in each of our four localities and are supported by a range of staff at appropriate times. The networks benefit from volunteer peer support, which is a strength of this work and regular sessions are planned with visiting professionals from Health, Education, Social Work, Youth, Family and Community Learning, Skills Development Scotland and Money Matters providing valuable information on benefits, education support, employability etc.

Two fun days were held in the Summer and October school breaks attracting over 100 families and providing the opportunity to connect with other kinship care families, try new activities and access additional help and support.



## Addressing neglect

A neglect toolkit was developed to help staff provide the best possible support to families where neglect is an issue. The toolkit covers a wide range of topics ranging from physical care to relationships and education. Staff involved in the first phase of using the toolkit were offered training and support in its implementation.

As part of evaluating its use, two families, four health staff and four social workers took part in giving their views about its use. Feedback from the families and staff was 100% positive and parents commented on how they felt “part of the process” instead of being “talked at.” Parents reflected they better understood the issue of neglect, their own experiences, and the impact neglect had on their children. We found convincing evidence that children were benefitting from greater routines, improved supervision and increased safety, alongside regular attendance at school.

As a result of this successful use of the new toolkit, South Lanarkshire Child Protection Committee approved a rollout of the toolkit for use by all staff.

## Extending advocacy services for vulnerable groups

A Referral Pathway has been designed by Who Cares? Scotland and Partners In Advocacy with a view to signposting young people and professionals to the appropriate advocacy services in South Lanarkshire. This has increased access to independent advocacy for young people and ensured that young people have advocacy support in all formal processes. An example of this is when a referral was made to Partners in Advocacy to support a young person through the Children Hearing System. The advocate provided support to the young person during these meetings. When the meetings were concluded, a referral was made to Who Care? Scotland to support the young person at their Care Review.

Work on an advocacy charter is ongoing. The Promise Development Workers have been building positive relationships with young people and partners across the local authority to ensure young people are at the heart of the creation of the charter. The workers are developing positive working relationships with young people and staff in the children’s houses across the local authority with a view to increasing participation opportunities and including the young people in the creation of the charter.

Achieving

Milestones



### 3. Children's Rights Report 2020-23



Preparing for the incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into domestic law has been a feature of our work over the last three years. Our approach is designed to help children access their rights more easily and we have been engaging with our wider workforce to understand children's rights better, be more aware of the demands that incorporation will make on public services and to understand what best practice looks like.

Respecting and promoting the rights of all children and young people has been central to our work in developing our new children's services plan 2023-26 and we are confident that this strong rights-based approach will make a significant difference to children and young people's lives and improve the quality and impact of services. We are listening more to young people than ever before through a wide range of participation and engagement practice.

As a partnership we are developing a strategic approach to how the voices and lived experience of children, young people and parents and carers can be incorporated into our planning processes more effectively.

We recognise that children and young people want the right to be themselves and this is a feature of our approach [#TheRightToBeMyself](#)

Our commitment to children's rights and engagement participation is a strength and features in our children's services plan animation designed and created by our children and young people: [www.youtube.com/watch?v=Sx\\_rrNiKOo8&t=4s](https://www.youtube.com/watch?v=Sx_rrNiKOo8&t=4s)



## What we have done to support children's rights in South Lanarkshire:

A selection of the many examples of children's rights practice from across South Lanarkshire is shared in the table below:

Clusters UNCRC Articles	What we have done	What we will do now
<b>(i) General measures of Implementation</b>  <b>Article 42</b> <b>(knowledge of rights)</b>	<p>Continued to use the Children's Rights Wellbeing Impact Assessment (CRWIA) model in addition to our Children's Services Plan 2023-26 and our Local Child Poverty Action Report.</p> <p>Further developed the awareness of children's rights by carrying out a series of informative and participative children's rights focus groups for staff across public services.</p> <p>Implemented our Promise Board with representation at the highest level and with care experienced children and young people at its heart through our Champion's Board.</p> <p>Recruited two new Promise Development Workers who have been given the task of talking to and listening to our care experienced children and young people.</p> <p>Children's rights have been a feature of multi-agency and single agency seminars including a Keeping the Promise event, workforce 'Connecting Localities' seminars and an Inclusive Education Service event which has helped build on our rights-based practice and continue to set the agenda for further improvement in working towards best practice.</p> <p>We have worked with children and young people to produce an exciting animation that helps focus on what support is available to children, young people and families in general and children's rights in particular.</p>	<p>Provide Children's Rights Wellbeing Impact Assessment training for relevant staff.</p> <p>Make children's rights part of all that we do.</p> <p>Further support our Champion's Board to articulate the issues most relevant to care experienced children and young people.</p> <p>Make sure that co-design of future services is an integral part of how we work together.</p>

Clusters UNCRC Articles	What we have done	What we will do now
<b>(i) General measures of Implementation</b>  <b>Article 42</b> <b>(knowledge of rights)</b>	<p>Kirktonholme Primary 7 class hosted an event in the gym hall, 'Road to Rights' to launch and teach each year group about UNCRC and demonstrated excellent leadership skills by having information stands about the main articles.</p> <p>Through the use of digital technology, children created videos explaining the rights of a child and introduced the whole school to the UNCRC. Classroom, dining room and playground charters have been created, linked to the UNCRC articles and children created signage of each article, which is displayed in the school gym hall and dining hall. As result of the event children are now aware of their main rights.</p> <p>Other examples of work in Kirktonholme Primary includes:</p> <ul style="list-style-type: none"> <li>• The Pupil Council have consulted with the school community on participatory budget spending from their Pupil Equity Fund</li> <li>• Health and Wellbeing ambassadors have supported implementation of the Attachment Strategy and have created sensory boxes for each class</li> <li>• Reading Ambassadors have organised celebrations of reading, including World Book Day</li> <li>• Learners have been consulted on after school and have facilitated lunchtime clubs</li> <li>• Eco Warriors have facilitated Kirktonholme's climate conference</li> </ul> <p>The work to support pupil voice and leadership has resulted in an increase in children's confidence, self-esteem and engagement.</p>	<p>Continue with this good practice e.g. monthly assembly, 'Right a Month', use of videos to maintain enthusiasm, share UNCRC information with parents.</p> <p>Connect with learners from other schools.</p>



Clusters UNCRC Articles	What we have done	What we will do now
<b>(ii) General principles of the UNCRC</b>  <b>Article 12</b> <b>(respect for the views of the child)</b>	<p>We have adopted a strategic approach to gathering and analysing the engagement work we carry out to make sure the views and experiences of our children, young people and families directly informs our planning and decision making. A scoping exercise carried out over the last year highlights the following activity, which will inform our planning going forward:</p> <ul style="list-style-type: none"><li>• Children's Rights/UNCRC incorporation awareness raising for staff</li><li>• Champion's Board voices inform the priority actions for The Promise work</li><li>• Care Day Event for 130 care experienced young people</li><li>• Consultation on community access to mental health support and a 'Let's Connect' Event for 120 children and young people</li><li>• Launch of South Lanarkshire's Youth Strategy by young people</li><li>• Mind of My Own app for care experienced young people</li><li>• Lived experience activity with communities around poverty/child poverty</li><li>• Work with our kinship carer support groups to help inform and improve services and support</li><li>• Children and young people's survey to inform NHS Lanarkshire's Getting Our Active Lifestyle Started programme</li><li>• We have extended advocacy support to children and young people who are on the child protection register</li><li>• Child and Adolescent Mental Health Service has appointed an Engagement Officer to improve our engagement with young people and gather their views on service provision, accommodation etc.</li></ul>	<p>Make participation and co-design an integral part of the activity of children's services partners and the partnership as a whole.</p>

Clusters UNCRC Articles	What we have done	What we will do now
<p><b>(ii) General principles of the UNCRC</b></p> <p><b>Article 12</b> <b>(respect for the views of the child)</b></p>	<p>Neighbourhood Participatory Budgeting in Fernhill, Burnhill and Cambuslang has helped young people become more involved in neighbourhood planning processes by having a variety of methods to get involved and specifically promoting this opportunity within groups/organisations that work with children. In most areas about 20% of all votes on Participatory Budgeting were from children and young people. This allows young people to have a direct role in decision making at a neighbourhood level and letting services know what is most important to them, not only giving young people the right to vote but to actively encourage them to do so.</p> <p>Neighbourhood consultations in Fernhill and Burnhill areas helped design a more child friendly version of surveys for use in schools to ensure young people are involved in setting community priorities in neighbourhood planning. Designing focus groups and workshops in fun environments to engage young people more in the neighbourhood planning process meant that nearly 30% of people that have taken part in our engagement exercises have been children and young people. Not only giving young people the right to have their say but to actively encourage them to do so.</p> <p>Ongoing development of the specialist Child and Adolescent Mental Health Service team who work with care experienced children and young people help to inform and improve mental health interventions and supports for this group of children and young people and help partner agencies understand their difficulties more effectively.</p>	<p>Continue to encourage children and young people's participation in Neighbourhood Planning activity.</p> <p>Keep involving young people in the design and delivery of our participatory budgeting and in the design and delivery of our engagement work.</p> <p>Continue to ensure children and young people contribute towards the planning and evaluation of CAMHS services.</p>





Clusters UNCRC Articles	What we have done	What we will do now
<b>(iii) Civil rights and freedoms</b>  <b>Article 2</b> <b>(non-discrimination)</b>	<p>St Andrew's and St Bride's High School has developed a whole school ethos around inclusion and non-discrimination, including the school's anti-bullying policy and promoting positive behaviour policy. The school has linked different aspects of school community to specific UNCRC rights e.g. S2 held a Culture Day where pupils led activities around different cultures of children and young people within school, which increased awareness of different cultural practice and appreciation of the variety of cultures within the school community. In addition, the school Equality Group for staff and pupils meets regularly through the year to discuss issues of equality which has increased pupils understanding of equality issues.</p> <p>Mossneuk Primary's Rights Respecting Schools Award Pupil Leadership Group worked on relaunching the Right of the Month at pupil assemblies. The children showed the new Right of the Month boards which are displayed in every class and throughout the school. The Right of the Month changes every month and the annual overview takes account of rights that may link to special events and festivals. This allows class teachers to discuss the Right of the Month with their class led by the Leadership Group member. The children investigate the specific Right of the Month and learn more about this.</p>	<p>The school will implement new ideas outlined in school ethos policy and continue to support the activities of the Equality Group.</p> <p>Continue having a Right of the Month and investigate the possibility of developing a Global Goal of the Month.</p>
<b>(iv) Violence against children</b>  <b>Article 19</b> <b>(protection from violence, abuse and neglect)</b>	<p>In all our schools we work to maintain children's and young people's right to privacy when it is safe to do so e.g. information sharing.</p> <p>This allows children and young people to be confident when sharing very personal information that it will only be shared with others when their safety is at risk, or they give permission to do so.</p>	<p>We will ensure this is an integral part of our GIRFEC practice across all partners to support the care and protection of children and young people.</p>

Clusters UNCRC Articles	What we have done	What we will do now
<p><b>(v) Family environment and alternative care</b></p> <p><b>Article 9</b> <b>(separation from parents)</b></p>	<p>School nursing staff were involved in organising and delivering the Christmas gifts for families which enables a greater sense of wellbeing at this important time. Staff also work closely with Venture Scotland to which they refer children to access funded outdoor activities to build on their strengths and emotional health through play.</p> <p>The support for South Lanarkshire's Champion's Board has been a highlight of our engagement work over the last three years. An inclusive model of participation for children and young people has meant that the voice of our care experienced population is heard by decision makers at the very highest level impacting on strategic decisions and the way we deliver some support. One example of this work has been the Promise Development Team from WhoCares? Scotland who worked closely with the Champions and partners from Social Work and Education to deliver a 2023 Care Day conference and ensure care experienced pupils from every secondary school could inform our activity to Keep the Promise.</p> <p>The event focused on themes identified by corporate parents at an event in October 2022 to support wider discussion with children and young people on:</p> <ul style="list-style-type: none"> <li>• Where you live (Housing)</li> <li>• The adults around you (Dedicated support)</li> <li>• Money (Finance)</li> </ul> <p>Over 130 care experienced children and young people from all secondary schools shared their views and experiences and stories from their peers, friends, and family. This helped us all to agree on what matters most to care experienced people.</p>	<p>School Nursing will make the organisation of Christmas gifts for families an annual offer of support.</p> <p>Further develop our Champion's Board model and make the Care Day celebration an annual event and an integral part of our co-production activity.</p>



Clusters UNCRC Articles	What we have done	What we will do now
<b>(vi) Basic health and welfare</b>  <b>Article 24 (health and health services)</b>	<p>School nurses have changed the way we offer Health Needs Assessments to care experienced children and young people and unaccompanied asylum-seeking children using our 'Wellbeing Bag'. This supports a more conversational approach, where children and young people can be more engaged in the assessment and lead the conversation.</p> <p>Kirktonholme Primary School hosted a Children's Mental Health Week promoting the theme of 'Connections'. The whole school participated, with various activities linked to the UNCRC articles. Children increased their learning and understanding about how to form a positive growth mindset, respect each other and regulate emotions. Children also had the opportunity to participate in an after school club.</p> <p>Health professionals have been supporting young people to continue to attend school through working alongside the young person, their caregivers and education staff to develop an individual approach for young people within Child and Adolescent Mental Health Service to continue to attend school or have support provided at home as required. This support allows young people who have been struggling to attend school, the opportunity to work towards attending on a phased basis through developing coping strategies for managing in school or looking towards further education options.</p> <p>Woodlands Nursery Class has a Wellbeing group that runs twice per week for a group of eight children to attend over two terms to allow adequate time to learn about the importance of nurture. Each week children hear about how support for attachment and resilience can help children to understand their right to be heard, cared for, and respected.</p>	<p>Extend the use of the Wellbeing Bag approach where relevant.</p> <p>Continue to make connections with the Wellbeing indicators and UNCRC articles.</p> <p>Continue to create pathways for children to participate in clubs within their community.</p> <p>Continue to support young people who wish to continue to attend school even when their mental health impacts upon their ability to attend.</p> <p>Continue to develop this approach and other examples of good practice in our schools.</p>

Clusters UNCRC Articles	What we have done	What we will do now
<b>(vii) Education, leisure and culture</b>  <b>Article 31</b> <b>(leisure, play and culture)</b>	<p>The development of the High Backs in Burnhill through neighbourhood planning and Participatory Budgeting has given young people a safe place to learn and play with peers through informal community activities. This development is driven by a Children's Action Group.</p> <p>St Kenneth's Primary School Nursery class developed their own Outside Mud Kitchen in the school grounds. The children observed the area looking at ways to improve it and in groups they discussed what changes they would like to make. They made plans of the area with their marking skills and lists of resources, using pictures from catalogues and the internet. The children linked this with their families through our learning journals to ask if parents could donate any real-life resources. The mud kitchen area was a terrific success and looked amazing and is now a very popular part of the school's outdoor area.</p> <p>Facilitating the children to take ownership of the area encouraged a range of skills such as: creativity, teamwork, leadership skills and communication (expressing thoughts and feelings and likes and dislikes).</p> <p>Children from Machanhill Primary School Nursery Class joined in with their keyworkers in August, or on beginning nursery in signing up to our nursery charter by signing the charter with painted handprints. The Nursery Charter is on display in the nursery playroom for everyone to see. Children and staff are able to discuss, agree and understand the nursery rules. E.g.</p> <ul style="list-style-type: none"> <li>• understanding that we need to listen to adults and children to be able to follow instructions/ rules/routines and to learn</li> <li>• agreeing that we would have kind hands and feet in nursery and that we would not use unkind hurtful words to our friends or keyworkers</li> </ul> <p>St Cuthbert's Primary School and Nursery Class have an inclusive approach to recognising all cultures in the school, e.g. by celebrating Chinese New Year and enjoying story telling sessions from one of the school's Mandarin speaking parents. Children have enjoyed listening to Romanian and Polish interactive stories using the interactive touch screens.</p>	<p>Continue to ensure that the voice of children and young people is an integral aspect of the neighbourhood planning process across South Lanarkshire.</p> <p>Other children have been inspired by this and are now developing other areas of the nursery.</p> <p>Continuing to immerse all children in the language and meaning of UNCRC throughout all daily learning experiences that are on offer to all children in Machanhill Primary School.</p> <p>The school will continue to celebrate up and coming calendar events to include all children.</p>



Clusters UNCRC Articles	What we have done	What we will do now
	<p>These activities made the children feel safe with the link from home to Nursery and made them aware of other customs and realise that 'we are all unique'.</p> <p>Law Primary School Nursery Class developed a rest area in a cosy corner to establish a quiet nurture area where children can relax and enjoy books and sensory experiences. Children identified and co-constructed rules and expectations for the area and staff encouraged and supported children to use the area appropriately. This acknowledges that children have the right to rest and sleep in the nurture area. Staff identified that children rarely want to sleep at nursery however the children use the nurture area to relax and take a rest.</p> <p>Children have the right to free choice and 'in the moment' planning and open ended resources support holistic and curiosity approaches to learning. To support this work staff and children have developed a display board which links the children's activities in nursery to the UNCRC.</p>	<p>The school will look to improve this resource by adding more loose parts and open-ended resources for learning.</p>
<p><b>(viii) Special protection measures</b></p> <p><b>Article 40 (juvenile justice)</b></p>	<p>The Inclusion as Prevention initiative has championed a rights-based approach, promoting participation of children and young people, particularly those most at risk of systemic discrimination. Our vision for children and young people involved in behaviour which leads them into conflict with the law is informed by a rights respecting approach. Inclusion as Prevention tests of change have looked at strengthening co-production approaches, reducing the criminalisation of young people, and giving audience to the voice of young people. More information can be found here: <a href="https://inclusionasprevention.org.uk">https://inclusionasprevention.org.uk</a>.</p> <p>Inclusion as Prevention has provided opportunities for more regular and increased dialogue and communication about new and innovative ways that service providers can be more inclusive in all areas of practice involving children, young people and their families. This has been particularly well received and from the learning and feedback there has been a direct impact on service change and service delivery.</p>	<p>Use the learning from Inclusion as Prevention to inform other areas of practice such as the approach to Whole Family Wellbeing and The Promise.</p>

## What next for children's rights and participation in South Lanarkshire?

The work of our partnership is founded on a rights-based approach which supports best practice and desires improved outcomes for all children and young people, particularly those who are most disenfranchised.

We will develop the following areas of work:

- Promotion of rights-based practice so all children's views are at the core of decision making and are heard by all partners during care planning for their future
- Making sure children and young people inform our preparation for UNCRC incorporation and our rights-based culture in general
- As an integral part of our thematic groups, ensure children, young people and families will help design future services based on their experiences in the past, their current needs and their aspirations for the future
- Being more innovative in the way we involve children and young people, especially those who do not tend to engage in traditional consultation processes
- Providing more opportunities for children and young people to participate in events with staff e.g., locality staff seminars, the Promise Board etc
- Working across all public sector partners to further embed children's rights into culture, policy and practice
- Ensuring that the seven principles of rights-based practice are at the heart of our work







## 4. Our commitment to improvement



As a partnership we used the national 3 Step Improvement Framework and Model for Improvement to identify improvement change activity within this plan. We worked with the Centre for Excellence for Children's Care and Protection (CELSIS), Scottish Government's Children and Young Peoples Improvement Collaborative and local partners, to develop a route map for each of the agreed priority areas in the Children's Services Plan 2021-23. We will extend this approach into the new planning cycle and in developing improvement work around our refreshed priority areas.

All of our improvement work has started small, trying out ideas to see if they work before we make wholesale changes to services or systems. We are delighted that a number of improvement projects have resulted in more strategic changes, allowing us to work together with children, young people and families for even better outcomes.

As we move forward, we are committed to maintaining our focus on improvement as part of our shared work and this will feature in how we work together across the groups within our governance structure.

### How will we achieve this?

- Increased focus on joint working and the pooling of expertise and resources to deliver additional value through the activity of the three thematic groups
- Commitment to an increasingly evidence based, outcome focused approach which gives particular consideration to the needs of the families
- Systemic involvement of children, young people and families with lived experience
- Long term, strategic thinking that aligns key areas of policy and priorities to support a more holistic, preventative approach
- Robust accountability and governance across all of our working groups and through the production of accessible annual reports

## 5. Moving forward

The Getting It Right for South Lanarkshire's Children's Services Partnership has a strong vision for our work together:

**South Lanarkshire's children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.**

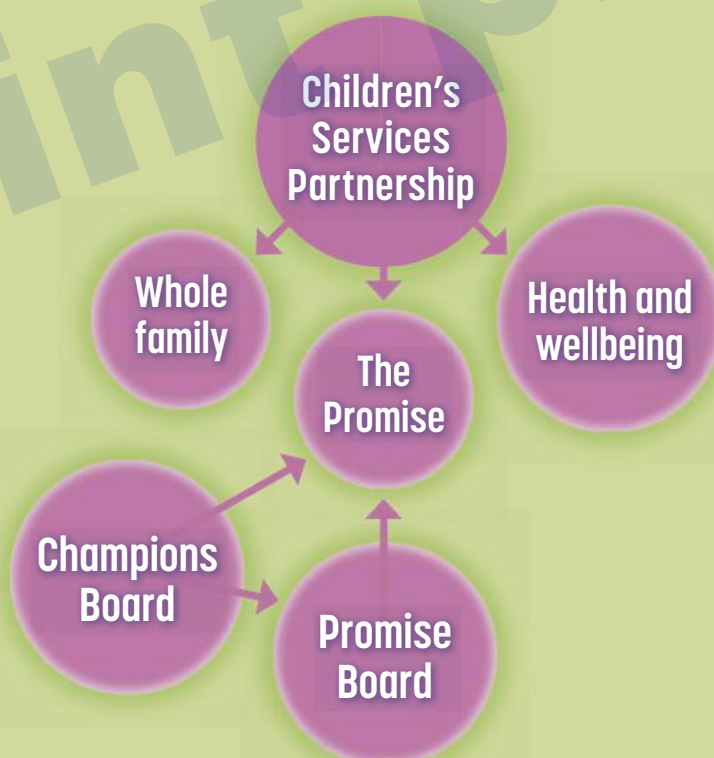
In late 2022 our children's services partners carried out a reflective evaluation of our shared activity, structures, relationships, available capacity and how we can achieve this vision and contribute towards local and national priorities. This review included involvement with the wider workforce and gathering in the views of children, young people and families.

The resultant governance structure is one designed to make the most of available resources and one that is well placed to drive forward our agreed priorities going forward and make a substantial

contribution towards the national priorities of the Promise, Whole Family Wellbeing, Mental Health and Emotional Wellbeing, Children's Rights and Getting It Right for Every Child.

The three thematic groups of Whole Family Approach, Health and Wellbeing and Keeping the Promise will carry out most of the activity of our partnership. This includes actions to support the priorities below, key tasks around participation and children's rights and ensuring self-evaluation, improvement and quality assurance is central to our planning and evaluation.

### Getting It Right for South Lanarkshire's Children Governance Structure 2023-26







The three thematic groups of Whole Family Approach, Health and Wellbeing and Keeping the Promise will carry out most of the activity of our partnership. This includes actions to support the priorities below, key tasks around participation and children's rights and ensuring self-evaluation, improvement and quality assurance in central to our planning and evaluation.

### Whole Family Approach Thematic Group

**Every family that needs support gets the right family support at the right time for as long as it is needed**

- Reduced number of children and young people living away from their families
- Reduced number of families requiring crisis intervention
- Reduced inequality gap in child development
- Reduced inequality gap in wellbeing outcomes for families' children and young people
- Increased number of families taking up wider supports

### Health and Wellbeing Thematic Group

**Every child and young person will be able to access support which helps improve their mental health and emotional wellbeing**

- Improved maternal and infant mental health
- Improved support offered to children and young people who may be at risk of suicide and self-harm
- Improved whole school approaches to mental health and wellbeing
- Improved visibility and accessibility of community mental health supports and services
- Staff professional learning and development to ensure their own and others' wellbeing established

### Keeping The Promise Thematic Group

**Children and young people grow up loved, safe, respected and listened to**

- Voice is at the heart of all decision-making processes at all levels
- Increased number of care experienced people accessing further and/or higher education opportunities and successful employment
- Reduced poverty amongst care experienced people
- Improved lifelong support for care experienced people
- Improved support into long term housing for care experienced people
- Improved mental health and emotional wellbeing of care experienced people



## 6. Wider partnerships

Our children's services partners are: most importantly our children, young people and families, South Lanarkshire Council, South Lanarkshire Health and Social Care Partnership, NHS Lanarkshire, South Lanarkshire Child Protection Committee, Scottish Children's Reporter Administration (SCRA), Police Scotland, Skills Development Scotland, Scottish Fire and Rescue Service, South Lanarkshire Leisure and Culture and Voluntary Action South Lanarkshire (VASLan) on behalf of our vibrant and valuable third sector organisations.

The structure shown in section five highlights our core children's services plan activity, but also has key links to the Community Planning Partnership, Child Protection Committee, Community Learning and Development Partnership and the Drug and Alcohol Partnership, where we share common priorities in achieving best outcomes for children, young people and families.

We are committed to using our combined resources effectively to deliver services promoting wellbeing, preventing adversity and offering the right help at the right time to those who need it.

The wider planning structure is shown below:





# Key contacts

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Respected

Responsible

Attachment

Life chances

Included





## our values

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

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

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

[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)



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South Lanarkshire  
**Partnership**  
Stronger together

11



# Children's Services Plan 2023–2026



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



**Working together:  
making a difference**





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# Section one:

## Foreword

It is so important that all our children and young people have the best possible start in life.

That is the unwavering ambition that sits at the heart of our children's services plan for 2023-26, *Getting it Right for South Lanarkshire's Children, Young People and Families: Working Together: Making a Difference.*

It is an aim that guides the decisions we make at an organisational level and as individual practitioners.

As the name of the plan suggests, no one person, service or organisation can do this alone. To make a real and meaningful difference to the lives of children, young people and families we all need to work together.

Families need the right support from our services and in turn those services need to sit within a supportive environment that nurtures best practice and continual improvement.

This plan is built on three key pillars that stand as the foundation for achieving the best possible outcomes:

- ▶ **Whole Family Wellbeing** – every family should get the right support at the right time for as long as they need
- ▶ **Health and Wellbeing** – every child and young person should be able to access local community services which support and improve their mental health and wellbeing
- ▶ **Keeping the Promise** – children and young people should grow up loved, safe, respected and listened to

We start from a strong position in South Lanarkshire and look to build on the achievements of previous children's service plans.

Excellent partnership arrangements are already in place that will enable us to work together successfully over the next years to get it right for every child, young person and family in South Lanarkshire. We also sit within a wider national planning cycle. Our plan aligns with this and ensures we make the most of synergies between national and local improvement work.

As set out in this plan, the impact of the COVID-19 pandemic continues to pose challenges. Supporting the recovery process for children, young people and families is an important part of this plan. A number of other factors have influenced and informed the development of this plan:

- ▶ The independent care review and the resulting Promise to keep children with their families where it is safe to do so and value the importance of relationships with families. Keep The Promise is at the heart of all we do
- ▶ Transformational change aspirations to support Whole Family Wellbeing
- ▶ UNCRC incorporation and a child friendly approach to respecting rights
- ▶ Community access to mental health services and support



- ▶ Ensuring a best start; bright future approach to challenging child poverty
- ▶ Making the Getting it right for every child ethos central to everything we do as a partnership
- ▶ The key guidance provided by the National Performance Framework and related outcomes
- ▶ The refocused governance structure of South Lanarkshire's Community Planning Partnership, which reflects recent national policy developments and the available funding streams

A huge amount of the work we do in South Lanarkshire makes a contribution to supporting children, young people and families. While the plan acknowledges this positive impact, its main focus is the more targeted areas of support where we have identified an unmet need. We can best do this by working together to make the best and most efficient use of our joint resources. By doing so we can deliver an integrated approach that makes the biggest difference to meeting families' needs and ensure we provide effective support for our most vulnerable children and families.

The benefits to our children, young people and families of getting this right are incalculable. We ask you to join us on this next stage of our journey to improve lives across South Lanarkshire and look forward to working with you to make our plan a reality.



**Cleland Sneddon**  
Chief Executive,  
South Lanarkshire  
Council



**Professor Jann Gardner**  
Chief Executive,  
NHS Lanarkshire



## Section two: Wider Partnerships

In South Lanarkshire we have a shared vision that:

**South Lanarkshire's children, young people and families will be safeguarded and supported to reach their full potential and thrive within their communities.**

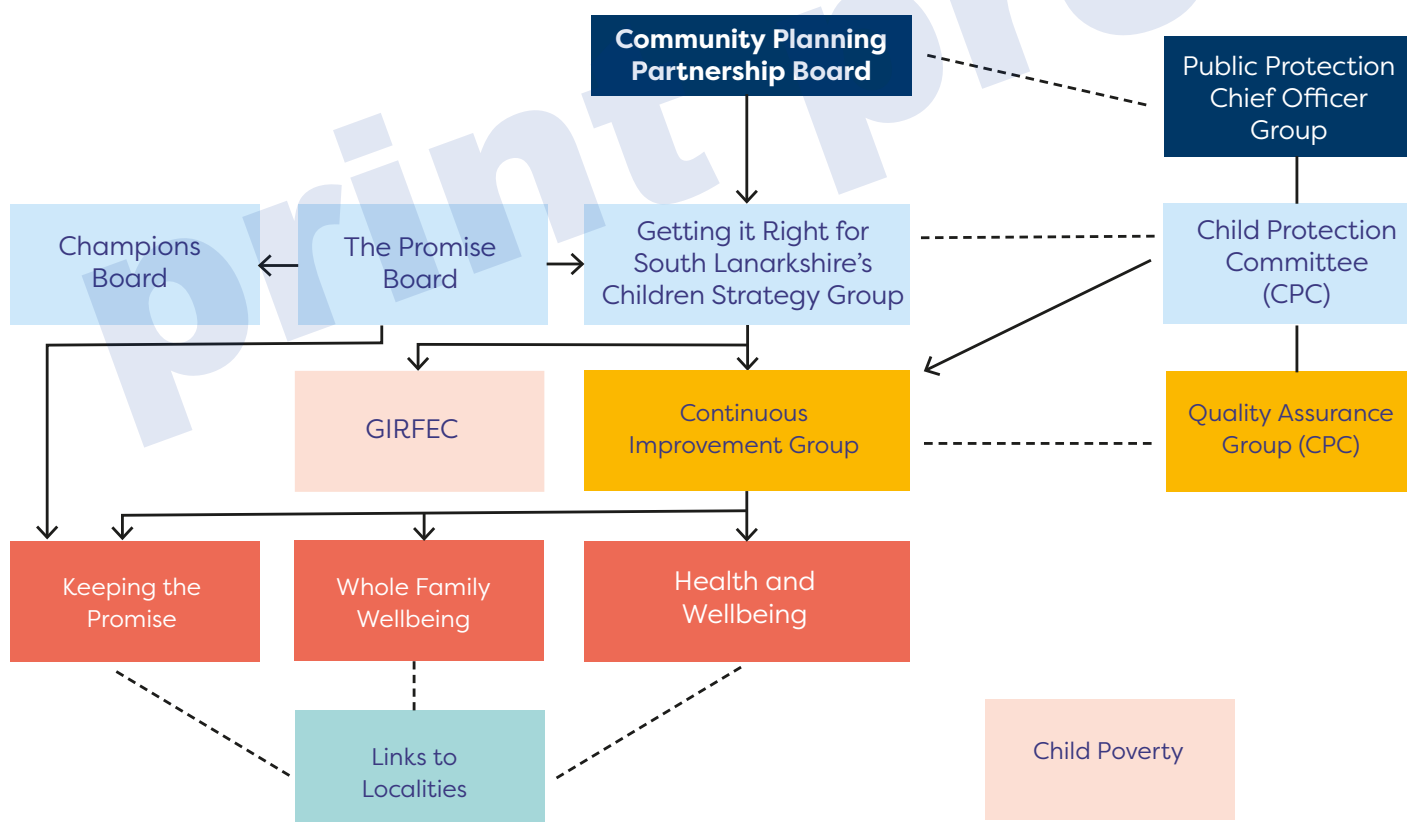
This vision is underpinned by a continued commitment to:

- ▶ Tackling inequality, discrimination, and poverty
- ▶ Promoting early support and prevention
- ▶ Focussing on those areas where working together will have the biggest impact
- ▶ Ensuring a shared approach to continuous improvement, and
- ▶ Implementing a workforce development strategy that builds the competence and confidence of our staff

Our children's services partners are: most importantly our children, young people and families, South Lanarkshire Council, South Lanarkshire Health and Social Care Partnership, NHS Lanarkshire, South Lanarkshire Child Protection Committee, Scottish Children's Reporter Administration (SCRA), Police Scotland, Skills Development Scotland, Scottish Fire and Rescue Service, South Lanarkshire Leisure and Culture and Voluntary Action South Lanarkshire (VASLan) on behalf of our vibrant and valuable third sector organisations.

The diagram below shows the governance structure that oversees the work of the children's services partnership and the delivery of our children's services plan.

### Children's Services Partnership Governance Structure



The structure supports reporting through our annual report, engagement with service users, our contribution to national networks and working groups and connectivity with other local planning structures such as the Community Planning Partnership, the Community Learning and Development Partnership and our planning around child poverty related activity. By working together in partnership, we can better support our children and families.

We recognise that every child is entitled to be supported throughout their childhood into adulthood, getting the help they need, when they need it. Our children's services partners offer a wide range of services to support children and families in this journey. In 2022/23, over £396m was provided to services for children and families e.g. Education Services (£287m), Health Services (£63m) and Social Work Services (£35.6m). South Lanarkshire's third sector also provide valuable capacity to deliver crucial support services to children, young people and families of approximately £11m in value. This reflects our investment in supporting all children, young people and families dedicated to those who need them most.

In addition, there are an increasing number of funding streams being made available to the partnership to support areas of national policy at a local level. These funding streams include:

- ▶ Care Experienced Children and Young People Attainment Fund
- ▶ Counselling Through Schools and Children and Young People's Community Mental Health and Wellbeing Supports and Services Fund
- ▶ Whole Family Wellbeing Fund



**The partnership also contributes towards the commissioning of the Alcohol and Drugs Partnership services for children, young people, and families with substance use issues.**

**We are committed to using our combined resources effectively to deliver services promoting wellbeing, preventing adversity and offering the right help at the right time to those who need it.**

## Section three:

# What we know about children, young people and families in South Lanarkshire

In 2021 South Lanarkshire was home to 320,530 people, of which 17.3% were 15 and under.

The area covers 180,000 hectares of land stretching from a few miles from the city centre of Glasgow to close to the Scottish Border with an 80% urban and 20% rural split and is one of the largest and most diverse areas of Scotland.

There are four localities that are aligned to support planning across Education, Health, Social Work, the

Third Sector and 17 learning communities with 20 secondary establishments, 124 primary schools and 72 early years establishments.

The key characteristics of our children and young people can be seen in the profiles below.

### Population by Age (2021)

#### Age and percentage of population

Aged Under 5

**16,218 (5.0%)**

Aged 5-11

**25,023 (7.8%)**

Aged 12-15

**14,459 (4.5%)**

Aged 16-19

**13,126 (4.1%)**

Aged 20-24

**17,323 (5.4%)**



Children and young people are kept **safe** from abuse and neglect with families supported to build on strengths and recover from experiences of domestic abuse and other harms at home or in the community

## Child protection

In July 2021 **116 children and young people** were on the child protection register

- This is below the national average. The highest number of concerns were for neglect.

## Care experienced children and young people

In July 2021 **752 children and young people** were in the care of their local authority, which is **below the national average**

- 85% being cared for in the community rather than in residential accommodation



Children and young people grow and develop and are encouraged to live **healthy** lifestyles with families able to access appropriate healthcare which supports them to physically and mentally flourish

## Health and wellbeing

The latest SALSUS (2018) data showed **18% of 13 and 15-year-olds tried e-cigarettes**, an increase from previous years

## Emotional wellbeing

SALSUS data shows an increasing trend in reported mental health issues

There has been a **7% increase in 13-year-olds** reporting a **mental health concern** and a **12% increase in 15-year-olds** reporting a **mental health concern**

- There are a number of at-risk groups, such as care experienced children and young people



## Section three:

# What we know about children, young people and families in South Lanarkshire

Children and young people are encouraged to be **achieving** and receive support through education, family learning and parental involvement which nurtures individual interests, promotes development of skills, and builds self-esteem



## Attainment

In 2021 **91.2% of young people** achieved **SCQF level 5** or above

**43.3% of care experienced young people** achieved **level 5**

## Healthy development

In 2020/21 **93% of children** had their reviews at 27 months, **17.7%** had at least **one developmental concern**

**Speech, language and communication** and emotional and behavioural concerns were the areas where **most concerns were raised**

Children living in high poverty areas had **5% higher levels of concern** in comparison to **low poverty areas**

Families are empowered to provide children with the best start in life, so they grow up loved, **nurtured** and happy, with support available to overcome experiences of adversity and trauma where needed

## Breastfeeding rates

**54.8% of babies** are ever **breastfed** at six to eight weeks

- ▶ Breastfeeding is more common in more affluent areas

## Leavers positive destinations

In 20/21 **96.2% young people** achieved a **positive destination** on leaving school

**90% of care experienced pupils** achieved a **positive destination**

## Family support

The newly established **Family Support Hubs** received **937 referrals** in the first quarter since Sep 2022

- ▶ A recurring theme is families experiencing domestic abuse
- ▶ Online uptake in the last year saw **1415 parents** taking part in attachment-based programmes

Children, young people, and families enjoy meaningful opportunities to be **active**, through both choices in and chances for play, hobbies, sports, and exercise

## Healthy weight

In 2021/22 **74.4% of Primary 1 children** were a **healthy weight**, a **decrease** from previous years

**11.9% of children** were at risk of being **overweight** and **12.4%** at risk of being **obese**

## Active Schools Programme

In 2021/22 **974 pupils** participated in the **Active Schools Programme**, an **increase** from the previous year

- ▶ **8627 pupils** across Primary, Secondary and Additional Support Needs establishments were from **high poverty areas**



Children and young people are **respected**. Their views are taken into account in all decision making and opportunities are available to exercise leadership. Children's rights are upheld and promoted

## Children and young people's views

**Over 16,000 children and young people** were supported to give their views and opinions on services to support their needs and aspirations through a wide range of **engagement and participation processes**





## Section three:

# What we know about children, young people and families in South Lanarkshire

Children and young people have meaningful opportunities to participate in decision-making at home, school, local communities, and society, so they grow up **responsible** individuals and citizens; with non-judgemental support available to nurture positive decision-making skills

### Youth Justice

In 2021 /22 **158 children and young people** were referred to the Scottish Children's Reporter Administration on **offence grounds** a stable trend for the last three years

- **109 referrals** were received as part of the Early and Effective Intervention support

Children and young people feel **included** with a sense of belonging at home, school and their local community. Families have adequate income, affordable homes and support

### Asylum seekers and refugees

In 2022/23 there were **27 Asylum Seeker and 119 Refugee pupils** across Primary, Secondary and and Additional Support Needs establishments

### Child Poverty

Almost a fifth of **children and young people (19%)** live in **relative poverty** once housing costs are taken into account

### Fuel and Food Poverty

Latest data shows more households are struggling with **fuel poverty (22%)** and an **increased reliance on foodbank support**

### Homelessness

In 2021/22 there were **327 applications** from **households presenting as homeless** with children (28.4% of all applications received).

- **9.2%** were from a dual parent household and **90.8%** from a single parent household





## Section four: Children's rights, engagement and participation

### Children's rights and #TheRightToBeMyself

Our children's services partnership is committed to the process of incorporating the United Nations Convention on the Rights of the Child (UNCRC) and the additional duties that come with it, which we know will help us to help children to access their rights more effectively.



While incorporation and the focus that comes with it will improve awareness of children's rights across public services, there is still a lot to be done in raising awareness of the importance of children's rights, especially amongst vulnerable groups.

We will support all public sector organisations and especially those services directly supporting children and young people to understand the UNCRC and be competent and confident in their understanding and support of children's rights.

In South Lanarkshire, making children's rights central to our work, recognising, respecting and promoting the rights of all children and young people is crucial to improving outcomes and increasing life chances.

We are confident that we have in place a strong rights-based approach that is making a significant difference to children and young people's lives.

We have a strong understanding of the wide range of practice that supports the 42 articles in the UNCRC. Throughout this practice, we recognise that children and young people want the right to be themselves # the right to be myself is a feature of our approach to children's rights.

We are listening more to children and young people than ever before through a wide range of participation and engagement, much of which is articulated in this section. The voices of children, young people and parents have been central to agreeing what our priorities will be for the next three years.

## Section four: Children's rights, engagement and participation

In early 2023 we have delivered the following events involving around 400 children and young people to ensure their voices are heard by partners and decision makers:

- ▶ Let's Connect Conference focused on mental health and emotional wellbeing
- ▶ Care Day seminar for children and young people, and
- ▶ Launch event for South Lanarkshire's Youth Strategy

This adds to consultations and engagement over the lifespan of the previous plan which also support the voice of children, young people and families and to ensure that planning and decision-making takes into consideration the experiences of service users. The engagement activity reflected here is drawn from a range of activity including bespoke consultations and questionnaires and through the strong working relationships established as part of the provision of support to children and families.

In all around 16,000 people were supported to give their views and opinions on services, needs and aspirations. The activity includes the following:

- ▶ A Facebook 'Closed User Group' consultation as part of the Scottish and World Breastfeeding Weeks events

- ▶ A consultation in the Cambuslang and Rutherglen areas focusing on communities and families COVID-19 experience
- ▶ An online questionnaire via Survey Monkey with children, young people and parents as part of Lanarkshire's Weight Management Programme
- ▶ An extensive consultation via questionnaire as part of our understanding of the issues in accessing mental health support by children, young people and families to inform the use of the Children and Young People's Community Mental Health and Wellbeing Supports and Services funding
- ▶ Ongoing work with care experienced children and young people as part of our Champions Board activity
- ▶ A survey to better understand the impact of COVID-19 on school pupils and parents
- ▶ Mind of My Own app to help care experienced children and young people share their views and experiences with staff
- ▶ Feedback and evaluation from various services and projects across South Lanarkshire



## Through our engagement activity, our children and young people tell us that:

- ▶ They want us to be more creative in tackling child poverty and inequalities and helping families and they worry about their family's own money issues
- ▶ Parental health and wellbeing, particularly mental health can have a major impact on the health and wellbeing of children and young people
- ▶ Families should find it easier to get all the help they need, e.g., through an integrated model of support (get help at one place, not many places) including support at an earlier stage - before problems start
- ▶ Stigma and embarrassment get in the way of asking for help for some things e.g., mental health, money worries, housing issues etc
- ▶ They often are not aware of what help is available and being able to access supports easily and knowing where to go for what support is important
- ▶ They would like more emotional wellbeing support in school - having mental health taught and focused on in school more
- ▶ They would like more peer support in schools, or support from someone who has experienced mental health difficulties
- ▶ The right finance support for care experienced young people will help the throughcare transition such as provision of a formal guarantor and emergency contact arrangement and practical financial advice/education
- ▶ Housing support that includes a dedicated team and 'bedding in' process re accessing and transitioning into new housing situations is important for care experienced young people
- ▶ For care experienced children and young people stickability and the option to identify 'their person' to provide support as long as they need it will make a difference

## Our commitment to children's rights in South Lanarkshire over the next three years:

In championing the children's rights agenda, we will deliver on the following commitments as part of our plan of action to make children's rights-based practice in South Lanarkshire the best it can be.

- ▶ Continue to use the Children's Rights Wellbeing Impact Assessment model as part of our planning for all new plans and strategies including developing South Lanarkshire's Children's Services Plan 2023-26, the refreshed Keeping the Promise Strategy and Action Plan, our forthcoming Child Poverty Strategy and other areas of policy and strategy affecting children and young people
- ▶ Further develop awareness of Children's Rights into workforce development opportunities provided to the children's services workforce and across all our Community Planning Partnership members to build on recent work to raise awareness of UNCRC incorporation
- ▶ Support the voices of our care experienced children and young people through the Champion's Board
- ▶ Further develop our #RighttoBeMyself approach for all children and young people
- ▶ Be creative in engaging with children and young people who do not tend to engage in traditional consultation processes and explore with them how we can develop more creative opportunities for participation
- ▶ Provide opportunities for children and young people to participate in events like seminars, conferences, fun days etc.
- ▶ Support parents and carers to be aware of children's rights and ensure children have a strong understanding
- ▶ Extend and enhance advocacy support to children and young people
- ▶ Ensure we work with children, young people and their families to help co-design new plans, strategies and areas of work across our local partnerships

## Section five: Whole family wellbeing approach

### Why is it important?

Central to our Whole Family Approach, we want all our families to flourish and get the right support at the right time to support a child's right to be raised safely in their own families, for as long as they need it.

We are committed to reducing the need for a crisis response to help families to a much more preventive, early intervention offer. By working with the whole family to identify needs and solutions we will reduce the likelihood of difficulties occurring in the first place.

Supported will be coordinated by a range of partners across education, health, social work and the third sector and built on strong relationships. This will meet the needs for the whole family, help to ensure best possible outcomes and reduce the need for future intervention.

Our aim is to invest our time, energy, and resources in a preventative way, with early help building on family strengths and available community supports to provide practical solutions and reduce any barriers faced by families. Our holistic family and trauma informed support will champion a 'no wrong door' principle to ensure joined up support is wrapped around individual families.

**Wellbeing is influenced by a number of factors including where we live, the education we have had, our access to greenspace, the support we receive from family and friends and access to health services. Therefore, it is important for the partnership to look upon children, young people and families using a wider lens that considers these multiple influential factors.**

The past few years have been some of the most challenging for our children, young people and families due to the COVID-19 pandemic. Whilst services for these groups recover and communities try to return to normal activities, the inequalities that existed between and within communities have been compounded leading to the cost-of-living crisis impacting our children, young people and their families.

### Where are we now?

Over the last three years we have seen increased investment and commitment both nationally and locally around improving preventative services and early support to families. In South Lanarkshire this includes the implementation of our Parenting Support Pathway, the roll out of the national Universal Health Visiting Pathway, school nursing provision for care experienced young people, additional early learning and childcare provision, the development of early support through Family Support Hubs and an innovative schools-based family initiative called Pathfinders.

In addition, there has been continued support from Midwifery services for our children and families to thrive and achieve key milestones around child development and services are working with health visiting colleagues and Education to provide a joined up offer of help for families where a need has been identified.

As part of our approach to whole family wellbeing we know that challenges around healthy weight, encouraging breastfeeding, neglect and gender-based violence can impact on families' outcomes.

Improving the wellbeing of children and young people affected by disability is a priority for the partnership. This includes learning, health and social supports and opportunities as well as planning for transitions and supports required beyond childhood. We will build on consultation with children and their families to better understand their experiences of current services and support. We will work with children and their families to develop areas for improvement through the life of this plan.



The Scottish Government have committed to early help through the Whole Family Wellbeing Fund, which will support the change and improvement needed to shift investment towards prevention and reduce the need for crisis intervention. The following areas are part of our integrated approach to supporting families.

We are developing four Family Support Hubs across South Lanarkshire to support easier access to help for families.

We are providing dedicated help to families to help them find their own solutions through a Family Group Decision Making project.

We have recruited peer support workers with lived experience who can help reduce the stigma of needing support.

We have refreshed our Parenting Support Pathway that delivers dedicated programmes to help achieve better outcomes for parents and families.

We have put in place a team of early years workers based in NHS Lanarkshire who will provide support to families with children under five.

We are extending a schools-based family project called Pathfinders that will reduce the need for more complex intervention at a later stage.

We are supporting the extension of attachment informed practice across the children's services partners and we are ensuring we have a trauma informed workforce to help better understand the needs of families.

## What will we do next

We have agreed a number of areas for change which will be a key feature of how we will take a whole family approach, Keep the Promise and tackle Child Poverty.

These areas of change will be supported by a shared commitment to a clear leadership and workforce strategy, a support system that is accountable to families, improved and increased availability of services and access to support and most importantly, making sure that our families are at the centre of the design of new and changing services. By the end of this plan we aim to achieve the following outcomes:

### **Every family that needs support gets the right family support at the right time for as long as it is needed**

- ▶ Reduce the number of children and young people living away from their families
- ▶ Reduce the number of families requiring crisis intervention
- ▶ Reduce the inequality gap in child development
- ▶ Reduce the inequality gap in wellbeing outcomes for families' children and young people
- ▶ Increase the number of families taking up wider supports

## Section six: South Lanarkshire's Promise

### Why is it important?

The Promise Plan 2021-24 is the next step towards keeping the promise made to children and families across Scotland. It sets out the changes that need to happen over the next three years and is the first of three plans running to 2030.

It sets a series of outcomes that must be achieved by 2024 and seeks to ensure significant and sustained action in the following areas:

- ▶ a good childhood
- ▶ whole family support
- ▶ supporting the workforce
- ▶ planning
- ▶ building capacity

**We are committed to the overall vision of The Promise and pledge to work on the above outcomes through the following commitments.**

**We will work to provide better access to health support, providing an education that fully meets needs of learners, promoting the importance of strong and consistent relationships (particularly brothers and sisters), improving access to advocacy support, the decriminalisation of care experienced young people, supporting young people with moving on from care and ensuring the right support is available for all families at the right time.**

### Where are we now?

We have aligned our Corporate Parenting Strategy with the 2021-24 Promise Plan and our local improvement and change ideas. As a result, the Promise Plan has greater visibility and alignment with our Children's Services Plan.

We have established a Promise Board at chief officer level, which ensures a shared level of accountability to drive change. We set up a Champions Board to enable our care experienced children and young people to articulate their views and experiences, which has already had a key role in helping us shape and adapt practice.

In 2021 we strengthened our capacity to drive the Promise agenda by recruiting a dedicated Promise Participation Team in partnership with Who Cares? Scotland. The team's aim is to elevate voice through creating opportunities for the participation of care experienced children and young people on the issues that matter to them.

We have endeavoured to support the voice and improve the support for our kinship care families through a network of support groups, which are improving how we listen, support, and promote the value of kinship care.

There is a programme of improvement activity to support care experienced young people when they wish to move on based on what our young people told us needed to change. This includes more accessible mental health support, substance support and treatment and help with employability options.

This includes:

- ▶ Access to health care with dedicated nurses to support better health outcomes for young people 16 - 26
- ▶ Strengthened independent advocacy through an advocacy pathway
- ▶ Young people over 16 benefiting from improved and more consistent pathway planning
- ▶ Targeted employability support through our youth employability service Aspire, which supports positive destinations for all young people including our care experienced young people

Our lottery funded; whole system approach project in Cambuslang/Rutherglen 'Inclusion as Prevention' works with young people to redesign early support services to demonstrate ways to reduce the number of young people going into the criminal justice system.

The Pathfinders initiative (in Cambuslang/Rutherglen) explores different ways to work with families to improve outcomes for vulnerable young people experiencing barriers to learning. The initiative addresses issues such as low-income families, alcohol and/or drug difficulties, employability, disabilities and improve overall health and wellbeing. The initiative is now being extended across South Lanarkshire.

As part of the Promise, we have a commitment to pathway planning for all care experienced young people through transition to ensure that it is the right help at the right time and in the right place. This will support young people to stay put where appropriate within the legislation and also as part of pathway planning Social Work, Housing and Health will work together to ensure accommodation options are provided to the highest standard and timeously to meet children's needs both physically and emotionally and their voice is heard.

## What we will do next

We have worked with our Champions Board and our wider care experienced population to agree the priorities for our work over the next three years.

By the end of this plan, we aim to achieve the following outcomes:

### Children and young people grow up loved, safe, respected and listened to

- ▶ Put voice at the heart of all decision-making processes at all levels
- ▶ Increase the number of care experienced people accessing further and/or higher education opportunities and successful employment
- ▶ Reduce poverty amongst care experienced people
- ▶ Improve lifelong support for care experienced people
- ▶ Improve support into long term housing for care experienced people
- ▶ Improve the mental health and emotional wellbeing of care experienced people



## Section seven: Health and wellbeing

### Why is it important?

We know mental health is important for supporting positive outcomes for children, young people and families. The World Health Organisation highlights that:

*“Mental health is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community.”*

There is evidence to show that the mental health of children and young people in Scotland isn't improving e.g., the most recent Scottish Schools Adolescent Lifestyle and Substance Use Survey shows this, and COVID-19 has exacerbated inequalities for the most vulnerable in terms of mental health.

**Protecting mental health at an early age and providing early support is vitally important to ensure future mental wellbeing and resilience, and wider life outcomes.**

Our children's service partnership is committed to improving the health and wellbeing for all children, young people and families in South Lanarkshire. This reflects local and national priorities including,

- ▶ Scottish Government Mental Health Strategy (2017-2027)
- ▶ Recommendations from the Children and Young People's Mental Health Taskforce (2019)
- ▶ Creating Hope Together, Scotland's Suicide Prevention Strategy, 2022-2032
- ▶ Lanarkshire's Mental Health and Wellbeing Strategy 2019-2024

South Lanarkshire has taken a whole systems approach to supporting mental health and wellbeing, using available data and engaging with partners, children, young people and families. This approach emphasises support that is:

- ▶ Easily accessible
- ▶ Accessible to all
- ▶ Built around prevention and early support
- ▶ Strengths based
- ▶ Built on strong and consistent relationships
- ▶ Empowering
- ▶ Offering the right support at the right time
- ▶ Focused on ensuring a 'no wrong door' approach, so that children and young people tell their story only once

### Where are we now?

We have established or extended a number of community-based initiatives for our children and young people. This includes: the delivery of Kooth, an online wellbeing and counselling support for children and young people; delivery of The Blues programme by Action for Children and the procurement SAMH to support delivery of peer support programmes in schools and mental health and wellbeing workshops for families and staff. In addition, there has been an increase in capacity to deliver focused supports to the most vulnerable children and young people through the Trauma Recovery Service and additional practitioners to support those who are care experienced.

The supports offered have been informed by the voices of children and young people and we are working with children and young people to design further new services.

Our counselling through schools approach supports access to counselling for every primary and secondary school across South Lanarkshire for children and young people over 10. Numbers of self-referrals have risen, and a significant majority of children and young people who complete counselling report wellbeing benefits in terms of their wellbeing.

We have continued to focus on providing staff with the relevant skills to help them respond to children and young people who may be at risk of self-harm and suicide. An increased number of training sessions in Applied Suicide Intervention Skills Training (ASIST) has enhanced the knowledge and skills of staff across South Lanarkshire. In addition, training in the use of 'Lifelines Lanarkshire' multi-agency guidance has been delivered to key children's services staff within all mainstream secondary schools, Youth Family and Community Learning and Social Work Resources.

We have contributed to the development of the Scottish Government's Mental Health and Wellbeing Whole School Framework document and have shared this work across our partners.

## What will we do next?

We have agreed a small number of areas for change as part of this plan.

By the end of this plan, we aim to achieve the following outcomes:

### **Every child and young person will be able to access support which helps improve their mental health and emotional wellbeing**

- ▶ Improve maternal and infant mental health
- ▶ Improve support offered to children and young people who may be at risk of self-harm and suicide
- ▶ Improve whole school approaches to mental health and wellbeing
- ▶ Improve visibility and accessibility of community mental health supports and services
- ▶ Develop staff professional learning and development to ensure their own and others' wellbeing is established

## Section eight: Public protection

The South Lanarkshire Child Protection Committee is the local planning partnership responsible for developing and implementing child protection support across agencies as described in the National Guidance for Child Protection in Scotland.

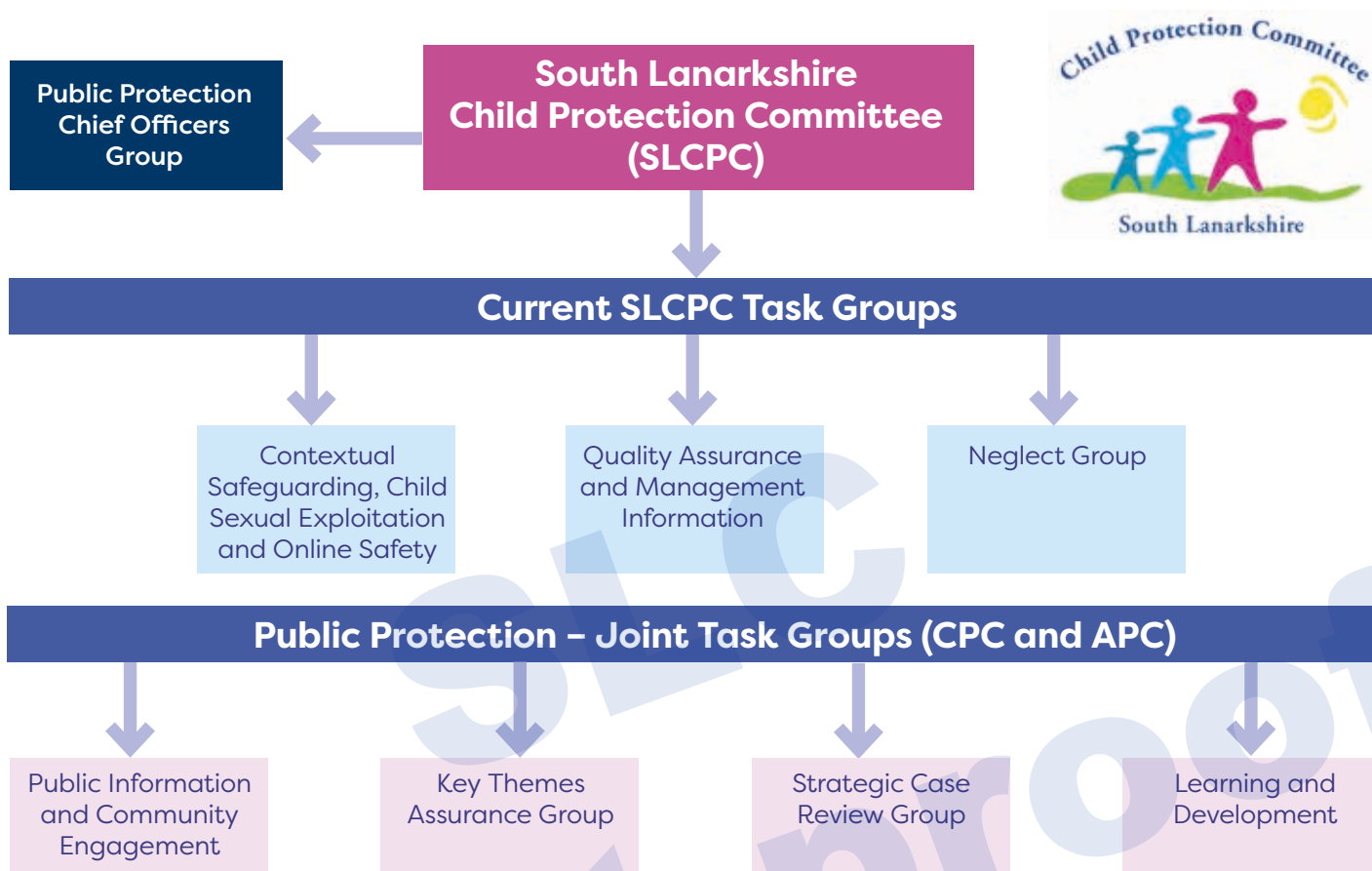
The committee work to ensure the effectiveness and quality of local child protection services to keep our children and young people safe providing high quality learning and development opportunities for a range of professionals and managers.

The committee members meet quarterly to consider local and national child protection matters and make decisions on how to keep children and young people at the centre of our work.

We work to ensure outcomes are being achieved and that we uphold Article 12 of the UN Convention on the Rights of the Child, making sure children and young people's voices are central to decisions made in their best interests. We listen to children, young people, families, communities and our wider workforce to produce public information about protecting children and young people. By working in partnership, we continue to deliver key messages about keeping safe from, harm, abuse or neglect across South Lanarkshire.



The following diagram shows how our child protection services are structured.



A number of child protection working groups support important activity that contribute to making sure that our child protection services are as good and robust as they can be. This includes identifying good practice and where think we can do better e.g., through learning reviews, inspection reports, case file audits and consultation events. It's important to us that we are able to share and celebrate success and use this knowledge to strengthen our partnership working at every opportunity.

Child protection is only part of our wider offer of support to children and families and is supported by the GIRFEC approach to working with families. Our approach is informed by the outcomes of the Independent Care Review and the priority areas set out in The Promise.

The National Guidance for Child Protection in Scotland (2021) provides updated guidance to ensure consistency between GIRFEC and child protection as well as supporting our children's services plan and the child protection system throughout the next three years.

We are prioritising our integrated approach to child protection in the context of public protection and work closely with partners across key thematic areas including gender-based violence, adult protection, the Community Justice Partnership, MAPPA (Multi-Agency Public Protection Arrangements) and the Alcohol and Drugs Partnership. This strengthens how we work together to support children, young people and families and to achieve the best possible outcomes.

## Section nine: Our approach to improvement

As a partnership, we take improvement seriously and continuously look to where we think we can deliver better support and services to our children, young people and families. As part of this work, we maintain a Joint Strategic Needs Assessment, which is built around available data, the voices of children, young people and families and the views of our wider workforce. This assessment has not only helped decide the priorities in this plan but informs a range of other planning and decision-making processes.

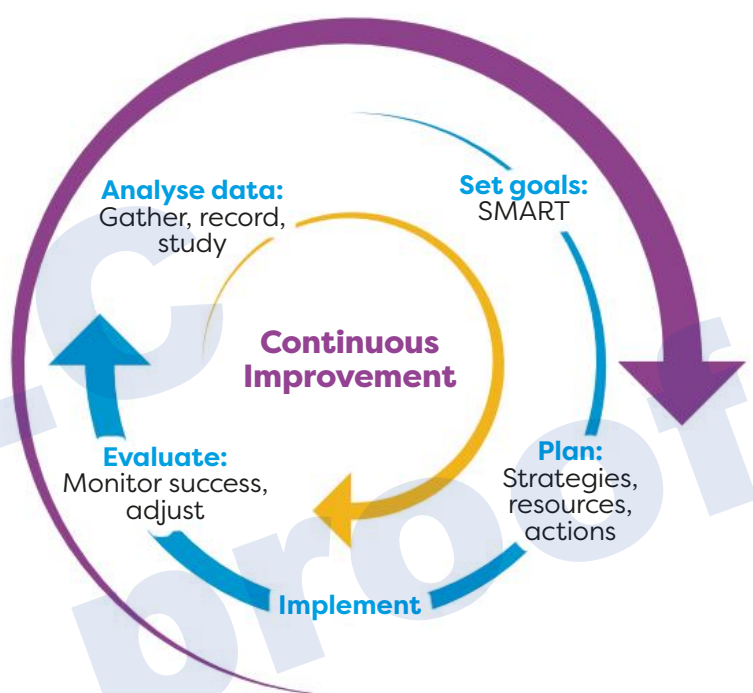
Our approach to continuous improvement has been informed by national policy and local scrutiny of practice, both internal and external and is an integral part of our partnership governance structure.

We have a Continuous Improvement Group, that maintains an overview of quality assurance activity and works with all our partners to agree where we can be better. This is informed by our own self-evaluation activity and outside scrutiny e.g., Joint Children's Services Inspections carried out by the Care Inspectorate.

Our commitment to continuous improvement is built around activity designed to improve standards and services e.g.

- ▶ Using the key self-evaluation documents 'How well do we protect children and meet their needs?' (HMI, 2009), 'How well are we improving the lives of children and young people?' (Care Inspectorate 2014) and 'A quality framework for children and young people in need of care and protection' (Care Inspectorate 2019) to support our understanding
- ▶ Carrying out multi-agency self-evaluation
- ▶ Auditing our work and using information to promote best practice within and across agencies
- ▶ Engaging children, young people and families to hear their views and experiences of accessing services, life circumstances, hopes and aspirations

Our locally developed Improvement Framework helps to guide our work and encourage best quality assurance and improvement practice.



**By applying this method to what we do, we can map our progress and refine our approach to ensure we are doing the right things in the right way. Most importantly it helps us understand where we are making a positive difference for children, young people and families.**



## Section ten: Appendices and useful links

### Policy Context

In developing this plan, we have paid close attention to Scotland's National Performance Framework which formed the basis of our Joint Strategic Needs Analysis.



## Section ten: Appendices and useful links

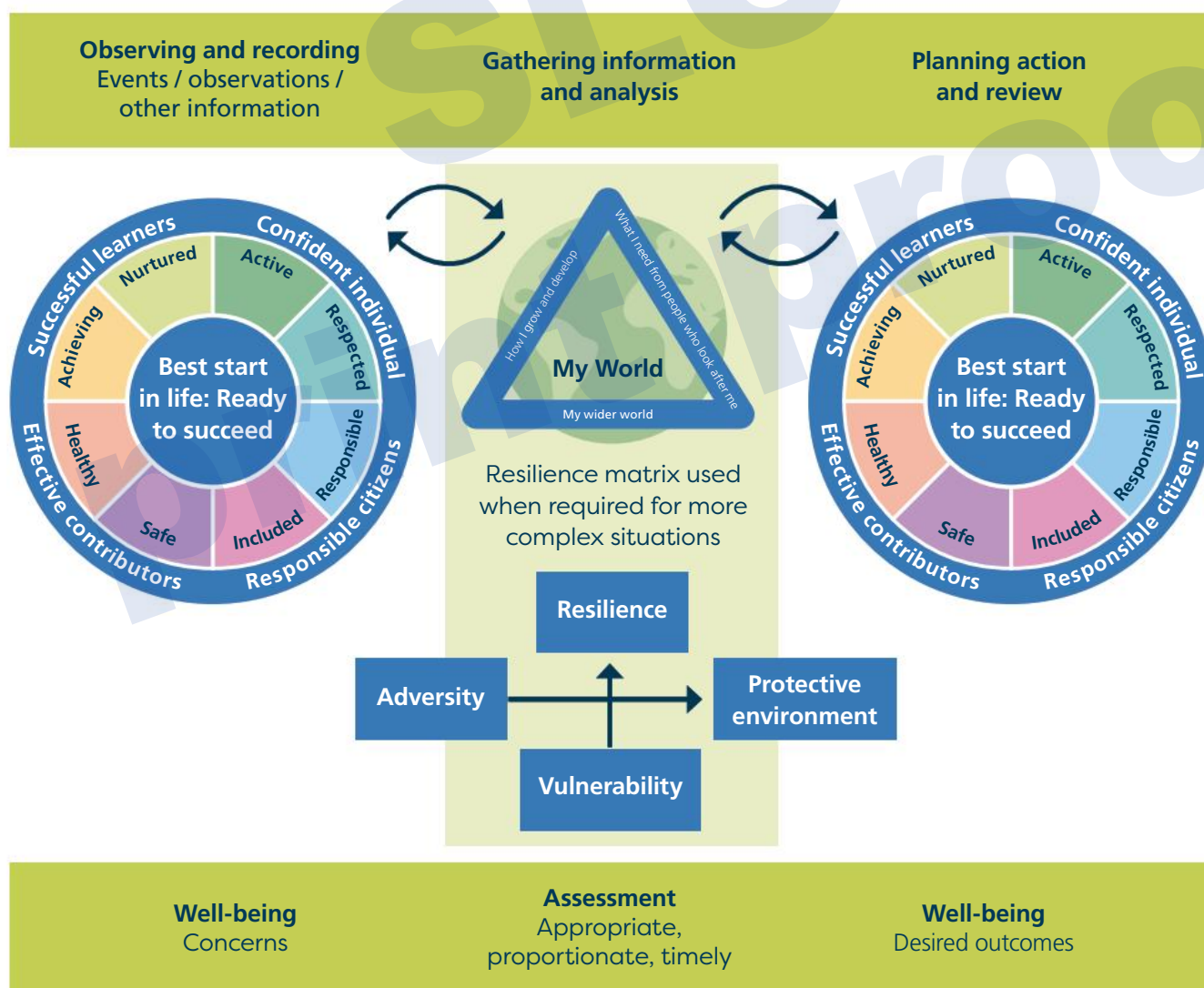
A preventative approach and the offer of early support are key to successful outcomes. By providing services which are well organised and equipped to deliver high-quality, joined-up, responsive support to children and their families at the earliest stage we will realise our ambition for transformational change in providing whole family support.

Whilst this Plan is for all children and young people, providing services against a backdrop of tightening budgets there is a need to target our services to where there is greatest need.

For around 80% of our children, young people and families, universal services offer the right support necessary to ensure positive outcomes. However, we know some children and young people need extra help at times. Inequalities in health and attainment exist between children and young people from our

more deprived communities when compared to those from our more affluent ones, as well as specific vulnerable groups e.g., children who are looked after, or young carers, or from armed forces backgrounds.

GIRFEC and the supporting National Practice Model provides the necessary guidance to ensure we work together to provide proportionate and timely support, with the voice of children, young people and families at the heart of our work.





Getting it right for every child is based on shared values and principles. It recognises the fundamental right of children and families to be involved in decisions which affect them and for everyone to be accountable for their actions. We want South Lanarkshire to be a place where children can access all the opportunities and support that they need, when they need it. We believe every child has the right to be active, achieving, nurtured, respected, responsible, included, healthy – and above all, safe.

Our plan recognises the varied and sometimes unique needs of children who live in our communities. Boys and girls have rights to be supported to grow up and live life to the fullest – but we know this can be different for girls. International and national research (as highlighted in the creation of the National Advisory Circle for Girls) tells us that girls experiences growing up are likely to be unequal, from early in their lives and so have a potentially lifelong impact. This can include gendered expectations of boys and girls about sport, careers, having children, caring for others, sexual harassment, and potential for unwanted pregnancy, as well as greater likelihood of childhood sexual abuse, female genital mutilation and other forms of violence and abuse.

Evidence gathered locally tells us that a significant percentage (74%) of high-risk cases referred to and discussed at MARAC (Multi Agency Risk Assessment Conference) in South Lanarkshire involve children living with domestic abuse within their home. We know that growing up in a household where domestic abuse is present can have a profound and lasting impact on children and young people and recognise the need to ensure we take a proactive, early intervention approach to ensuring that families get the support they need at the time they need it and that perpetrators of such abuse are held to account for their behaviours. For these reasons, the actions underpinning this plan will take a gendered approach where required, to ensure the best fit and best outcomes for both boys and girls in South Lanarkshire.

At the heart of our approach is a commitment to engage children, young people and their families in having a say about the services and support that are made available. This is reflected in our commitment to children's rights and in implementing the duties of UNCRC Incorporation Bill and the views and experiences of children, young people and families have been central to writing this plan.

Our children's services partnership is committed to ensuring that the various plans and strategies are joined up to maximise benefits and to implement a common goal to tackle disadvantage and inequality.

The following legislation provides important direction and guidance for our planning:

- ▶ The Children and Young People's (Scotland) Act 2014
- ▶ The Community Empowerment (Scotland) Act 2015
- ▶ The Carers (Scotland) Act 2016 (includes rights for young carers)
- ▶ The Child Poverty (Scotland) Act 2017

We know that families in South Lanarkshire are facing new challenges in 2023 and although COVID begins to recede, the rising cost of living, and particularly of fuel and food, means that money is stretched even further than it was before. The inflation rate, the ongoing conflict in Ukraine, energy and fuel prices reaching new highs, and expected funding gap across public services create a complex set of circumstances in mitigating poverty for those families most at risk of struggling.

We know certain groups are affected more than others by this, including the priority groups identified in Best Start Bright Futures, the National Child Poverty Delivery Plan:

- ▶ one-parent families
- ▶ a household where someone is disabled
- ▶ families with three or more children
- ▶ minority ethnic families
- ▶ families with a child under one year old
- ▶ families where the mother is under 25 years of age

In addition to these nationally recognised groups, we understand that children and young people who are care experienced, or who find themselves in circumstances of child abuse or neglect are also impacted in a disproportionate way.

## Section ten: Appendices and useful links

Our work on child poverty is driven by a dedicated working group who have produced our Child Poverty Strategy and have worked to ensure this does not happen in isolation and the approach sits well alongside other key national policy agendas such as the Whole Family Wellbeing Fund and a commitment to transformational change in integrated support to families. Our commitment to ensuring lived experience and the voice of children, young people and families aligns well with our preparation for UNCRC incorporation across public services and our refreshed vision for GIRFEC, firmly puts families at the centre of everything we do.

There is a strong link between families' economic circumstances and the likelihood of experiencing neglect or becoming care experienced. Our commitment to The Promise and making sure that children and young people grow up loved, safe and respected is central to our approach. The foundations of Family, Voice, Care, People and Scaffolding will provide a strong framework for our offer of support, which will have close links to our commitment to Keeping The Promise to South Lanarkshire's care experienced families.

New legislation came into force on 22 November 2022 in relation to the UK Armed Forces Covenant, which legally obliges councils (through Education and Housing services) and health boards to do everything they can to negate the effects of military life on forces children and to ensure that they receive the same standard of education as every other child in their care. We will promote a strong partnership message around the Armed Forces Covenant, linking engagement and collaboration across Education, Health, and Housing sectors to ensure staff are aware of the barriers and concerns faced by armed forces families and to support a 'warm welcome' at all times.

Our plan contributes towards South Lanarkshire's sustainability and climate change commitments, and we know that children, young people and adults require the knowledge and skills to thrive in the green economy and help restore nature, particularly in a world more influenced by the effects of climate change. Over 40 South Lanarkshire schools currently hold an Eco-Schools green flag award and many more contribute towards the United Nations' 17 Sustainable Development Goals and UNESCO's 'Education for Sustainable Development for 2030' which set out the key role of schools in the successful achievement of the goals. In addition, there are

Climate Change and Sustainability Forums in all secondary schools and sustainability is one of five priorities in our Youth Strategy to ensure young people's voices are represented and can positively influence change and progress on sustainability.

The United Nations Sustainable Development Goals are incorporated into the National Performance Framework and supported by our Community Plan. Our work on neighbourhood planning supports communities to articulate where they are facing the greatest inequalities and work with them to devise local solutions.

**Much of this work involves children, young people and families in very practical ways, helping communities support each other and making sure that the resources are used to the best effect.**

Our Sustainable Development and Climate Change Strategy 2022-2027 and action plan includes the following:

- ▶ Pupil voice to influence and change attitudes and personal behaviours across school and local communities
- ▶ Tracking, monitoring and improving carbon emissions within school communities
- ▶ Embedding sustainability in the curriculum
- ▶ Managing and monitoring food waste in schools
- ▶ Developing a strategic approach to increase the number of young people obtaining the skills to access green economy jobs

The following documents have helped to create and provide a strong context for the priorities identified.

- ▶ South Lanarkshire's Community Plan
- ▶ South Lanarkshire Council's Plan – 'Connect'
- ▶ Local Child Poverty Action Report

- ▶ Integrated Health and Social Care Strategic Commissioning Plan
- ▶ Child Protection Business Plan
- ▶ Corporate Parenting Strategy and Action Plan
- ▶ Youth Justice Strategy and Action Plan
- ▶ Lanarkshire's Mental Health and Emotional Wellbeing Strategy
- ▶ NHS Lanarkshire Children and Young People's Health Plan
- ▶ Education Resources Plan
- ▶ Social Work Resources Plan
- ▶ Chief Social Work Officer Report
- ▶ Alcohol and Drugs Partnership Strategy
- ▶ Community Learning and Development Strategy
- ▶ Youth Strategy
- ▶ Children's Services Improvement Framework

## Useful links

- ▶ **South Lanarkshire Child protection homepage**  
[www.southlanarkshire.gov.uk/Childprotection](http://www.southlanarkshire.gov.uk/Childprotection)
- ▶ **Children and Young People's Improvement Collaborative**  
<https://cypic.co.uk>
- ▶ **South Lanarkshire Council homepage**  
[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)
- ▶ **South Lanarkshire's Community Plan and other linked plans and strategies**  
**Community Planning**  
[bit.ly/CommunityNeighbourhoodPlan](http://bit.ly/CommunityNeighbourhoodPlan)
- ▶ **The Promise**  
<https://thepromise.scot>
- ▶ **The Children and Young People's Commissioner Scotland**  
[www.cypcs.org.uk](http://www.cypcs.org.uk)
- ▶ **NHS Lanarkshire**  
[www.nhslanarkshire.scot.nhs.uk](http://www.nhslanarkshire.scot.nhs.uk)

## Children's Rights Wellbeing Impact Assessment

A combined Equalities Impact and Children's Rights Wellbeing Impact Assessment has been completed as part of the planning process for this document and a copy is available on request from the following:

**Education Resources, South Lanarkshire Council**  
Floor 6, Almada Street, Hamilton, ML3 0AE

**Email:** [education.inclusion@southlanarkshire.gov.uk](mailto:education.inclusion@southlanarkshire.gov.uk)  
[strategic\\_services@southlanarkshire.gov.uk](mailto:strategic_services@southlanarkshire.gov.uk)



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If you need this information in another language or format,  
please contact us to discuss how we can best meet your needs.  
Phone: 0303 123 1015  
Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)  
**[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)**

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South Lanarkshire  
**Partnership**  
Stronger together

# Child Poverty Commitment 2023–2026

Getting it right for  
South Lanarkshire's  
children, young people  
and families



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## Content section

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# 1. Introduction

Our commitment to tackling child poverty in South Lanarkshire is that we will build on the success of our work to support families, documented in our previous Local Child Poverty Action Reports that tell the story of how we are helping families cope with cost of living challenges.

The Child Poverty (Scotland) Act 2017 places a duty on South Lanarkshire Council and NHS Lanarkshire to produce a joint, annual Local Child Poverty Action Report which details what we are doing to support families. Since our first annual report was published in 2019, we have been working to identify where we can better support families and how we can take a longer term sustained approach to this activity.

Our work is supported by the following vision:

**We will provide support to South Lanarkshire families in order to tackle child poverty head on, through an offer of the right support, at the right time and delivered in the right way.**

This vision will guide our work over the next three years and we will report the progress of our work by publishing an annual update to report what we are doing to help our families.

Poverty cannot be addressed in isolation and our local communities and wider partnerships are key to achieve our vision and making sure that work to tackle poverty and in particular child poverty is integral to all that we do.

Our partners include the Department of Work and Pensions, Social Security Scotland, Voluntary Action South Lanarkshire (VASLAN) and our vibrant third sector, South Lanarkshire Council, Skills Development Scotland, South Lanarkshire Health and Social Care Partnership and our families and communities.

Families in some circumstances are more at risk of child poverty, that is; lone parent families, minority ethnic families, families with a disabled adult or child, families with a younger mother (under 25), families with a child under one, larger families (three + children) and care experienced families. Understanding the circumstances of families and their needs will be essential in providing the right support, at the right time, delivered in the right way.

Whilst there are many challenges in delivering the right support to families, with the commitment to working together over the next three years, we can achieve our vision and make a valuable contribution towards the goals contained in Best Start Bright Futures, the national child poverty delivery plan.



**Cllr Joe Fagan**  
Leader of South  
Lanarkshire Council



**Martin Hill**  
Chair of NHS  
Lanarkshire Board



## 2. Where we are now

Families In South Lanarkshire are facing the rising cost of living and particularly of fuel and food, which means that money is stretched even further than it was before.

The families identified in the priority groups highlighted above, along with children and young people who are care experienced, or who find themselves in circumstances of child abuse or neglect are at the forefront of our planning processes.

Our commitment to The Promise and making sure that children and young people grow up loved, safe and respected is central to our approach. The foundations of Family, Voice, Care, People and Scaffolding will provide a strong framework for our offer of support, which will have close links to our commitment to Keeping The Promise to South Lanarkshire's families.

Ensuring lived experience and the voice of children, young people and families aligns well with our preparation for UNCRC incorporation across public services and our refreshed vision for Getting It Right For Every Child puts families at the centre of everything we do.

South Lanarkshire's recently refreshed Community Plan, our Council Plan 'Connect', the Children's Services Plan for 2023 -26 and NHS Lanarkshire's developing healthcare strategy 'Our Health Together' share our ambition of improving outcomes for children, young people and families in South Lanarkshire.

Our work on neighbourhood planning supports communities to articulate where they are facing the greatest inequalities and work with them to devise local solutions that make a positive difference. Much of this work involves children and families in very practical ways, helping communities support each other and making sure that the resources are used to the best effect.

A strong commitment to tackle poverty in general is embedded in the Economic Development Strategy, Community Wealth Building Strategy and Children and Young People's Health Plan Lanarkshire and NHS Lanarkshire's commitment to be an exemplar anchor organisation.



## 2. Where we are now

This integrated approach underlines the outcomes in the National Performance Framework, including that children and young people grow up loved, safe and respected so they realise their full potential and that we tackle poverty by sharing opportunities, and wealth where we can.



## 2. Where we are now

### Our integrated approach

The diagram below explains the connections across the various processes in place in South Lanarkshire to tackle poverty and reduce its impact on children, young people, and families.





### 3. What we are going to do

This section explores some of the ways we will support families over the next three years across the substantial range of activity to address and mitigate child poverty and underlines our commitment to bring this all together through our child poverty report to report on our shared aims and ambitions.

#### Income from Employment

Providing additional support to parents to help the take up of employment makes a difference, including childcare opportunities, access to suitable employment, qualifications, and suitable transport options. Taking an integrated approach to parental employment and designing support based on the collective needs of the whole family will be part of this offer.

This will include employer recruitment incentives, support for long-term unemployed parents, additional childcare options in our local communities and access to mental health provision if required.

The improvement work for this theme will be led by the Local Employability Partnership.



Our aim	What we will do	How we will know if we are successful
Support more parents into better employment situations	Develop a whole system approach to supporting parents' employability journeys	Increased number of jobs created for working age parents
Support more young people into positive post school destinations	Provide the right support to pupils who need extra help to make a positive post school transition	Reduced gap in school leavers entering a positive destination between most deprived 20% and least deprived 20% areas
Support more care experienced young people into positive post school destinations	Provide the right support to care experienced school leavers to sustain a positive destination	Increased proportion of care experienced young people in a positive destination
Offer meaningful employee upskilling support to enhance employability options	Provide a programme of workforce development training and opportunities for staff that improve skills and knowledge	Increased number of staff benefiting from upskilling opportunities
Support more parents into free childcare provision that helps improve employability options	Develop and distribute information resources to raise the awareness of childcare provision across parents and service providers	Increased uptake of funded early learning and childcare entitlement for 2- and 3-year-olds

### 3. What we are going to do

#### Cost of living

Making best use of available funding, e.g. the Whole Family Wellbeing Fund, Social Work Hardship Fund, Summer of Fun monies and budgets allocated to support cost of the school day activities makes a difference to families.

We will take an integrated approach to supporting families e.g., Housing, Money Advice and NHS Lanarkshire will work together to support families identified as at risk of being in fuel poverty and we will identify ways where possible for families to access services and opportunities at little or no cost.

Our aim	What we will do	How we will know if we are successful
Reduce the impact of energy and household bill increases on families	Provide practical support for families to reduce household energy costs	Increased number of homes being energy efficient
Reduce financial barriers to education for school age children	Schools will develop innovative support as part of the Cost of the School Day initiative	Increased number of pupils benefiting from Cost of the School Day support
Reduced housing costs for families	Maintain affordable rents for council homes, benchmarked against Scottish average	Rents for council homes remain lower than the Scottish average
Reduced homelessness of family households	Provide housing support service provision to improve homelessness prevention and support tenancy sustainment	Reduced number of families presenting as homeless
Support digital inclusion for families in the most deprived areas	Awareness and promotion of the Digital Inclusion Group to highlight support for families – including signposting	Increased number of families benefiting from digital inclusion support
Support families experiencing Food Poverty	Delivery of breakfast clubs in schools	Increased number of pupils benefiting from a healthy breakfast before school
Reduce costs associated with health harming behaviours	Support families in higher poverty areas to reduce costs associated with health harming behaviours	Reduced number of pregnant women living in SIMD 1 and 2 smoking

### 3. What we are going to do

#### Income from benefits

We will collectively work together to support families maximising the uptake of benefits through our Money Matters Service and with the support of the Citizen's Advice Bureau. We will provide information and training to staff to ensure our workforce is poverty informed and can help families access the advice and support required to cope with financial worries.

This improvement work will be led by the Children's Services Whole Family Wellbeing Group who will report into our Child Poverty leads Group on a quarterly basis.

Our aim	What we will do	How we will know if we are successful
Increase the uptake of benefits and entitlements for families	Continue to provide bespoke benefits advice and support to families	Increased number of benefit applications approved
Families are more aware of changes in available benefits	Partners will distribute updated benefits information to staff and families using a range of communication methods	Increased number of benefit applications approved

#### How will we achieve our aims?

- ▶ Working together across services, sharing of knowledge and expertise to deliver better results for families through the LCPAR group and the organisations it represents
- ▶ An evidence based, outcome focused approach which gives consideration to the needs of the priority groups at highest risk of child poverty
- ▶ Putting families with lived experience at the heart of our decision making and design of services
- ▶ A longer-term approach to setting achievable targets that help us contribute towards our local aims and the aims set in the national delivery plan
- ▶ Annual updates for our families on our work and progress towards agreed targets
- ▶ An integrated approach across key strategies and plans to ensure that tackling poverty activity is embedded in all that we do



## 4. Monitoring of progress

### Delivering on our ambitions

A Performance Framework is in place to help us monitor our progress and will be updated annually to help us monitor what is working well and what needs to change to achieve our vision. In addition, the activity in this framework will be supplemented by the wide range of activity being delivered by the range of partnerships and strategies identified in the diagram above.

There will be regular reporting to the council's Management Team and NHS Lanarkshire to help keep track on progress.

In addition to the three sections above we have agreed a small number of key indicators that will tell us if we are making the required difference we desire for our families. These are:

- ▶ Percentage of children (0-15) living in relative poverty (after housing costs)
- ▶ Percentage of children in low-income families (before housing costs)
- ▶ Percentage of households with children not managing well financially (over the previous 12 months)
- ▶ Percentage of children living in families that are unable to afford the bare necessities
- ▶ Percentage of fuel poor households

We aim to use our combined resources effectively to ensure we deliver services which promote wellbeing, prevent adversity, and provide the right help at the right time to those who need it.

## 5. Appendices

### **The Local Housing Strategy 2022-2027**

[www.southlanarkshire.gov.uk/  
local-housing-strategy](http://www.southlanarkshire.gov.uk/local-housing-strategy)

### **South Lanarkshire's Community Plan**

[www.southlanarkshire.gov.uk/cp/  
CommunityPlan2022-2032](http://www.southlanarkshire.gov.uk/cp/CommunityPlan2022-2032)

### **South Lanarkshire's Children's Services Plan 2023 -26, Working together making a difference**

[www.southlanarkshire.gov.uk/  
childrens-services-plan](http://www.southlanarkshire.gov.uk/childrens-services-plan)

### **Children and Young People's Health Plan Lanarkshire**

[bit.ly/NHS-children-young-peoples-  
health-plan](http://bit.ly/NHS-children-young-peoples-health-plan)

### **Best Start, Bright Futures, the national child poverty delivery plan**

[bit.ly/tackling-child-poverty-delivery-plan](http://bit.ly/tackling-child-poverty-delivery-plan)

### **South Lanarkshire's Community Learning and Development Strategy and Action Plan**

[www.southlanarkshire.gov.uk/  
community-learning-development-  
strategic-plan](http://www.southlanarkshire.gov.uk/community-learning-development-strategic-plan)

### **Community Wealth Building Strategy**

[www.southlanarkshire.gov.uk/  
community-wealth-building-strategy](http://www.southlanarkshire.gov.uk/community-wealth-building-strategy)

### **'Connect' the Council Plan**

[www.southlanarkshire.gov.uk/  
council-plan](http://www.southlanarkshire.gov.uk/council-plan)



If you need this information in another language or format,  
please contact us to discuss how we can best meet your needs.  
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Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)  
[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)

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# Report

12

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>South Lanarkshire Justice Social Work Community Payback Order Annual Report 2022/2023</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ highlight the main themes and trends from South Lanarkshire's Community Payback Order (CPO) Annual Report 2022/2023

## 2. Recommendation(s)

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

- (1) that the content of the South Lanarkshire's Community Payback Order Annual Report 2022/2023 be noted.

## 3. Background

3.1. The CPO annual reports for 2022/2023 had been requested from each local authority for submission to Community Justice Scotland (CJS) by 27 October 2023 (Appendix 1).

## 4. Preparation of Overall Summary Report by Community Justice Scotland

- 4.1. Once all the local authority CPO Annual Reports are received, CJS will prepare a summary report, to be published online. The service will be updated by CJS about when the Summary report will be laid and published, close to 31 March 2024, in accordance with the Criminal Procedure (Scotland) Act 1995.
- 4.2. After that date, South Lanarkshire Justice Social Work will make separate arrangements to publish their local annual CPO reports in full. There is no statutory requirement to do so however, publication, or sharing of the contents, should not take place before 31 March 2024.
- 4.3. This year statistical information relating to the number of Orders and requirements as well as Justice Social Work Reports are not required in the annual report. Local authorities are asked to continue to provide statistics on the operation of CPOs to Scottish Government Justice Analytical Services.
- 4.4. CJS have requested that no personal or sensitive data, or any information that could lead to the identification of a person (other than the author or counter-signatory), be included in the report.



## 5. Areas of Focus

### 5.1. Unpaid Work Services

- 5.1.1. The Annual Report highlights that positive work has been undertaken in relation to the educational gardening initiative which has seen the development of a vegetable garden within the UPW grounds. Food grown has contributed to meals made within the Kitchen Learning Hub and development of service users cooking and nutrition skills. The Whole Systems approach (16-21) service continues to support the skills and learning opportunities through construction, horticulture and catering work in the community. A particular project of note has been the work undertaken at Burnhill community space where young people have supported landscaping and a soft play area.
- 5.1.2. Justice Social Work commissioned the “Road to Change” programme delivered by The Creative Change Collective. Through creative practices associated with film, theatre, and performance, the 12-week Road to Change programme encourages participants to draw on their own lived experience, whilst being guided through a range of creative activities that help build self-esteem, confidence, and life skills. The programme is aimed at adults working towards positive outcomes and destinations and can be offered as part of a community sentence.

### 5.2. Feedback

- 5.2.1. The report includes some of the feedback provided by service users, which demonstrates the valued relationships they have with a range of Justice staff. An example of this is provided below.

- *“It’s been a lifeline that I never thought I needed. Before I was on the order, I felt very isolated, I didn’t know where to turn for help. Once I got my Social Worker and my Peer Mentor, you guys have been my saving grace. You pointed me in the right direction of services and I’m on the road to recovery now.”*

## 6. Next Steps

- 6.1. There is a commitment to take forward a public health approach to supporting those whose offending is directly linked to substance use.
- 6.2. Justice Social Work made an application to the Corra Improvement fund in November 2022. This is to support a dedicated 24 month test of change Alcohol and Drug Problem Solving Court.
- 6.2.1. The South Lanarkshire Alcohol and Drug Problem Solving Court (SLADPSC) could have a potential to change the direction of national standards set for the delivery of CPO’s across Scotland. Through taking a public health approach, our long term aim is to exit people out of the justice system where offending relates to substance use.
- 6.2.2. Justice Social Work will provide a welfare approach which will include housing, health and offending behaviour supports. CARES nursing staff will participate in the delivery of on-going assessments, care planning and treatment. Integration into recovery communities will be facilitated by commissioned peer mentors who will provide assertive outreach work in collaboration with the recovery oriented services.

6.2.3. Whilst we are unable to retrospectively detail the funding award in the 2022/2023 Annual CPO report, this will follow in the CPO report for 2023/2024.

## **7. Employee Implications**

7.1. Additional staffing in all areas of Justice Social Work Services has been supported through the use of non-recurrent Scottish Government Recovery Covid-19 funding in 2020/2021. These posts were made substantive and funded from the Children and Justice Services core budget in February 2023.

## **8. Financial Implications**

8.1. Staffing within Justice Social Work Services will be funded from the Section 27 grant for Justice Services.

## **9. Climate Change, Sustainability and Environmental Implications**

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

## **10. Other Implications**

10.1. The activity set out within the Community Payback Order Annual Report 2022/2023 contributes to the Connect: South Lanarkshire Council Plan 2022-2027 and specifically the priority outcomes for Communities and Environment, Health and Wellbeing and Children and Young People.

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

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

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

6 November 2023

### **Link(s) to Council Values/Priorities/Outcomes**

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ accountable, effective, efficient and transparent
- ◆ ambitious, self-aware and improving

### **Previous References**

- ◆ none

### **List of Background Papers**

- ◆ Appendix 1 South Lanarkshire Community Payback Order Annual Report 2022-2023

### **Contact for Further Information**

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

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# COMMUNITY PAYBACK ORDER ANNUAL REPORT

FINANCIAL YEAR: **2022/23**

LOCAL AUTHORITY: **South Lanarkshire**



1) In this section, please give examples of work with people subject to CPOs specifically to **address offending behaviours and the risk of reoffending**. (Bullet points will suffice. Max 300 words.)

- A core intervention programme being delivered to those who have been convicted of non-domestic and non-sexual offences is the Structured Supervision Programme (SSP), which is a modular based programme which has been revised and adapted to enable focussed interventions on key factors such as problem solving and the introduction of the concept of cognitive behavioural therapy.
- Individuals who are subject to a CPO (who meet the required criteria) following conviction for a sexual offence will be supported to progress through the Moving Forward Making Changes (MFMC) programme.
- Individuals who are subject to a CPO because of domestic related offending (who meet the required criteria) will be supported to engage with the Caledonian programme.
- Additional aspects of intervention that have been provided include the “Road to Change” programme delivered by The Creative Change Collective, formerly known as Street Cones, are a team of experienced creative professionals who specialise in working to address social challenges across Scotland. They use anonymous drama and storytelling to help people bring about positive change in their lives through creative practices associated with film, theatre, and performance. The 12-week Road to Change programme encourages participants to draw on their own lived experience, whilst being guided through a range of creative activities that help build self-esteem, confidence, and life skills. The programme is aimed at adults working towards positive outcomes and destinations and can be offered as part of a community sentence.
- Regular internal review processes allow continuous and targeted discussions about the agreed action plan and allows consideration to be given to progress being made and key areas that require specific and bespoke interventions. These interventions are supported by supervising officers, peer support workers and any additional services required including health, recovery and other third sector support services within the local community.

2) In this section, please give examples of work with people subject to CPOs specifically to **address their underlying needs (e.g. mental health needs, substance use needs)**. (Bullet points will suffice. Max 300 words.)

- Justice Services and local ADP commissioned services work collectively (Beacon's, Turning Point Scotland, The GIVIT, My Support Day, Liber8, Equal Say, GCA, SACRO, and the Navigator Project) at supporting individuals in recovery and their families where alcohol and/or drug related difficulties are a contributory factor. We do this through joint assessment, interview and referral processes.
- Social workers within Justice Services will often conduct supervision sessions and appointments alongside the individual within community facilities where recovery networks and conversation café's etc are operational. This allows individuals to be supported to engage with additional activities, groups and sessions in conjunction with their CPO aimed at supporting their health and wellbeing. In addition, a local young person's hub created in Blantyre, provides an opportunity for young people to meet with their social workers and a range

of support services (E.G Skills Development Scotland, Who Care's and the GIVIT) in an environment they have helped create and develop.

- Additional examples of work being undertaken to support people with their individual needs includes art therapy work, anonymous drama sessions with the Creative Change Collective, provisions by our dedicated peer led women's hubs and targeted interventions and supports provided by our Justice workforce and partner agencies.
- The decider programme is operational within the DTTO service and our women's hubs, where facilitators use the programme to support people in relation to their mental health and wellbeing.
- Safety and stabilisation training (Level 3 trauma enhanced practice) has also been provided to a group of Justice staff and is being incorporated into practice.
- Justice support workers with a level of lived experience support individuals to engage with recovery communities in our area. These posts are now well embedded within our Justice teams.

3) In this section, please give a summary of feedback, may include quotes, from people subject to CPOs about the **impact on them of a Supervision Requirement**. (Bullet points will suffice. Max 300 words.)

- The investment in Justice Support Assistants (who have a level of lived experience) has been particularly well received with significant praise from several individuals.
- "I don't have any complaints; I enjoy the support and socialisation that the order brings."
- "It's been very positive because I'm getting the help I need now"
- "There's been a lot more involvement from Social Work when I got out (of prison) than in the past."
- "There have been a lot of positives (from being on an Order) – I have now gained employment; I've been off drugs for 11 months, I'm in a steady relationship and I have my own home. I just needed someone to believe in me."
- "It's been a lifeline that I never thought I needed. Before I was on the order, I felt very isolated, I didn't know where to turn for help. Once I got my Social Worker and my Peer Mentor, you guys have been my saving grace. You pointed me in the right direction of services and I'm on the road to recovery now."
- "I feel like I can turn to you guys (Social Worker and Support Worker) for anything in my life and it feels good to say that."
- "I think I get good support from both my workers and would like to continue working with them both."
- I am not exaggerating, but without the support and help from xxx I would only give myself a 50/50 chance of even being alive to write this email. Xxx helped me get the proper support I needed for addiction issues and has helped me get support and help for my mental health issues which some days are nearly unbearable. Xxxx always answered my calls for advice whether it was petty situations that I needlessly stressed about or the serious situations where I was ready to give up on life.



4) In this section, please report on the following:

- Types of **unpaid work projects** carried out
- Example(s) that demonstrate(s) **how communities benefited** from unpaid work

(Bullet points will suffice. Max 300 words.)

- The Unpaid Work Service received **244** online referrals. These referrals were submitted by a wide range of organisations and individuals within our local communities.
- **Educational Gardening-** We have developed our community and educational gardening initiative through working in partnership with our communities and service users. Our projects support emerging needs identified within South Lanarkshire Council's strategies on Climate, Sustainability and Environment development. Each project is trauma informed and focus on the health and wellbeing of everyone in our service and community. Examples to date have included growing vegetables within the UPW garden and cooking them within the Kitchen Learning Hub. This has supported service users to learning concepts related to healthy and cost effective meal planning. We contribute to the South Lanarkshire Good Food Strategy 2020-2025 objectives, in particular good food at home and in the community and good food growing.
- **Whole Systems Approach** - This commissioned service from Action for Children provide a holistic approach to unpaid work. The service offers a variety of opportunities for young people aged 16 to 26 years to complete their allocated community hours in a nurturing environment which provides a safe learning space. Over the last 12 months 64 young people have been placed with AFC to undertake a variety of placements including Construction, horticulture, bike workshop and catering work. A particular highlight the partnership work with Burnhill Action Group and South Lanarkshire Community Development Team. Our young people developed their landscaping skills to design and construct a polytunnel and soft play area for children and young people. This project has received significant praise from the community and our elected members.
- **Wood Workshop** – We have developed our evening placements to support service users with daytime employment. Where possible the Wood Workshop uses reclaimed wood which enables the service to build items within our workshop which are then donated to local charities, groups or schools/nurseries.
- **Auchentibber Knitting Group** – Focusing on our women service users primarily, attendees receive support in relation to their individual needs whilst learning new skills. Baby hats, blankets and other knitted items are donated to local nurseries and hospitals.

5) Summary of feedback, may include quotes, from people subject to CPOs about the **impact on them of an Unpaid Work Requirement**. (Bullet points will suffice. Max 300 words.)

- Feedback from service users is actively sought throughout their time at Unpaid Work. Regular order progress reviews are a positive means to agree achievable actions plan to enable a service user to complete their Unpaid Work hours whilst addressing pertinent issues which may impact on their current circumstances.
- Service users are also asked to complete an exit questionnaire which provides feedback in relation to their time at Unpaid Work and their thoughts

and views on the development and delivery of the service. In October 2023 we undertook our annual feedback session with service users using survey monkey to ask a range of questions relating to service provision and user experience. Feedback received from service users is generally positive and highlights the support and opportunities they received whilst attending unpaid work in relation to their CPO and addressing issues relating to their health, housing, relationships, lifestyle, and substance misuse.

- Below are feedback extracts from service user's when asked how they found Unpaid Work.
  - "Thanks to all workers. I benefited from attending UPW as it has given me social interaction and has been as a positive experience. "
  - "Glad to be finished my hours but will miss my placement with AFC. Couldn't ask for a better supervisor..."
  - "A great placement and a good positive environment to complete unpaid work."
  - "It has been hard to manage my personal life and unpaid work and that it has definitely been a deterrent for me."
  - "Very rewarding as giving back to the community."
- Below are feedback extracts from service user's when asked what motivates them to attend Unpaid Work.
  - "Working in the kitchens and providing bread and rolls to the homeless."
  - "The threat of a custodial sentence is more than enough motivation for me then I would not be in the position to provide for my family."
  - "To learn more skills and put something back into the community."

6) What are the main types of '**Other Activity**' carried out as part of an Unpaid Work Requirement? You may want to comment on the impact of completing Other Activities, for individuals or for the community. (Bullet points will suffice. Max 300 words.)

- Other activity opportunities continue to develop to meet the needs of our service users to address pertinent issues relating to their current circumstances whilst reducing the risks associated with their behaviour. The variety of other activity available to our service users is possible due to our partnership work with a variety of agencies.
- **Keep Well Clinic** - Health and wellbeing support is provided by community practice nurses who offer a cardiovascular risk assessment health check with supportive information and interventions to reduce the risk of heart disease, diabetes, and stroke by identifying people at risk of developing these conditions. The opportunity to discuss any other physical and mental health concerns. Other issues discussed include the transmission of blood borne viruses with the opportunity to have confidential testing the results of which are provided in partnership with NHSL Harm Reduction Team.
- **Kitchen Learning Hub (KLH)** – is facilitated by Lanarkshire Community Food and Health Partnership. The KLH is a service delivered 4 days per week by a nutritionist within our kitchen facility at Auchentibber. The KLH has provided our service users with the opportunity to develop their skills and knowledge in relation to food, nutrition, budgeting, health, hygiene and well-being and undertake REHIS courses.
- **CSCS Card** - Partnership work with The Wise Group to support service users to gain their CSCS Certificate to increase their employability opportunities within construction.

- **Open University Courses** – a variety of OU courses are available to our service users which focus on problem solving, mental health and emotional management. Feedback sessions are undertaken at the end of each course to explore learning outcomes.
- **Wellbeing Days** – Quarterly Wellbeing Sessions have been offered in partnership with Employability, NHS and SLC Leisure and Culture. These sessions focused on topics including mental health, emotional wellbeing, physical health, goal setting, financial hardship, relaxation and outdoor activities.

7) Summary of feedback, may include quotes, from beneficiaries **about the impact of Unpaid Work on the community**. (Bullet points will suffice. Max 300 words.)

- Feedback from beneficiaries has been very positive and highlights both the high standards of work ethic that are produced from the work undertaken as well as the quality of work undertaken by our staff and service users alike. On the completion of each job referral a feedback email is sent to the referrer which enables the service to collate and share feedback with staff and service users.
- Below are feedback extracts from beneficiaries.
  - “Excellent news and thank you to everyone involved. I’m sure the park visitors will be equally impressed.” (Feedback following the installation of 2 picnic benches)
  - “We have again been awarded the green flag which I believe was only secured by another 3 parks in Lanarkshire. I don’t think we would have achieved this merit if it wasn’t for the assistance of your service. Your supervisors are a great team to work with and no job too big, are enthusiastic and very diligent.”
  - “Just a wee e mail to thank you and your team for all their hard work in Kirkton Court and Needle Green. The Tenants are all delighted with the work carried out and with the work in some of their gardens. They said it has uplifted them.”
  - “I just wanted to thank you for taking on my garden. The guys that were out at the weekend worked really hard to get it into a tidy manageable place I can now enjoy and continue to improve. They made a massive difference to my garden. I would be grateful if you can pass on my thanks to those involved, they were a credit to your service” – SLC Resident
  - Thanks sincerely for sorting out my flat, its needed painting for years and I haven’t been fit enough to do it and I always hated when company appears. I don’t have to worry now.” – SLC Resident
  - “The work the service users have done in the garden and greenhouse area at Calderglen is nothing short of amazing. They have completely transformed what was an overgrown dumping ground into a fantastic community space”.

8) What **organisational challenges** have there been in completing orders effectively this year, both those with Unpaid Work and those with Supervision Requirements? (Bullet points will suffice. Max 300 words.)

- **Recruitment-** There have been challenges throughout this year in relation to staff recruitment both within our locality teams as well as UPW service. Concerted efforts have been made to support the workforce to continue to offer high quality services while managing vacancies. To address the longer term capacity needs South Lanarkshire Social Work Resources are embarking on a service re-design. This will create senior practitioner opportunities across the services that will allow experienced qualified social workers the opportunity to develop their skills and careers.
- **Section 27 Grant Funding** - There have been ongoing challenges in terms of the flat cash section 27 funding settlement. An example of this is the Caledonian System which is underfunded placing challenges on being able to deliver the group work programmes. CPO numbers in South Lanarkshire are increasing past pre-pandemic levels with no additional funding. In addition to this we have several contracts in place with third sector organisations that we are unable to commit further than year on year commitment due to the limitations of our funding. An example of this would be within the Caledonian System women and girls' service. Due to being unable to secure 3–5-year contracts with our service providers it has meant that they are unable to attract and retain suitably qualified staff to support vulnerable service users. This has resulted at times with gaps in service provision and limitations on the ability to maintain safety planning.
- **LSCMI system-** Due to the national restriction on the use of LSCMI this has caused daily operational challenges in terms of risk assessment and case management planning. At March 2023 services continue to use paper copies of the assessment with no return to electronic system use.
- **Court backlog-** Administrative processes linked particularly with breach of orders, applications to vary and court reviews have to some extent been delayed and prolonged because of the ongoing challenges faced by Scottish Courts and Tribunal Service. This has an impact on people completing their orders timeously and effectively.

9) In this section, please outline how you have worked with other statutory and non-statutory partners to deliver any of the other CPO requirements or similar (Bullet points will suffice. Max 300 words)

- South Lanarkshire Justice Services have worked in partnership with a range of statutory and non-statutory partners to deliver a range of CPO requirements. This includes work alongside partners such as G4S in relation to the management of Restricted Movement Requirement's (RMR's).
- The use of conduct requirements in our area are also occasionally used to provide additional elements of support within an agreed action plan. This can include contact with NHS partners; particularly in relation to accessing supports linked with alcohol and/or drug use dependence issues and where mental health related needs have been identified that require a level of treatment. Examples of conduct requirements have included directing people's engagement with health services such as psychiatry and psychology.
- Conduct requirements have also been utilised to direct engagement with alcohol and/or drug recovery services. This has enabled positive joint working arrangements with our Community Addiction Recovery Services (CAREs), coupled with our wide range of Alcohol and Drug Partnership's (ADP's) third sector commissioned services, who have become often integral parts of the agreed action plan for many in our area where drug or alcohol use has been a contributory factor linked to offending.

- Examples of other positive joint working arrangements include the current arrangements with Women's Aid and Circle, who are part of our Caledonian Systems Delivery team locally. This team support the delivery of the programme requirements for a number of men convicted of offences that are domestic in nature. Women's Aid and Circle support associated women and children, who have been negatively affected by the domestic abuse.
- In relation to supporting 16–26 year old service users, Includem, Action for Children and Who Cares Scotland as well as a host of other services have been actively involved in working alongside the teams who support young people in conflict with the law.

10) Outline the **main barriers, if any, to accessing community support and wider services** (e.g. drug and alcohol services, mental health services). How have these barriers been addressed?

South Lanarkshire Justice Services have been fortunate in their working relationships with their Alcohol and Drug Partnership commissioned services. Significant work has been undertaken to strengthen knowledge, understanding and referral pathways. These include Equal Say (independent advocacy), Givit (recovery support for 16-26 year olds) Turning Point and the Beacons (recovery community enterprise).

A Justice services recovery-oriented development day is planned for April 2023 in partnership with our ADP and statutory addictions services to continue to consolidate our early intervention and public health approach to substance use.

Justice services led on the ADP Public Health approach to Justice workstream within the 2020-23 ADP strategy. This has supported the development of our peer mentor initiative, previously funded by Corra, and now embedded permanently with the justice social work locality teams. Through utilising a trauma informed and lived experience lens of support our social work assistants can connect those at risk of drug related deaths and near fatal overdoses into services and treatment sooner. The service was formally evaluated by Iconic consultancy in March 2023. It concluded that the service has delivered significant benefits for service users and the Justice Social Work which, in our view, provides proof of concept for a peer delivered intervention, based in Social Work services, for people with problematic substance use who are transitioning from the justice system.

Justice social work continue to support the implementation of the MAT standards in South Lanarkshire, with a particular focus on standard 3 ***All people at high risk of drug-related harm are proactively identified and offered support to commence or continue MAT.***

An example of this has been through Justice court social work staff jointly working with the ADP commissioned Aye Project (SACRO). People subject to Arrest Referral, diversion from prosecution and bail supervision have the opportunity to work with outreach workers to develop key welfare and recovery links in the community. This includes supporting people with MAT appointments, GP contact and wider recovery community links. Justice Social work staff case manage and refer appropriate diversion and bail supervision cases to Aye staff supporting people entering further into the justice system or who are at risk of custody.

11) Is there **any other relevant information** you wish to highlight? For example, this may include:

- Areas for improvement and planned next steps
- New ways of working and benefits achieved from these.
- Examples of work carried out in collaboration with community justice partners and wider community partners, including the third sector, to deliver CPOs

(Bullet points will suffice. Max 300 words).

- Justice Social Work made an application to the Corra Improvement fund in November 2022. This is to support a dedicated 24-month test of change Alcohol and Drug Problem Solving Court.
- We believe the South Lanarkshire Alcohol and Drug Problem Solving Court (SLADPSC) could have a potential to change the direction of national standards set for the delivery of CPOs across Scotland. Through taking a public health approach and inclusion of service user's and families perspective we have an opportunity to change the mind-set of broader workforce/communities and making informed changes to how we support those in conflict with the law. Our long-term aim is to exit people out of the justice system where offending relates to substance use and reduce the number of people coming into contact with justice services.
- It is envisaged this Hamilton Sheriff court will operate fortnightly with dedicated Sheriffs who will consider those that meet the following criteria.
  - Between 21-55 years old
  - Have a drug use dependency or regular use that contributes to offending (this can include alcohol but not solely)
  - Motivated to engage with a structured deferred sentence for between 6-9 months and undertake an appropriate treatment plan (may or may not be medically assisted).
- Sheriffs will be able to request a Justice Social Work Report which will identify an appropriate treatment and support plan. Once accepted into the SLADPSC, participants will receive support from their JSW and CARES (Community Addictions and Recovery Service statutory substance use treatment services for SL) nursing staff commensurate with their needs.
- JSW will provide a welfare approach which will include housing, health and offending behaviour supports. CARES nursing staff will participate in the delivery of on-going assessments, care planning, treatment and support of people with alcohol and drug issues to promote health, independence and recovery. Integration into recovery communities will be facilitated by commissioned peer mentors who will also work in collaboration with the recovery-oriented services with lived experience such as Beacons, Liber8, Turning Point (TPS), The GIVIT and My Support Day.
- We were notified our application outcome had been successful in May 2023.

COMPLETED BY: Gillian Booth Children and Justice Service Manager South Lanarkshire Council

DATE: 16/10/23

CONTACT FOR QUERIES ABOUT THE REPORT

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# Report

13

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 December 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Lanarkshire Care Academy Update</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on the Lanarkshire Care Academy

## 2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the work continues to establish the Care Academy across Lanarkshire.

## 3. Background

- 3.1. The Social Work Resources workforce plan outlines the key workforce challenges across health and social care and the actions required to address these.
- 3.2. A key action is to establish a Care Academy in South Lanarkshire, to promote social care as vocation, establish routes into a career in social care and provide a framework to enables the Council to 'grow their own' workforce to address workforce requirements.
- 3.3. North Lanarkshire Care Academy operates across the North Lanarkshire Health and Social Care Partnership (NLHSCP) and the Council agreed to link into to existing framework to create a pan Lanarkshire approach.
- 3.4. The Care Academy work contributes to the existing plans for Anchor Institutions NHS Lanarkshire (NHS Lanarkshire) and Community Wealth Building (South Lanarkshire Council (SLC) and North Lanarkshire Council (NLC)). These approaches share the aim of using their permanent position in the local communities to support the wellbeing of the population. All three organisations are linking closely as these approaches develop to ensure their plans are synergistic.
- 3.5. NHS Lanarkshire recently approved a 3 year anchor action plan which includes actions to build on previous work to identify target groups for employability programmes and apprenticeships, and refine strategies to reach and recruit candidates from less represented groups. For example, the Demonstrator programme, supporting parents trying to get back into work, launched phase 2 in September 2023 with placements across NHS Lanarkshire services. The initial cohort reported a high success rate of participants going on to secure longer term employment.

#### **4. Terms of Reference**

- 4.1. South Lanarkshire, North Lanarkshire and NHS Lanarkshire representatives working together have revised the terms of reference for the Care Academy. These will be endorsed at the steering group meeting in December.
- 4.2. The vision aims and objects of the Care Academy are set out in Appendix 1. The following workstreams will support the vision, aims and objectives of the Care Academy:
- Workstream 1: Attraction, recruitment and retention
  - Workstream 2: Pathways to care for young people, including all target groups
  - Workstream 3: Adult pathways to care, including all target groups
  - Workstream 4: Funding and procurement
- 4.4. The steering group membership consists of Chief Officer representatives from SLC, NLC and NHSL. There are also members from colleges and Skills Development Scotland.

#### **5. Current Activity**

- 5.1. Across Social Work Resources and NHSL there are a range of activities and programmes that will be captured under the Care Academy, which are summarised below.
- 5.2. The South Lanarkshire HSCP Learning and Development Group focus on supporting those already in the social care employment or learning pathway and activities include:
- Provision of placements in social care settings to South Lanarkshire College students.
  - Support for newly qualified social workers through a robust induction programme.
  - Social working students provided with practice learning placements.
  - Supporting SVQ provision for existing employees.
  - Leading on Trauma Informed practice initiative.
- 5.3. The Council's Developing the Young Workforce programmes – GradU8 and foundation apprenticeships both include social care options. In August 2023, 72 young people commenced in health and social care GradU8 programme.
- 5.4. The employability team support routes to employment for a range of groups and this includes pathways into health and social care. The Council are currently supporting 41 modern apprentices in social care. There is a commitment from the Care Academy to collaborate Modern Apprenticeships in the New Year, candidates will spend time in both social care and health.
- 5.5. NHSL have engaged with local schools across Lanarkshire to promote routes into health as a career, this included foundation apprenticeships, NextGen supporting S6 pupils applying for medicine and in house skills tasters. Also, the employability hub careers activity provide coaching and monthly sessions on careers in NHS, employability skills and help with applications.

- 5.6. In addition, NHSL have increased the number of Allied Health Professional placements in partnership with University of West of Scotland, this assists students when looking for employment and is the beginning of a successful collaboration with the university.
- 5.7. All of the examples demonstrate the work underway across Social Work and NHSL to promote, attract and retain health and social care staff. Consolidation of this under the Care Academy banner will increase awareness, build on the success across Lanarkshire and improve the services delivered to the people of Lanarkshire.
- 5.8. At a national level, the NHS Scotland Academy is a partnership between the NHS Golden Jubilee and NHS Education for Scotland (NES) to offer accelerated training to a wide range of health and social care roles and professions. Early discussions have taken place with NES to access materials and share work from the national academy with the Lanarkshire Care Academy. This includes online induction material on an introduction to health and social care and training modules on aspects of care.

## **6. Next Steps**

- 6.1. The Care Academy Steering Group will provide direction on all pan - Lanarkshire activity under the remit of the Care Academy, to increase collaboration and overall effectiveness.
- 6.2. The workstreams will consolidate existing activities in each of the areas, identify common threads and future collaboration. The steering group will capture activity related to the workstreams and co-ordinate a launch event to promote the Lanarkshire Care Academy.

## **7. Employee Implications**

- 7.1 The Lanarkshire Care Academy will provide a proactive approach to promoting pathways to careers in social care. This compliments the workforce planning process in place to ensure an effective workforce is in place to deliver our services.
- 7.2. Building on the existing work and growing the Lanarkshire Care academy, addresses medium to long term recruitment, retention and progression issues and increases the awareness of the value of health and social care careers.

## **8. Financial Implications**

- 8.1. Any financial implications will be met within existing resources.

## **9. Climate Change, Sustainability and Environmental Implications**

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

## **10. Other Implications**

- 10.1. There are risks that if the Care Academy is not progressed that there will not be the workforce availability and capacity to deliver services, as detailed in the Social Work Resources risk register.

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

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

11.2. There is also no requirement to undertake any additional consultation in terms of the information contained in this report.

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

17 November 2023

**Link(s) to Council Values/Priorities/Outcomes**

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

**Previous References**

- ◆ Social Work Resources Committee, 27 September 2023
- ◆ Social Work Resources Committee, 6 September 2022

**List of Background Papers**

- ◆ The Scottish Government Workforce Challenges, Audit Scotland, October 2023

**Contact for Further Information**

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

Eileen McPake, HR Business Manager

Ext: 845 4668 (Phone: 01698 454668)

Email: eileen.mcpake@southlanarkshire.gov.uk

### Vision

The overall vision for the Care Academy is to:

*“Develop a robust, sustained, vibrant Care Academy attracting and developing a diverse workforce for health and care services in Lanarkshire and promoting the sector as a rewarding choice for careers.*

*Increasing awareness and engagement about the Care Academy across all partners and organisations to support people from our communities working in our communities.”*

### Aims

The aims of the Care Academy are to:

1. Create the health and social care workforce for the future that best services the needs of people living in Lanarkshire.
2. Contribute to addressing deprivation and inequalities across Lanarkshire to help people live their lives to the fullest.
3. Provide pathways to fair work, meaningful employment, and progression across the breadth of health and social care.
4. Build a strong talent pipeline to meet future demand and reduce skills shortages within the health and social care sector across Lanarkshire.

### Objectives

<b>Evidence</b>	Take an evidence-based approach to identify the short, medium- and long-term supply and demand profile for the sector in Lanarkshire.
<b>Recruitment</b>	Further develop recruitment strategies with university and college campuses to discover and inspire upcoming talent and generate more candidates to fulfil current and future demand needs.
<b>Reach</b>	Develop a plan to reach and inspire passive candidates or potential career changers and returners, with the right values, to take their first steps towards exploring a career in social care. Ensuring an inclusive approach to reaching those who are furthest removed.
<b>Retain</b>	Develop, implement and monitor retention and wellbeing strategies to enhance retention across all relevant job roles to support the workforce.
<b>Identity</b>	Build the Health and Social Care partnership identity and improve how the entire reward and compensation package is marketed for all roles.
<b>Presence</b>	Create a social media strategy to build a stronger online presence around the Care Academy, breaking down any misconceptions around the sector and providing practical tools and resources for people to discover potential future roles.
<b>Next gen</b>	Inspire the next generation by taking the in-school academy education to the next phase, creating pathways from school to employment and looking at new digital delivery models to inspire young people with the right values to pursue a career in the sector.
<b>Pathways</b>	Establish career pathways and underpin these with qualification and development routes, influencing further and higher education strategies to secure and maximise available funding.





# Report

14

Report to: **Social Work Resources Committee**  
Date of Meeting: **6 December 2023**  
Report by: **Director, Health and Social Care**

Subject: **Care Inspectorate Updates for Registered Social Work Services**

## 1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ update the Committee on gradings for recent Inspections undertaken by the Care Inspectorate for the registered services delivered and managed by Social Work Resources
- ◆ note any alterations to inspection frameworks

## 2. Recommendation(s)

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

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

## 3. Background

3.1. The Care Inspectorate is the independent scrutiny and improvement organisation responsible for regulating and inspecting care and support services for adults, children and criminal justice social work services. It has the authority to place recommendations, requirements or issue an improvement notice seeking authority through the courts to close a registered service where there is failure to comply with or meet scrutiny and standards outlined within:

- The Regulation of Care (Scotland) Act 2001
- Health and Social Care Standards
- Quality Frameworks linked to the Health and Social Care Standards
- Safe staffing legislation

3.2. It has been agreed that a six-monthly update report for inhouse registered services will be presented at relevant boards and forums to provide members with an overview of Care Inspectorate activity and reporting of grades during that period.

3.3. The Care Inspectorate continues to regulate and inspect our forty-one registered inhouse care services which include: five care homes for older people; thirteen-day services for older people; six day services for adults; one care and support service for adults; one intermediate care service; six children's houses; three child and family services (fostering, adoption and supported carers); four care at home services and two home first services. Grades are reported nationally on the Care Inspectorate website for public information. [Care Inspectorate Datastore](#).

#### 4. Quality Assurance Framework:

- 4.1. The Care Inspectorate carries out inspections based on the [Quality Assurance Framework](#) linking to the Health and Social Care Standards. The quality framework is structured around six key questions. These are:

1. How well do we support people's wellbeing?
2. How good in our leadership?
3. How good is our staff team?
4. How good is our setting?
5. How well is care and support planned?
6. What is our overall capacity for improvement?

Under each key question, there are up to five quality indicators.

- 4.2. In respect of adult care services, quality indicator 1.5 has been developed in response to the pandemic to ensure that where there are outbreaks of any infectious diseases, people's health and wellbeing continues to be supported and safeguarded by infection, prevention, and control practices, taking into account the [National Infection Prevention and Control Care Home Manual](#)
- 4.3. A number of quality frameworks have been published since the last report and are detailed in the table below:

**Table 1 – New Quality Frameworks**

Quality Framework	Published
Care Homes for Adults and Older People	19 April 2023
Support Services (not Care at Home)	13 April 2023
Children and young people in need of care and protection	29 November 2022

- 4.4. Evaluations are combined from the Key Questions outlined above alongside the quality indicators and grades: 6 Excellent, 5 Very Good, 4 Good, 3 Adequate, 2 Weak, 1 Unsatisfactory.

**Table 2 - Evaluations**

6	Excellent	Outstanding or sector leading
5	Very Good	Major strengths
4	Good	Important strengths, with some areas for improvement
3	Adequate	Strengths just outweigh weaknesses
2	Weak	Important weaknesses – priority action requires
1	Unsatisfactory	Major weaknesses – urgent remedial; action required

#### 5. Recent Inspections

- 5.1. Since the last report there has been one unannounced care home service inspection within Dewar House in Hamilton and two announced short notice inspections within the South Lanarkshire Adoption Service and South Lanarkshire Fostering Service, as detailed in the table below.

**Table 3 – Recent inspections**

Care Home	Date of Inspection	How well do we support people's wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is our care and support planned?	What is the overall capacity for improvement?
		Key Q 1	Key Q 2	Key Q 3	Key Q 4	Key Q 5	Key Q 6
Care Homes – Older People							
Dewar House	25 January 2023	5	5	5	4	5	Not Assessed
Children and Family Services							
South Lanarkshire Council – Adoption Services	27 March 2023	4	Not Assessed	Not Assessed	Not Assessed	5	Not Assessed
South Lanarkshire Council – Fostering Services	27 March 2023	4	Not Assessed	Not Assessed	Not Assessed	5	Not Assessed

- 5.2. The inspection team found significant strengths in the care provided within Dewar House. Residents were involved in planning their support and having daily choice about their routine. There was evidence that health needs were assessed and monitored regularly with any concerns referred to external professionals. Inspectors did highlight the need for the management team to retain evidence of all building safety certificates onsite rather than requesting this information from other departments. It has been noted that this is in relation to the lease of the building and documentation held by Hanover Housing Association.
- 5.3. The South Lanarkshire Adoption Service was found to have significant strengths with children experiencing a high standard of care within stable home environments. Meanwhile, the report identified three areas of improvement with recommendations to improve the recording and notification of all accidents and incidents to the Care Inspectorate; support dual registered foster carer / adopters in line with fostering legislation and best practice; and ensure that all children in need of permanent care have their assessments completed and plans carried out without unnecessary delay.
- 5.4. The South Lanarkshire Fostering Service inspection report highlighted positive outcomes experienced by children as part of their foster families. Children experienced a high standard of care and developed meaningful and trusting relationships. Within the report four areas of improvement were recommended, which included the three recommendations above that were also relevant to the adoption service, and a fourth recommendation for the need for a separate registration with the Care Inspectorate for the provision of a continuing care service.
- 5.5. Inspection reports published since the last report to Social Work Committee on 15 February 2023, show no rise or decline in grading.
- 6. Health and Care (Staffing) (Scotland) Act 2019**
- 6.1. The [Health and Care \(Staffing\) \(Scotland\) Act 2019](#) (the Act) will come into effect on 1 April 2024, to support safe staffing, high standards of care, and improved outcomes for those using health and social care services.

- 6.2. The Act places duties or obligations on organisations such as health boards, local authorities, integration authorities, Healthcare Improvement Scotland, and the Care Inspectorate to provide assurance that staffing levels are appropriate in numbers and skill mix.
- 6.3. The Care Inspectorate will continue to regulate staffing within social care services against the Quality Framework; a review of the Framework will be undertaken during 2024-2025 to reflect the new legislation. Providers will also be asked to provide additional staffing information within the Care Inspectorate Annual Return. Meanwhile, Healthcare Improvement Scotland (HIS) will be responsible for monitoring compliance with the Act in the health care sector.
- 6.4. The Safe Staffing Programme has been established by the Scottish Government to support the social care sector with the implementation of this legislation and to develop a staffing method framework which will assist the assessment and decision-making process on workload and workforce planning. A range of webinars are planned from October 2023 to March 2024 to support the implementation of the Act.
- 6.5. The Social Work Workforce Plan 2022-25 will continue to address the demand and workforce challenges facing services and the need to maintain the health and wellbeing of the workforce. An action plan is in place to address these challenges, by maximising available resources through options of service redesign; developing recruitment practices; and ensuring the workforce feel valued and supported.

## **7 Employee Implications**

- 7.1. Preparation for the Health and Care (Staffing) (Scotland) Act 2019 will continue to be monitored and reported to future meetings of the Social Work Resources Committee.

## **8 Financial Implications**

- 8.1. There are no financial implications in relation to this report.

## **9 Climate Change, Sustainability and Environmental Implications**

- 9.1. There are no implications for climate change in terms of the information contained in this report.
- 9.2. There are no implications for sustainability in terms of the information contained in this report.
- 9.3. There are no implications for the environment in terms of the information contained in this report.

## **10 Other Implications**

- 10.1. The activity underpinning the gradings contributes to the mitigation of the new risk added to the Social Work Resources Risk Register:
  - ◆ Failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies.
- 10.2. Maintaining high quality registered care and support services, tailored to individual service user needs, ensures that people are supported and protected to live in good health and wellbeing.

## **11 Equality Impact Assessment and Consultation Arrangements**

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

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

**Professor Soumen Sengupta**  
**Director, Health and Social Care**

7 November 2023

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

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ accountable, effective, efficient and transparent

### **Previous References**

- ◆ Care Inspectorate Updates for Registered Social Work Services, 15 February 2023.

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

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

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## Appendix 1: Care Inspectorate Gradings June 2023

Service		Latest Inspection	How well do we support people's wellbeing?	How well is our care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
<b>Child and Family Services</b>							
1	South Lanarkshire Council - Adoption Service	27/03/2023	4	5	Not Assessed	5	5
2	Supported Carers Service	22/01/2019	5	5	Not Assessed	5	5
3	South Lanarkshire Council - Fostering Service	27/03/2023	5	5	Not Assessed	5	4
<b>Children's Houses</b>							
4	Langlea Avenue	19/04/2022	5	5	5	5	5
5	Bardykes Road	29/07/2022	5	5	5	5	5
6	Rosslyn Avenue	13/05/2022	5	5	5	5	5
7	Hunters Crescent	29/04/2022	4	4	4	4	4
8	Station Road	19/05/2022	3	3	3	3	3
9	Hillhouse	30/06/2022	5	5	5	5	5
<b>Care Homes – Older People</b>							
10	Meldrum Gardens	01/11/2019	4	4	5	3	5
11	McKillop Gardens	01/07/2022	5	5	5	5	5
12	McClymont House	31/05/2022	5	5	6	5	5
13	David Walker Gardens	11/11/2022	5	5	5	5	4
14	Dewar House	25/01/2023	5	5	4	5	5
<b>Day Services – Adult and Older People</b>							
15	Lifestyle Lanark, Harry Smith Complex	12/08/2015	6	6	6	6	6
16	South Lanarkshire Lifestyles - Stonehouse	26/05/2017	5	5	5	4	5
17	South Lanarkshire Lifestyles - Fairhill	22/01/2019	5	5	5	5	5
18	Whitehill Day Centre	24/07/2018	5	5	5	5	5
19	Newberry Rooney	22/11/2016	5	5	5	5	4
20	South Lanarkshire Lifestyles - Carluke	19/05/2017	5	5	6	5	5
21	Meldrum House	05/06/2017	5	5	5	5	5
22	Saltire Neighbourhood Centre	22/05/2018	5	5	5	5	5
23	Harry Heaney Centre	10/05/2019	5	5	5	5	5
24	McClymont Resource Centre	05/08/2019	5	5	5	5	5



25	Lesmahagow Neighbourhood Centre	07/02/2017	5	5	6	5	5
26	Canderavon Neighbourhood Centre	16/02/2016	4	4	5	5	5
27	Jimmy Swinburne Resource Centre	15/05/2018	5	5	5	4	5
28	St. Andrew's Day Centre	24/07/2019	5	4	5	5	5
29	South Lanarkshire Lifestyles East Kilbride	13/12/2016	5	5	5	5	5
30	South Lanarkshire Lifestyles Eastfield	15/11/2017	5	5	5	5	4
31	Nisbet Centre	18/06/2019	5	5	5	5	5
32	Parkhall House	03/08/2018	5	5	5	5	4
33	Jenny MacLachlan Centre	19/01/2017	6	6	5	5	5
<b>Care at Home Services</b>							
34	East Kilbride Home Care Service	24/01/2020	4	4	Not Assessed	5	5
35	Hamilton Home Care Service	17/06/2021	3	3	Not Assessed	3	3
36	Rutherglen Home Care Service	24/11/2020	4	3	Not Assessed	4	4
37	Clydesdale Homecare	26/10/2018	5	5	Not Assessed	4	5
<b>Home First Services</b>							
38	Home First (East Kilbride and Rutherglen)	Registered - 2/9/22					
39	Home First (Clydesdale and Hamilton)	Registered - 2/9/22					
<b>Housing Support Services</b>							
40	Care and Support Service (North and South)	20/05/2019	4	4	Not Assessed	5	4
<b>Intermediate Care Services</b>							
41	Blantyre Life	Registered - 15/12/22					

**Grades guide:**

1	Unsatisfactory
2	Weak
3	Adequate
4	Good
5	Very Good
6	Excellent

