

# Report

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>6 March 2024</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resource Plan: Quarter 2 Progress Report 2023/2024</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 2 Progress Report 2023/2024, for the period 1 April 2023 to 30 September 2023

## 2. Recommendations

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

- (1) that the Social Work Resource Plan Quarter 2 Progress Report 2023/2024, 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 areas for improvement and associated management actions, as detailed in paragraph 5.4. of this report, be noted.

## 3. Background

3.1. The Social Work Resource Plan 2023/24 was approved by Committee on 3 May 2023 and sets out the outcomes, measures and actions to be managed and delivered by the Resource for the financial year 2023/2024.

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 Outcomes set out in the Council Plan Connect 2022-2027.

## 4. Resource Outcomes 2023/2024

4.1. The Resource has established a number of outcomes to support the delivery of the Connect Outcomes in 2023/2024. These are detailed at Appendix 1.

## 5. Quarter 2 Progress Report 2023/2024

5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2023/2024, 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:-

<b>Status</b>	<b>Definition</b>
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. Measures which are classified as 'red' are considered in detail at section 5.4. of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and/or 'amber' measures at a future meeting.

The overall summary of progress to date is set out in the table below. There remains a legacy impact of Covid-19 and the response to it in some areas, and performance should be considered in that context.

<b>Status</b>	<b>Measures</b>			
	<b>Statistical</b>	<b>Project</b>	<b>Total</b>	<b>%</b>
Blue	0	1	1	4%
Green	9	7	16	57%
Amber	3	1	4	14%
Red	1	0	1	4%
Report later/Contextual	1	5	6	21%
<b>Totals</b>	<b>14</b>	<b>14</b>	<b>28</b>	<b>100%</b>

(Data correct as at 20 December 2023)

5.3. Key achievements for 2023/2024, to date, are noted below:

5.3.1.

<b>Connect Outcome: Communities and Environment</b>	
<b>Resource Outcome</b>	<b>Achievements</b>
Strengthen engagement with service users and carers	South Lanarkshire Health and Social Care Partnership has successfully rolled out Phase 1 and Phase 2 of Care Opinion this included all Adult and Older People services. Work is progressing on Phase 3 which will include Children and Justice Social Work services subscribing to Care Opinion by end of October 2023. The Performance and Systems Development Assistant who is supporting the implementation of Care Opinion commenced in April 2023 and will support the continued roll out of this throughout the Partnership.
	Consultation on the draft Carers Strategy has included a number of focus groups with service users and carers which assisted with final draft, and creation of a plan on a page which summarises the strategic priorities for carers.
Social Work Resources embeds sustainable development across services	<p>South Lanarkshire Health and Social Care Partnership have implemented a change across all services regarding how equipment and adaptation needs are prioritised following assessment using the Prioritised Recommendation and Needs Assessment (PRANA) form.</p> <p>This process will ensure there is improved capacity to assist people referred to the service with identified risk of harm whilst low priority needs are directed for alternative provision including information and advice to self-manage.</p>
<b>Connect Outcome: Health and Wellbeing</b>	
<b>Resource Outcome</b>	<b>Achievements</b>
Care and protect children, young people and adults from risk of harm	As at 30 September 2023, there were a total of 723 Looked After Children, 75 (10%) were looked after in a residential setting including local authority houses, secure accommodation and residential schools. This position has been consistent since 1 April 2021, this reflects South Lanarkshire's commitment to shift the way care is delivered to Looked After Children, with continued support to children and young people within the community.
Continue to support carers good health and wellbeing alongside their caring role	The Carers commissioned services from Lanarkshire Carers (Adult Carers) Action for Children (Young Carers) continue to support increased numbers of Carers/Young Carers in the Community as evidenced in their quarterly reporting. The Resource has supported an increased number of adult carers with access to Carers SDS Support packages.

<p>Promote early intervention and intervention to achieve healthy, active lives and reduce inequalities</p>	<p>Justice Social Work commissioned Iconic Consultancy to provide external evaluation for the Community Payback Order peer mentors that were established in 2021. This was funded from the Scottish Government Drug Death Task Force funding.</p> <p>The evaluation was positive and highlighted evidence of good outcomes for those transitioning from their CPOs to positive destinations. This included developing trusting relationships with peer mentor staff and successful engagement with recovery services and connections into GP, housing, mental health, and addiction services.</p> <p>The evaluation commended South Lanarkshire Council Justice Social Work's awareness and action in meeting the support, supervision and training needs of workers recruited with non-traditional social work backgrounds, skills and experiences.</p>
<p>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</p>	<p>Justice Social Work Services were successful in their bid to secure Scottish Government drugs mission funding from CORRA in May 2023. This funding will be used to develop the Recovery Orientated Justice Social Work team and deliver Structured Deferred Sentences to Hamilton Sheriff Court's Alcohol and Drug Problem Solving Court over a 2-year period.</p> <p>South Lanarkshire Justice Services in partnership with North Lanarkshire Justice services and Sheriff Principal of South Strathclyde, Dumfries and Galloway have created a clear vision and direction for taking forward a joint dedicated alcohol and drug court that promotes a public health approach with the principles of reducing offending and directing vulnerable people out of the justice system where possible. The service will be supported by peer mentors connected to recovery communities.</p> <p>The Community Justice Partnership hosted a development day on 21 September 2023, where CP Partners from Community Justice Scotland, Justice Services/Police Scotland with experience of a national thematic inspection, and the voice of experience from an individual released from prison who shared their experiences of services and the justice system.</p>
<p>Disadvantaged people/groups are provided with access to timely support and interventions</p>	<p>Two-year funding has been secured from Alcohol and Drug Partnership for peer mentor service for Alcohol and Drug problem solving court. SLC Procurement services supporting tender with submission to Scotland Excel Framework due in October 2023. Evaluation agreed with University of West of Scotland. Implementation date for Court starting in December 2023.</p>

<b>Connect Outcome: Children and Young People</b>	
<b>Resource Outcome</b>	<b>Achievements</b>
Improve the health and wellbeing of children, young people and families	South Lanarkshire continue to have no under 18's in Polmont Young Offenders Institution since September 2021 and this reflects the success of the proactive Whole System Approach and use of secure care (where necessary) and robust multi agency community risk management plans.
	Family Support Hubs are now open in Hamilton, East Kilbride, Lanark and Cambuslang. South Lanarkshire have been chosen by Scottish Government as a case study area and researchers have met with staff and families in June to gather feedback on their experience of the new family support hubs.

5.3.2. In addition to working towards these Outcomes, it is recognised 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 service meet the needs of the council and its customers	<p>Technology Enabled Care (TEC) continues to provide health and care services to help people live independently and safely in their own homes, or near to home for longer.</p> <p>The team continue to progress the upgrade of community alarms from analogue to digital with 2,017 digital alarms installed between April 2023 and September 2023.</p>

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

<b>Communities and Environment</b>		
<b>Resource Outcome: Social Work Resources embeds sustainable development across services</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
<p>Make an annual saving from using recycled items as opposed to new through the joint store</p>	<p>Total number of recycled items = 271            Cost of items = £41,788            Value of items = £90,009            Savings over new = £48,221</p> <p>To date, there has been a saving for the Council of £91,748, to meet the annual saving target of £200,000.</p>	<p>The service implemented a change across SLHSCP services in how all equipment and adaptation needs are prioritised. The Prioritised Recommendation and Needs Assessment (PRANA) form is now used to identify those who have critical and substantial needs for direct provision.</p>
<b>Health and Wellbeing</b>		
<b>Resource Outcome: Care and protect children, young people and adults from risk of harm</b>		
<p>Percentage of reports submitted to the Children's Reporter within agreed timescales</p>	<p>Current performance is currently reporting at 63% (88 out of 139) of reports being submitted within timescale against a target of 75%.</p> <p>Performance appears to be stabilising and improving since the Q1 position of 51%. Most recent figures for Q2 indicate 37 out of 53 (70%) of reports submitted to SCRA were within timescale.</p>	<p>Performance in relation to submitting SCRA reports within agreed timescale has been impacted by ongoing recruitment challenges and demand on resources. Vacancies remain at 30% and whilst recruitment activity continues, there has been little success in appointing experienced social work staff. The service also faced a rise in demand with a 12% increase in the number of allocations from Q1 to Q2.</p> <p>Local managers ensure that there is oversight in relation to reports that are submitted late and these are prioritised on the basis of risk.</p> <p>Service Managers and partner agencies are developing a Single Assessment Framework to reduce duplication and in turn improve the number of reports submitted to SCRA within desired timescales.</p>

**Health and Wellbeing**

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

Percentage of people on CPO unpaid work requirement seen within five working days by their case manager

There has been a total of 97% Community Payback Orders inducted, with 74% of placements (268 out of 364) inducted within 5 working days, against a 75% target.

In quarter 2, 71% (123 out of 174) were inducted within 5 working days, a decrease from 77% in quarter 1.

The unpaid work service has continued to be impacted by non-attendance of service users. The majority fail to show for appointment or were late, whilst other reasons include illness, paid employment or a return to custody.

In addition, 47% of Unpaid Work requirements were level 1 orders where there is no justice social work report requested by the court prior to the order commencing and therefore the service is unable to engage with the service user before court appearance or monitor their outcomes in court.

Justice Social Work implemented a text reminder service for all unpaid work service users as of 18th October 2023 to encourage attendance at unpaid work. This will be supported by 4 weekly reviews for all non-attenders as standard, regardless of circumstances, to ensure robust management of the order(s).

<p>Percentage of people starting their placement within seven days of a CPO unpaid work</p>	<p>To date 72% (263 out of 364) of placements have commenced within 7 days against a 75% target. Performance reduced in quarter 2 to 70% (121 out of 174), compared to 75% in quarter 1.</p>	<p>The unpaid work service has continued to be impacted by non-attendance of service users. The majority fail to show for appointment or were late, whilst other reasons include illness, attending paid employment or a return to custody.</p> <p>In addition, 47% of Unpaid Work requirements were level 1 orders where there is no justice social work report requested by the court prior to the order commencing and therefore the service is unable to engage with the service user before court appearance or monitor their outcomes in court.</p> <p>Justice Social Work implemented a text reminder service for all unpaid work service users as of 18th October 2023 to encourage attendance at unpaid work. This will be supported by 4 weekly reviews for all non-attenders as standard, regardless of circumstances, to ensure robust management of the order(s).</p>
<p><b>Delivering the Plan and achieving Best Value</b></p>		
<p><b>Resource Outcome: Digital and ICT services meet the needs of the council and its customers</b></p>		
<p>Implement the new Social Work IT system by January 2024</p>	<p>The project is on track to meet the revised timescales of June 2024. Liquidlogic have recently adopted the lead role in data migration and the first round of testing commenced on 9 October 2023.</p>	<p>Now that Liquidlogic have adopted the lead role in data migration, early indication shows that timescales for system configuration and integrations are progressing well.</p>

## 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.



## **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 Council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. All Resource Plans have recognised sustainable development and climate change as a key area of focus for 2023/2024.

## **9. Other Implications**

- 9.1. A significant element of the delivery of the outcomes in the Community Plan 2022 to 2032 will come through the achievement of the actions contained within Connect.
- 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**

20 December 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 full Council on 15 June 2022
- Social Work Resources Plan 2023-24 – approved by Social Work Resources Committee on 3 May 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:-

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

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## Social Work Resource Objectives 2023/2024

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>• Strengthen engagement with service users and carers</li> </ul>
<b>Education and Learning</b>	No Resource Outcomes for this Connect Outcome
<b>Health and Wellbeing</b>	<ul style="list-style-type: none"> <li>• Promote early intervention and prevention to achieve healthy, active lives and reduce inequalities</li> <li>• Care and protect children, young people and adults from risk of harm</li> <li>• Work with our communities to deliver person-centred care and support</li> <li>• Continue to support carers good health and wellbeing alongside their caring role</li> <li>• Promote self-care and self-management</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>• Help people to continue to live within their homes and communities through integrated community health and social care services</li> </ul>
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>• Improve the health and wellbeing of children, young people and families</li> </ul>
<b>Housing and Land</b>	No Resource Outcomes for this Connect Outcome
<b>Our Economy</b>	No Resource Outcomes for this Connect Outcome