

Annual Report
CSWO Report
South Lanarkshire Council
2018/2019

| South Lanarkshire CSWO Report 2018/2019 | | |
|--|---|---------------------|
| Section | Title | Page Numbers |
| | Introduction | 3 |
| 1. | CSWO's Summary of Performance – Key challenges, developments and improvements during the year | 5 |
| 2. | Partnership Working – Governance and Accountability Arrangements | 15 |
| 3. | Social Services Delivery Landscape | 24 |
| 4. | Resources | 28 |
| 5. | Service Quality and Performance including delivery of statutory functions | 30 |
| 6. | Workforce a) Planning b) Development | 34 |
| | Appendixes | 37 |

Section 1.

1. Introduction

- 1.1. The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO) is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of a number of statutory requirements in relation to the posts, roles and duties with which local authorities must comply.
- 1.2. Local authorities have a statutory requirement to appoint a professionally qualified CSWO (CSWO) who must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to local authorities, Elected Members and Officers in the provision of Social Work Services, both commissioned and directly provided. The CSWO has responsibility for overall performance improvement and the identification and management of corporate risk, insofar as these relate to Social Work Services.
- 1.3. The CSWO is required to prepare an annual report of activity to the Chief Social Work Advisor for Scotland. A summary report is also published annually by the Scottish Government to aid learning and the sharing of information nationally.
- 1.4. The aim of Social Work Resources is to promote social welfare and provide effective assessment, care and support to meet the needs of vulnerable people in South Lanarkshire. Within South Lanarkshire we are committed to providing responsive and accessible services, with defined standards for service provision and to supporting people to maximise their potential, maintain their independence and improve outcomes.
- 1.5. All local councils have a duty under the Social Work Scotland Act 1968 to assess a person's community care needs and, where appropriate, to arrange any services they may require. South Lanarkshire Social Work Resources, in partnership with community planning partners, voluntary organisations and independent providers, offer a range of services designed to enable, support, improve and protect the health and social care of those using our services. Assessments are modelled on the co-produced assessment directed by our Self Directed Support assessment tools, offering individuals choice and control over their personal outcomes.
- 1.6. The Social Care (Self-directed Support) Scotland Act 2014 aims to put the person at the centre, allows people, carers and families to make choices. It gives better control on how they want their care directed through 4 funding options. SDS is Scotland's mainstream approach to social care. Self-directed Support (SDS) puts the person at the centre of the support planning process. It enables people, carers and families to make informed choices about what their social care support is and how it is delivered
- 1.7. Throughout 2018/19 Social Work Resources activities included:
 - processing over 50,700 referrals
 - providing assessment, specialist assessment and support

- provision of targeted services for vulnerable children, young people and adults and their carers
- service provision including homecare and care at home
- support services, day, respite and residential
- supervision and monitoring in the protection of vulnerable children and adults working with those subject to requirements within justice and mental health legislation

1.8. Social Work Resources commission a wide range of private, not for profit, voluntary sector providers. There are 43 independent care homes for older people, 11 care homes for adults, and a small number of children's care homes in the council area. Additionally, we have a range of Home Care, Day Care and Supported Living providers operating across our localities.

1.9. As CSWO I will continue to progress our priorities of:

- Public Protection for Children and Adults
- Multi-agency Public Protection Arrangements
- Integrated Joint Board and development meetings for Health and Social Care Integration
- Social Work Governance Group/Clinical Governance Group
- Care Facilities Improvement Plans
- Health and Care Standards
- Data Protection, GDPR
- Procurement of Social Care Services
- Eligibility Criteria/Prioritisation
- Self-Directed Support (SDS)
- the implementation of the Community Justice model
- the requirements of the Children and Young Peoples Act 2014
- the implementation of the Carers (Scotland) Act 2016
- announced and unannounced inspections

1.10. The ongoing development of Social Work Services and our achievements rely on the continued commitment of our staff and partners, both within the council and with the wide range of external partners within the community. The support and commitment of the Council's Elected Members across all parties, who have been advocates for the service is also recognised. I would like to thank everyone for their efforts during 2018-19 and I look forward to working together during the year ahead.

Liam Purdie
Chief Social Work Officer
11 September 2019

Section 2.

CSWO's Summary of Performance – Key Challenges, developments and improvements during the year

2. Key Challenges

2.1 Change and Innovation

Within South Lanarkshire, Social Work Resources continue to operate against a backdrop of significant change and innovation including:

- financial constraints and austerity;
- increasing expectations of services and for services to be delivered in new ways;
- issues arising from the models of delivery and the complexities in the market approach to care; challenges in approaches to commissioning and procurement;
- changes to the welfare system,
- medical advances and
- changes in the demography profile of our people
- Eligibility and Prioritisation

2.2 Workforce

Social Work Resources have identified a number of challenges in relation to the workforce which are being addressed through our Workforce Plan 2017-2020. These include:

- Introduction of new Legislation and the increased demand for suitably qualified and skilled workforce
- The high turnover of staff in residential and care and support services
- Mental Health Officers –retaining and increase the numbers of MHOs
- The increasing age profile of the workforce.
- Scottish Social Services Council registration requirements
- Ensuring a gender balance in specific service areas such as Home Care and Residential Care

There are also specific challenges associated with Brexit such as:

- There will be a shortage of highly skilled workers in certain professions which currently rely on migrant workers – e.g. education and healthcare. While there will be no changes to the free movement of labour until the UK Government introduce new migration legislation, further pressures are expected in areas that are already experiencing recruitment challenges.
- There will be a shortage of entry level workers, including those with lower skills, those who gain their qualifications largely through work based training, and those in less highly-paid sectors – the loss of free movement and anticipated changes to the UK Migration policies (a skills-based approach with continuation of minimum salary levels) is likely to significantly reduce the pool of workers currently servicing sectors such as hospitality, tourism and social care.

2.3 Limitation (Childhood Abuse) (Scotland) Act 2016

The Scottish Child Abuse Inquiry was set up in 2015 to investigate the nature and extent of the abuse of children whilst in care in Scotland and the failures which allowed it to happen. The Inquiry continues and has published its first findings.

The Inquiry's remit is very wide, with a time span of from "within living memory" to the end of 2014, and covering all residential child care (including provision by religious organisations, boarding schools, voluntary organisations, local authorities, health authorities, and the state), and the child migrant programmes. The council continues to respond to Section 21 notices in terms of providing historical documents relevant to the matters in hand.

The Government's response to the recommendations from the review group on the provision of financial redress for the victims of child abuse in care was published in October 2018.

The main recommendation was to establish a financial redress scheme and to pass legislation before the end of the current Parliamentary term in March 2021.

It is intended that the financial redress scheme would provide an alternative compensation mechanism to the civil courts and it will be open to all survivors of abuse in care, irrespective of when the abuse took place. The Review Group also recommended that advance payments are made as soon as possible to survivors who may not live long enough to apply to a statutory scheme due to either ill-health or age. Consideration is also be given to the position of survivors whose abuse occurred before 26 September 1964 whose rights to compensation were extinguished through the law of prescription are unable to pursue their cases through the civil court.

At this stage there is very little information regarding the scheme or how it will impact on the Council. It is not known if local authorities will be expected to contribute to the scheme or only the providers of care services (although this could bring in any local authority provision).

The council's working group continues to examine requests for information and co-ordinate the response to the inquiry.

2.4 Health and Social Care Partnership

The Scottish Government has preserved the statutory role of the CSWO within the terms of the Public Bodies (Joint Working) (Scotland) Act 2014.

It is three years since the Health and Social Care Partnership was formed and the IJB was established. This has been an extremely busy and positive time where we have made significant progress towards the development of better integrated health and social care services in South Lanarkshire.

Work toward a full review of the Strategic Commissioning Plan has taken place throughout 2018. In line with the statutory requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, the IJB have prepared their second Strategic Commissioning Plan 2019-2022 (SCP).

The plan is statutory, with a three year planning cycle mandated by the Act. The SCP was approved in March 2019, and although it covers a three year period, it looks beyond this, given the changes in the populations' health and social care needs. The plan provides a direction of travel which responds to:

- Public and key stakeholder consultation and engagement activity
- Strategic needs profiling of the population of South Lanarkshire
- Delivery of the 9 National Health and Wellbeing Outcomes
- Strategic aspiration of the Scottish Government to shift the balance of care through the provision of services which are designed and delivered in the person's home and community

Social Work Resources play a key role in operationally delivering a number of the ambitions set out within the SCP including re-ablement, the ongoing development of integrated locality teams and supporting the most vulnerable people who may be at risk of harm.

A key focus for the Partnership is the Building and Celebrating Communities (BCC) programme. As well as making sure people are independent where possible. BCC encapsulates our overall vision by concentrating on what exists within our communities and working alongside those communities to identify what they can do to grow, thrive and improve the lives of people in South Lanarkshire.

2.5 Children and Young People (Scotland) Act 2014

The Children and Young People (Scotland) Act 2014 (CYPA) became law on the 27 March 2014 and introduced changes to promote, support and safeguard the wellbeing of children and young people in Scotland. It introduced additional supports for children and young people who are looked after in care to ensure they have the same opportunities as other young people.

Social Work Resources together with partners in South Lanarkshire are engaged in a range of developments and activities which support those in care and care leavers including Corporate Parenting, Kinship Care, Continuing Care and Aftercare. The Act aims to ensure that:

- ◆ children's rights influence design and delivery of policy and services
- ◆ there are improvements to the way services work to support children and young people
- ◆ the role of early years support to children, young people and their families is strengthened
- ◆ there is better permanence planning for looked after children

Within South Lanarkshire activity is underway to develop a Champions Board which will provide further opportunities for children and young people to influence decision making. The needs of care leavers are also being addressed by developments to throughcare and aftercare support.

2.6 Mental Health (Scotland) Act 2015

Legislative changes to the Mental Health (Care and Treatment) (Scotland) Act were implemented in 2015 and became operational in 2017.

Adult Mental Health Services in South Lanarkshire is a progressive service and aims to continuously improve. Those Mental Health Officers who are Senior Practitioners within Mental Health Services also undertake Mental Health Officer duty out of hours, on a rota basis in conjunction with South Lanarkshire Council's Emergency Social Work Service. Senior Practitioners also deliver training regarding the Adults with Incapacity Act to Social Workers in Adult and Older Peoples Services in each locality and in this way extending knowledge and experience across the care groups.

Learning and development pathways have been developed for Team Leaders, Social Workers and Social Work Assistants in Mental Health Services identifying essential classroom based training and on-line learning which is completed in the first 12 months following appointment.

2.7 Community Empowerment (Scotland) Act 2015

The implementation of the Community Empowerment (Scotland) Act 2015 was accompanied by a refresh of the "National Standards for Community Engagement" which set a clear and challenging set of criteria against which community participation activities can be judged.

A wide range of work is currently underway within South Lanarkshire Social Work Resources to progress the provisions of the Community Empowerment (Scotland) Act 2015, including:-

- The development of the Local Outcomes Improvement Plans (LOIP)
- The development of locality/neighbourhood plans
- The development of Participatory Budgeting

The Local Outcomes Improvement Plan (LOIP) is a South Lanarkshire wide document and details the actions which will be taken in relation to high level outcomes in the following areas:-

- Community Safety,
- Health and Social Care,
- Getting it Right For South Lanarkshire's Children
- Sustainable and Inclusive Economic Growth
- Tackling deprivation, poverty and inequalities (this is an overarching objective)

Work to progress the development of Neighbourhood Plans has been a particular focus of activity in 2018. A range of analysis and proposals to develop Neighbourhood Plans are currently being progressed in the local communities of :-

- Hillhouse/Udston and Burnbank
- Whitlawburn and Springhall, and
- Strutherhill

Currently responsibility for community participation is spread across different Resources with no individual or team having responsibility for the coordination of corporate and partner activities. A new dedicated team has been formed with responsibility for working

with local people to build their capacity and harness the resources within the community. This will help to further develop the level and nature of participation with communities across South Lanarkshire.

2.8 The Carers (Scotland) Act 2016

The Carers (Scotland) Act 2016 was implemented in April 2018. This important new piece of legislation enhances and extends the rights of carers as well as placing both duties and powers on the Health and Social Care Partnership.

The Act brings fairness in the provision of services to carers with the new definition of “What is a carer”. The Partnership strives to ensure carers are at the centre of consultations and that remodelled services will meet carers’ needs

The Health and Social Care Partnership under the guidance of the Carers Act Programme Implementation Board and in partnership with carer led third sector agencies has been driving forward the delivery of the duties afforded to carers in the Act including:

- The co-produced design of the new adult carer support plan
- The delivery of the young carer statement
- The delivery of the Carers Local Eligibility Criteria
- The publication of our Short Breaks Service Statement
- The consultation on and design of the draft Carers Strategy
- Revision and upgrading of our information platforms and carer materials

The Partnership will continue to develop coordinated work plans allowing the redesign services to keep carers needs at the forefront while delivering information, advice, and providing appropriate supports and services to carers in the most resource efficient manner.

2.9 The Child Poverty (Scotland) Act 2017

The Child Poverty (Scotland) Act 2017 provides a definition of: relative, absolute, combined low income and material deprivation, and persistent poverty. It sets out child poverty targets to be met by March 2030 with interim targets to be met in the financial year beginning the 01 April 2023.

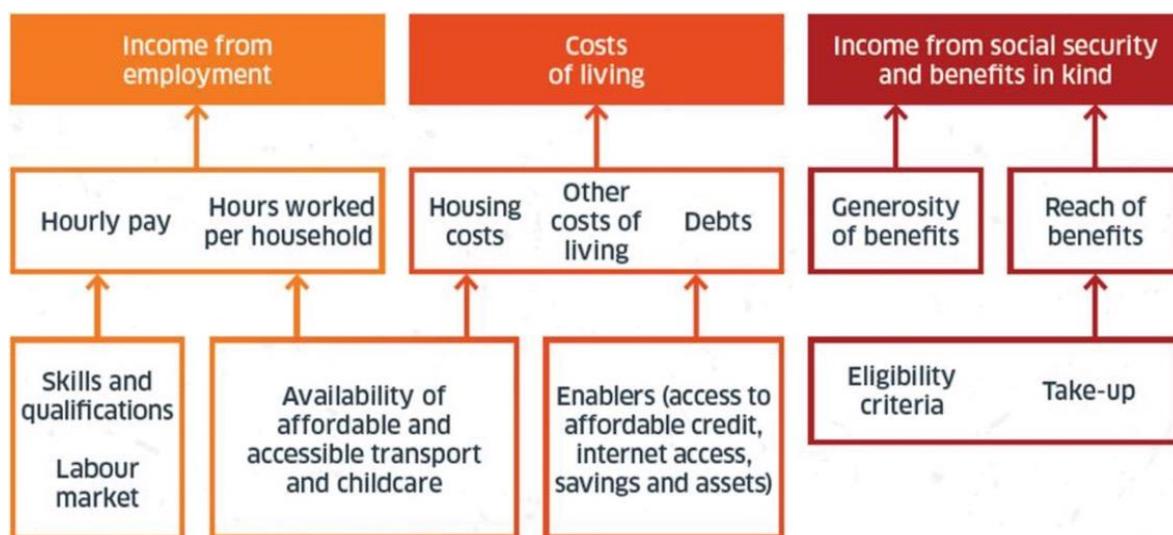
The interim targets state that by 2023, of children living in households in Scotland:

- less than 18% fall within Section 3 (relative poverty)
- less than 14% fall within Section 4 (absolute poverty)
- less than 8% fall within Section 5 (combined low income/material deprivation)
- less than 8% fall within Section 6 (persistent poverty)

Local authorities and Health Boards also have a duty to report annually on their activity and contribution to reducing child poverty.

A Child Poverty Action Report Working Group is driving forward work around the Child Poverty Action Report. The group have agreed the following drivers of child poverty as the organisers of the planned report as outlined in the national Tackling Child Poverty Delivery Plan;

- Income from Social Security and benefits in kind
- Income from employment and
- Costs of Living



The Child Poverty Action Plan includes indicators relevant to the Children's Services Plan e.g.:

- Children (under 20) in Low Income Families
- Uptake of funded and early learning and childcare entitlement
- Percentage of school leavers into positive destinations
- Free School Meals (FSM) applications

2.10 Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016

This Act was passed in March 2016 with four broad proposals. Whilst all these proposals are important, the first two have a significant impact on Social Work Resources.

To place a 'duty of candour' on health and social care organisations. This has created a legal requirement for health and social care organisations to inform people when they have been harmed as a result of the care or treatment they have received.

To establish new criminal offences of wilful neglect or ill-treatment within health and social care settings. One offence applies to individual health and social care workers, managers and supervisors, and another to organisations.

2.11 Welfare Reform Act 2012

The Universal Credit full service was rolled out in South Lanarkshire in October 2017 for all new working age claimants who would have previously claimed legacy benefits.

Legacy benefits are: Income Related Employment and Support Allowance, Income Based Job Seekers Allowance, Housing Benefit, Income Support, Working Tax Credits and Child Tax Credits.

Universal Credit is designed to place more responsibility on the claimant and claims are expected to be made and maintained online. Claimants are placed in a conditionality group based on their circumstances and work capability and this determines what is expected of them during their claim. In order to receive benefit the claimant must sign a “claimant commitment” to say that they understand what is expected of them. If they fail to meet the claimant commitment without good cause they may face a benefit sanction.

Until Universal Credit is fully implemented across all claimants, we will have different benefits systems running alongside each other. It is inevitable that there will be confusion around whether a claimant whose circumstances have changed should claim Universal Credit and be subject to “natural migration” or when they can remain on current legacy benefits until subject to “managed migration”. They need to understand which options are available as well as the financial impact on them and their families.

The replacement of six welfare benefits has been administratively and digitally challenging for the DWP and they have adopted a test and learn approach with improvements and changes to systems being made as problems emerge. Whilst this continuous improvement approach makes a certain amount of sense from an administrative point of view, from the point of view of claimants’ disruption in payments creates chaos in the financial stability of their household.

These are considerable changes for claimants and many are finding the process very difficult. Good quality and well informed advice and assistance continues to be vital to help them address the difficulties outlined.

2.12 External Regulation and Inspection

Social Work Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement.

Social Work Resources will continue to be subject to annual care inspectorate requirements with regard to registered services including residential care for both children and older people, day care, support services, home care, care and support, adoption and fostering.

In addition to this, Social Work Resources are key to any national inspection programmes, particularly those on a multi-agency basis e.g. the SDS inspection and potential Children’s Inspection. The Care Inspectorate will undertake a range of inspections across Scotland – some will be themed and others will be service specific, the council will be advised accordingly of the future programme.

Social Work Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment performance and improvement.

The Best Value Audit Review (BVAR) was undertaken and a positive report was provided by Audit Scotland in which Social Work Resources contributed, alongside other Resources of the Council.

2.13 National Health and Social Care Standards

The new Health and Social Care Standards came into effect in April 2018. The new Standards replace the National Care Standards and are now relevant across all health and social care provision. They are no longer focus only on regulated care settings, but also on social care, early learning and childcare, children's services, social work, health provision, and community justice.

The new Standards set out what service users should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to be upheld.

(See appendix 1 for detail)

2.14 British Sign Language (Scotland) Act 2015

British Sign Language (BSL) was recognised as an official language by the Scottish Government in 2011. The British Sign Language (Scotland) Act 2015 positively influences the work of Social Work Resources in supporting people who will benefit from using BSL along with the actions to be taken forward as a result of See Hear, the National Framework for Sensory Impairment.

2.15 General Data Protection Regulation (GDPR)

Work was undertaken to allow the implementation of the General Data Protection Regulation.

3 Developments and Improvements

3.1 Structured Sentencing Court for Young People (SSCYP)

The Structured Sentencing Court Pilot has now ended. The findings from the mid-term evaluations completed by both the University of the West of Scotland (UWS) and Community Justice (Scotland) have recently been published. The evaluation reflects that over 80% of young people attending the (SSCYP) at Hamilton Sheriff court complied with

the requirements of their 6 month Structured Deferred Sentence (SDS) and were admonished at the end of this. All young people reported greater citizenship and as such were more employable by the end of the intervention. The final evaluation from (UWS) will be provided by July 2019. The success of the (SSCYP) has led to a decision being reached by the court and social work services to sustain this initiative for young people aged 16-21 years.

3.2 Extension of Court Support and Bail Supervision

Justice services have set up a steering group to develop court support and explore strategies to extend the use of Bail supervision. One area being worked on is the child's plan for young people under the age of 18 years. The Child's plan will be informed by the Centre for Youth and Criminal Justice (CYCJ) good practice guide and will be made available to the court to offer information about suitability for bail supervision and a plan that can be put in place. The service will be particularly aware of young people who have been formerly looked after and will ensure connections are made with their through care support team.

The plan also involves improving connections with other housing and support agencies to enhance meaningful connections for young people appearing from custody.

In addition to the challenges and opportunities initiated by legislation the CSWO has overseen standards and improvements in a range of Social Work activity including that linked to Care Inspectorate and other external audit activity.

3.3 See Hear – (Sensory Impairment Framework for Scotland)

See Hear is the National Sensory Impairment Strategy for Scotland, the first of its kind in the UK (covering 2014-2024). It has a rights based approach with equality of provision, support and access to services at its core. The framework has seven key recommendations, which aim to improve the lives of children and adults with a sensory impairment in Scotland. These recommendations are being taken forward through a multi-agency approach in South Lanarkshire, alongside the findings from the local research carried out recently in Lanarkshire.

In 2017-18, the Lanarkshire research findings were published in a range of accessible formats; they were then presented to participants and partners, a draft action plan has been developed and a strategic multi-agency working group has been established (with sub-groups progressing areas of work). Quarterly progress will be measured through Social Work Resources' management performance reporting system.

3.4 Investing to Modernise Care Facilities

Investment of £18m has been approved within the council's Capital Programme to modernise the current delivery model for residential care. At present, the council has

eight Residential Care Homes, some of which are ageing in terms of layout and condition. While the current model of delivery has remained relatively unchanged for many years, the needs of people in South Lanarkshire have changed and continue to change. This is evidenced by people living longer, but not necessarily healthier lives, whilst at the same time the number of people with complex care needs has been increasing.

The new arrangements will support a future model of care which incorporates the flexible use of beds to support people through a transitional period, particularly those who are at risk of premature admission to long term care; require crisis intervention; have palliative care needs; or have been subject to acute hospital admission and require a period of recovery. This environment will allow us to undertake further multi-disciplinary assessment, monitoring, rehabilitation and enablement, whilst also providing support when recovering from illness and recuperation to enable the person to return home safely.

This innovative model of care will be phased over 3 years and will have stronger connections to existing community-based resources which will be further strengthened, including the Home Care Re-ablement Teams, the Integrated Community Support Teams, Hospital at Home Service and many other elements of the support provided by home care within people's homes.

The model will also support a longer assessment period prior to any decision regarding permanent admission to a care home. This will ensure the care home option is only utilised at the most appropriate point in the person's life journey, and in accordance with their expressed wish.

3.5 Community Justice

South Lanarkshire Council are committed to reinvigorating and extending the Whole System Approach where possible. Scottish Government funding has been used to recruit a temporary Whole System Approach (WSA) Coordinator who will support improvements in all areas of introducing a Whole System Approach.

3.6 Year of Young People (YOYP)

A major programme of events and activities took place during 2018 to celebrate Scotland's young people. A global first, the Year of Young People 2018 provided a platform to showcase the personalities, talents and achievements of Scotland's young people. Local projects include a Team Challenge Day promoting Health Living organised by Hamilton Information Project for Youth (HIPY) and a rural youth summit led by Clydesdale Area Youth Council.

Section 3.

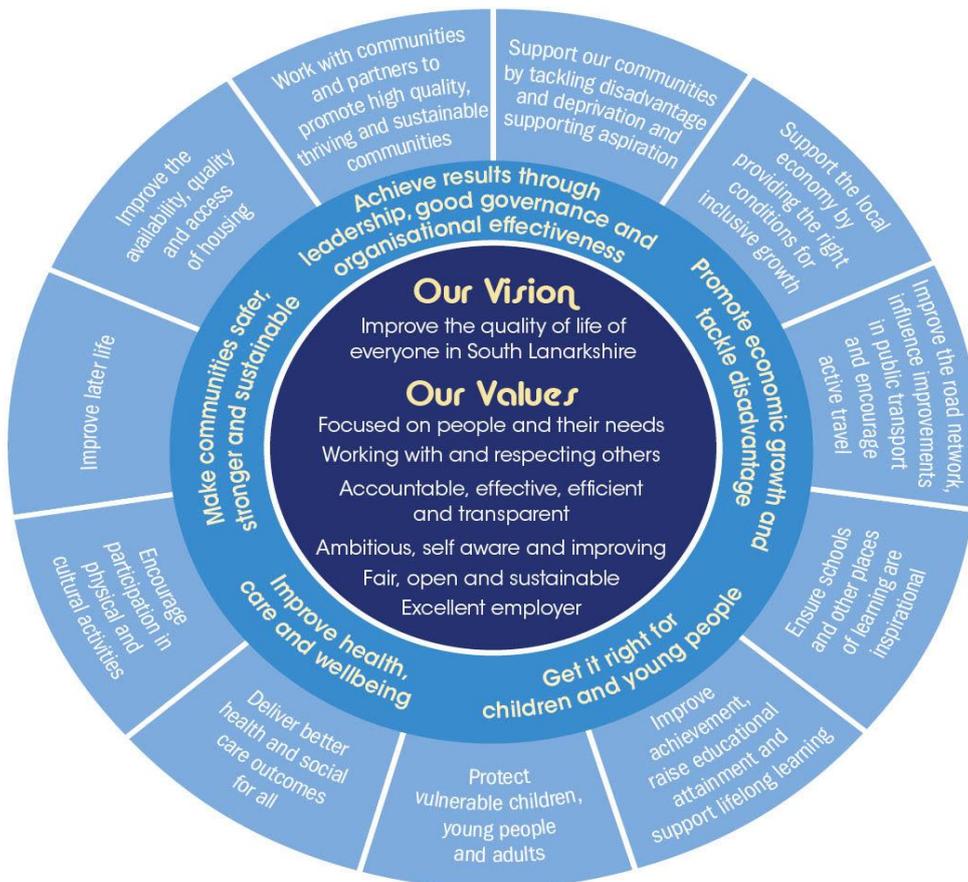
Partnership Working – Governance and Accountability Arrangements

3.1. South Lanarkshire Council

3.1.1. Social Work Resources is one of five Council Resources, the others being: Community and Enterprise Resources; Finance and Corporate Resources; Education Resources and Housing and Technical Resources. All Resources work together in support of the Council Plan - Connect 2017-22.

3.1.2. The Council’s Vision to **“improve the quality of life of everyone in South Lanarkshire”** remains at the heart of the Council Plan and along with our Values, influences everything that we do. Our five Ambitions circle, shown below, links our Vision and Values to our 11 Objectives and to work in our wider communities and with public partners.

3.1.3. The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, giving our children the best start in life links to their wellbeing, opportunities for early learning, improvements in achievement and attainment and the option to develop skills for learning, life and work. This leads to better prospects and improved life chances for South Lanarkshire’s young people and the economy as a whole.



3.1.4. Each Resource prepares an annual Resource Plan which details the work, achievements and ongoing performance activity. Here is the link to [Social Work Resource Plan 2018-2019](#)

3.1.5. There are 64 Council Members representing the 20 multi-member wards across South Lanarkshire. The current composition of the Council is:

| Scottish Labour Party | Scottish National Party | Conservative /Unionist | Scottish Liberal Democrats Party | Independent Group | Total |
|------------------------------|--------------------------------|-------------------------------|---|--------------------------|--------------|
| 18 | 24 | 14 | 1 | 7 | 64 |

3.2. **Social Work Resources**

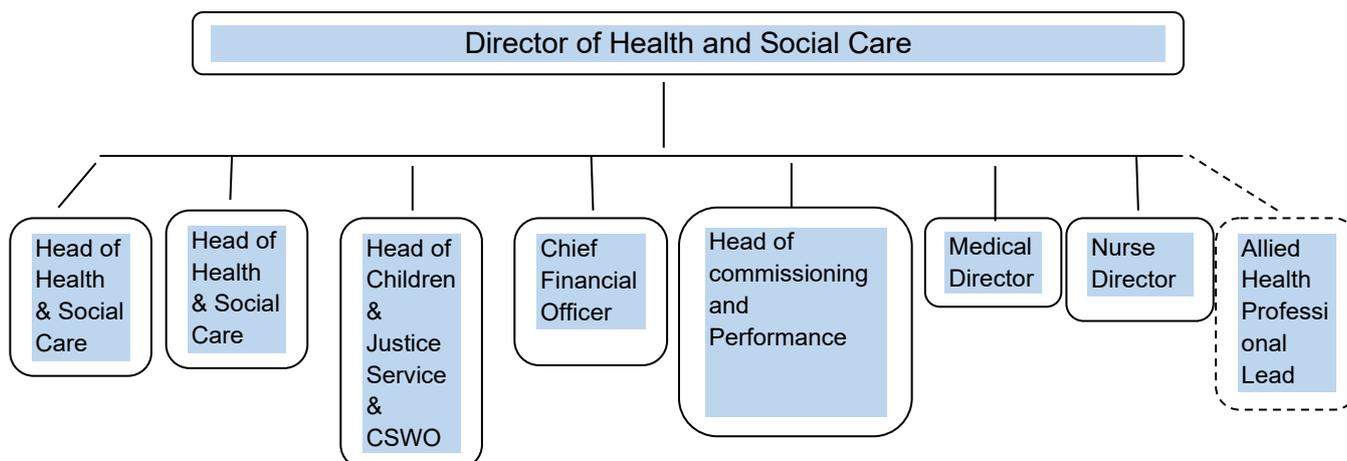
3.2.1. The principle role and purpose of the Social Work Service is contained within the Social Work (Scotland) Act 1968, which gives local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across South Lanarkshire. A consequence of this is that many of our service users do not engage with us on a voluntary basis.

3.2.2. Social Work Committee deals with the majority of the business relevant to the CSWO role as well as maintaining strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups. The Committee consists of twenty six elected members.

3.3. **Health and Social Care Partnership**

There is recognised governance and decision-making arrangements in place to support the development, design and implementation of health and social care services in line with the ambitions outlined in the Strategic Commissioning Plan. Outlined below are the structure charts that the Health and Social Care Partnership operate within.

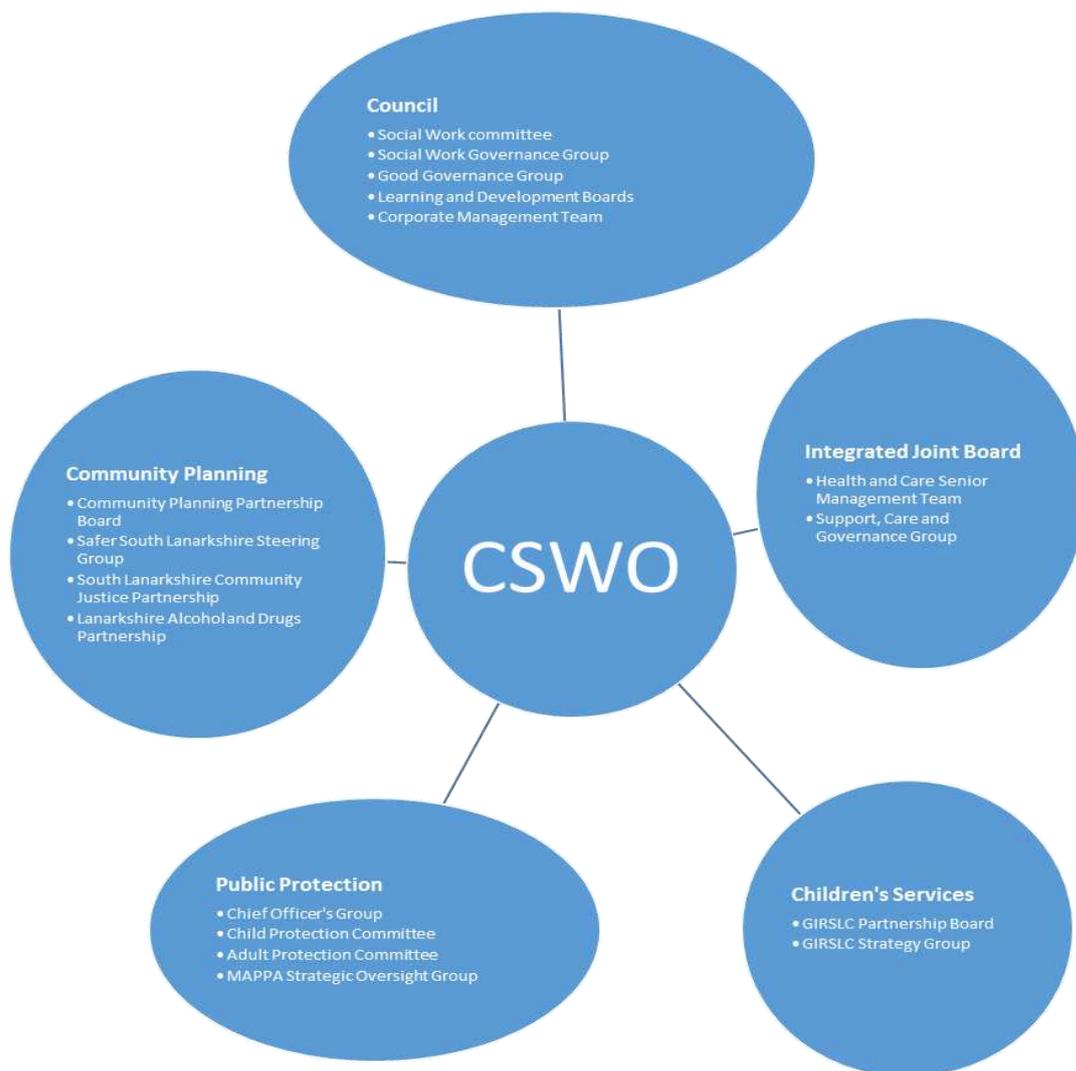




- 3.3.1. Within the South Lanarkshire Health and Care Partnership, the Director, Health and Social Care has the additional role of the Executive Director Social Work Resources. They cannot hold the office of CSWO.
- 3.3.2. The CSWO holds the position of the Head of Children and Justice Services, is a member of the Senior Management Team (SMT) and a standing member of the IJB. The Board has eight voting members, four of whom are elected Council Members and four NHS Lanarkshire Board non-executive members. In addition, the board has representation from the third sector, independent sector, service user and carers and the trade union. Child and Family and Justice Social Work Services are not currently included in the South Lanarkshire Integration scheme and lie outside the Health and Social Care Partnership. A Performance and Audit Sub-Group assists with the governance and accountability arrangements of the Board. The key areas of work which are led by the IJB relate to:
- ◆ the approval and implementation of the strategic commissioning plan
 - ◆ the establishment of locality planning
 - ◆ governance and accountability arrangements
 - ◆ the production of an annual performance report
- 3.3.3. Each locality planning area is developing locality profiling information and looking at the priorities emerging from this which will help shape future commissioning intentions and the next iteration of the Strategic Commissioning Plan.
- 3.3.4. The CSWO provides professional advice directly to the Chief Executive of South Lanarkshire Council on statutory service delivery and on matters relating to the profession. This professional advice and guidance also extends to local elected members, officers within other Resources of the Council and to senior staff within partner agencies. There is a clear line of accountability including support and challenge that is understood by the Chief Executive and the five Directors of the Corporate Management Team.

3.4. Partnership Structures

3.4.1. The CSWO is a member of a number of influential decision-making forums through which they have a significant leadership role in shaping the overall strategic direction of services. Key forums which the CSWO attends and influences include:



3.5. User and Carer Engagement

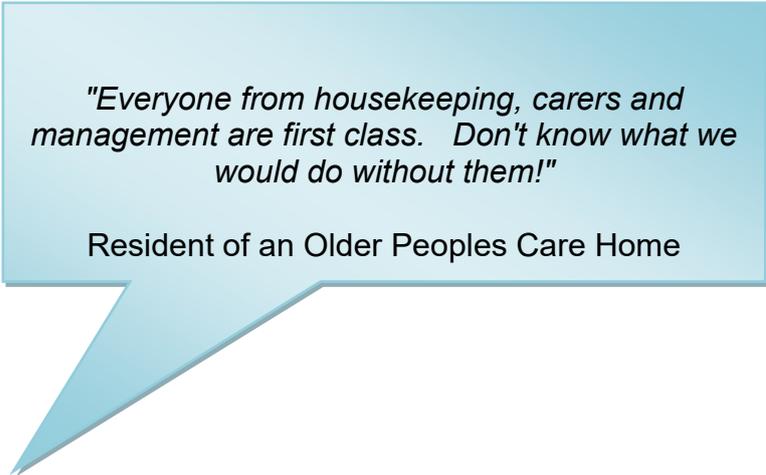
3.5.1. Partnership working forms the foundation of Social Work Resources' approach to supporting and protecting vulnerable adults and children. Legislative duties in establishing the Health and Social Care Partnership also reinforce the importance of joint working; ultimately working towards a more seamless approach for people in receipt of

services and support. This has been further reinforced by the requirements of Self Directed Support legislation and the Children and Young People (Scotland) Act 2014, which reaffirms the importance of the Getting it Right for Every Child approach.

- 3.5.2. Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work. The Participation and Involvement Strategy outlines our approach, which is built upon the eight principles of citizen leadership: Citizen Leadership.
- 3.5.3. A range of tools and approaches are used to engage service users and carers at all levels within Social Work. From representation of key third sector groups within planning and decision making processes, Carers Act Programme Board and the Young Voices Group (for children and young people who are looked after and accommodated), to supporting and empowering service users and carers to identify and achieve their individual desired outcomes through the assessment, support planning and review process.
- 3.5.4. Example of participation and involvement activity in 2018/19 includes;
- ◆ The continuing development of locality planning groups through Health and Social Care Integration.
 - ◆ The co produced assessment, support plan and review process within Self Directed Support enables service users and carers to be actively involved in shaping their care.
 - ◆ The autism resource coordination hub (ARCH) actively and extensively engaged with service users and carers in the development of the Local Autism Action Plan 2018-23. The plan was launched at a Positive About Autism event in August 2018 which brought together stakeholders from throughout the Autism community. The Plan identifies 15 key priorities for action and will provide the focus for improvements over the next 5 years. Work groups including service users and carers have already begun to take these actions forward.
 - ◆ By providing information, facilitating focus groups and gathering their views ARCH also enabled the voices of local autism community to be heard by the national independent review of learning disability and autism in the Mental Health Act.
 - ◆ The IJB website has been developed to provide news, information and essential links for the public, professionals and partners. There is information on how to get involved in shaping local health and social care services via the South Lanarkshire Health and Social Care Forum together with detail on the services run by the Partnership.
 - ◆ A series of consultations have engaged with a wide and diverse group of carers to evidence their requirements for the development of the carers strategy and supports and services for carers.
 - A survey was completed by three hundred and six carers in relation to the services currently available in South Lanarkshire followed by two workshops

where 36 carers were able to analyse the survey results and contribute to the design and content of the Carers Strategy 2019-22.

- A series of focus groups, involving two hundred and eighteen carers, were delivered in partnership with both South Lanarkshire carer organisations in relation to development of eligibility criteria for carers
- A survey was distributed through a range of online mediums and with the support of partners, widely circulated. A total of one hundred and seventy nine carers responded to a range of questions in relation to Short Breaks Services and provided useful insight for the preparation of the Short Breaks Services Statement.



"Everyone from housekeeping, carers and management are first class. Don't know what we would do without them!"

Resident of an Older Peoples Care Home

- ◆ A total of 210 people attended the Annual Learning Disability Conference which was held in four locality areas and included the topics of Decision Making, Intuitive Therapies, Yoga/Active Dance, Enabling Exercise and Staying Safe in the Real World.
- ◆ 625 responses to Home Care Survey which was undertaken with all users of the Home Care Service, with help for service users if required. 99% responded that quality of the Home Care Service is good or very good



"Very good service, mostly regulars, or a replacement from the team. They are on time, within 10 minutes. I have a good relationship with them. Everything is done even if I'm not hungry she encourages me"

Home Care Service User

- ◆ 197 people completed a Day Care attender's survey. 95% of service users rated their support plans as excellent, very good or good. 97% of service users said the care workers are excellent, very good or good.
- ◆ Independent advocacy services for Adults and Older People, adults with learning disability, people with mental health issues, children and young people.
- ◆ support and engagement with a range of carer organisations in the area that provide information and raise carer issues at local and national level

"We saw that young people were relaxed and confident in their interactions with staff and there was good use of humour in conversations. Young people confirmed that they had at least one member of staff they were able to confide in about personal issues and concerns."

Care Inspector Observation

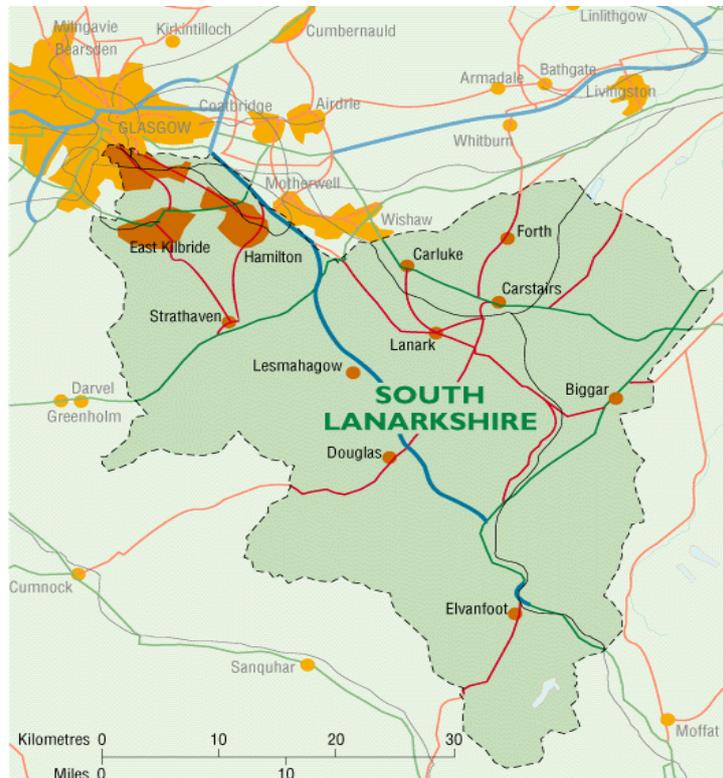
- ◆ A South Lanarkshire Corporate Parenting conference took place with over 200 participants from a range of agencies and including young people. The theme was 'What matters to me' and presentation from personal experience of care were given by two young people. Workshops enabled all participants to contribute to the day.
- ◆ Advocacy for Children and Young People is supported through the work of **Who Cares? Scotland** as a key partner in Children's Services
- ◆ Mind of My Own is a web based application, new to South Lanarkshire that gives young people a convenient way to express their views, wishes and feelings to their social workers. Once completed this can be turned into a permanent record to be shared with workers or at meetings and reviews. The system can also be used to share good news or to sort out problems. As use of the system becomes widespread it will provide a useful source of information of children and young people's views.

"Lifestyles staff are caring and helpful and keep me fully informed about my relative and all the activities, especially when my relative has difficulty in expressing themselves."

Care of a Day Care Service User

Section 4.

Social Services Delivery Landscape



4.1. South Lanarkshire

4.1.1. South Lanarkshire Council is one of the most diverse local authorities in Scotland, covering a geographical area of 1772km² hectares and a population of 318,200. Overall, this makes South Lanarkshire the fifth largest local authority in Scotland.

4.1.2. There are four towns in South Lanarkshire with a population in excess of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population over 1,000. These four towns form the basis of the four locality planning areas that support our Health and Social Care Partnership and are:

- ◆ Hamilton, Blantyre and Larkhall
- ◆ East Kilbride and Strathaven
- ◆ Clydesdale
- ◆ Rutherglen and Cambuslang

The population of South Lanarkshire is projected to rise by 2.4% over the 2016 to 2026 period and a further 1.1% over the 2026 to 2037 period. The projections show a continuation of the ageing of the population, with significantly faster increase in those aged 65 to 79 and 80 or over. The numbers in all the other age groups will fall over the

next 18 years, with the largest fall in both absolute and percentage terms amongst those aged 50 to 64. By 2036, 27% of the population will be aged 65 or over, compared to 18.7% in 2016.

- 4.1.3. There are significant issues of deprivation within South Lanarkshire, with the most recent Scottish Multiple Deprivation Index (SMDI) showing that 62 areas in South Lanarkshire are in the 15% most deprived areas in Scotland and 21 of those areas are in the 5% most deprived areas of Scotland.

Approximately 12% of the working age population in South Lanarkshire are Employment Deprived, the lowest figure recorded since the 2004 SIMD.

- 4.1.4 Life expectancy for males and females in South Lanarkshire is 76.8 and 80.7 years respectively. The gap between male and female life expectancy is narrowing and in a Scottish context of 32 Council areas, South Lanarkshire had the 12th poorest life expectancy figure for males and the 10th poorest for women.

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

4.2. **South Lanarkshire Social Work Resources**

- 4.2.1. The social services workforce delivers essential support every day to some of our most vulnerable people. Social Services encompass a wide range of support and services delivered by statutory, voluntary and private organisations. Services are there for people at all stages of life and in all kinds of circumstances. Whilst services are available when people need them and seek them out, it is important to recognise that many services are also required to assess and manage risk, to proactively intervene to protect people and to provide therapeutic interventions as well as care and support.

- 4.2.2. Social Work Resources employs approximately 3,000 staff and provides a broad range of In-house Services to the most vulnerable people in South Lanarkshire. We provide services across four main localities to children, families, adults, older people and carers including services for people with learning and physical disability, people with substance misuse problems, people with mental health problems, people in the justice system, home care, day care (services include personal support) and residential services.

- 4.2.3. In addition, Social Work Resources also has a lead partnership role in commissioning services for people who require support and recognises that positive outcomes can be achieved through partnership work with a range of agencies. Services commissioned are required to be innovative and build on the assets and strengths of individuals and communities. Social Work Resources can commission services from a range of providers and record occupancy levels for all care homes. Monitoring of all registered care services operating in the area using the Care Inspectorate data is regularly undertaken.

4.2.4. Social Work Resources also oversees relevant inspection reports for external providers, ensuring graded inspections, requirements and recommendations are tracked. When performance is weak a co-ordinated improvement action plan is put in place with the provider to ensure remedial action is taken. Service user placement in the service is reviewed and no new placements are made until performance has improved.

4.3. **Service delivery**

4.3.1. Demand for Social Work and Social Care Services continued to be high throughout 2018-19 and the main areas of activity which the CSWO oversaw were:

NB Infographics used last year can be used in here with year on year comparison

4.3.2 **Adult and Older People**

- ◆ Worked with 2,436 people to promote independence as part of the Supporting Your Independence approach
- ◆ Provided 14,199 items of equipment to people to enable them to stay at home
- ◆ At any time, Social Work Resources can support up to 255 older people with a home like environment in the council's own residential homes and up to 2,259 older people in private or voluntary care homes
- ◆ Our Adult Support and Protection activity showed increased demand this year, with adults under 65 we supported 743 inquiries which lead to 267 investigations and for adults 65+ we supported 1,240 inquiries leading to 546 investigations
- ◆ For private welfare guardianship orders, demand remained high with 93% of visits being completed within timescale
- ◆ For local authority welfare guardianship orders, visits have been maintained at a good level over the course of the year at 98% within timescale
- ◆ Continue to support 1,042 people with a learning disability to live in their own communities
- ◆ worked with 5,405 adults with a physical disability who were referred to the physical disability teams
- ◆ worked with 788 individuals with a mental health problem who were referred to Community Mental Health Teams

4.3.3 **Children and Justice**

- ◆ protected 781 children through child protection investigations. At 31 July 2018, there were 184 children on the Child Protection Register
- ◆ prepared 474 reports for children who were supported through the Children's Hearing system
- ◆ supported 216 children and young people in foster placements on a full-time basis
- ◆ 654 children were looked after by the council. Of these children: 364 or 56% were looked after at home; (189 of these with friends and relatives); 216 or 33% were looked after by foster carers/prospective adopters. 74 or 11% children were in residential and/or secure school accommodation.
- ◆ Supported 972 people to complete a Community Payback Order, including providing the opportunity for personal development or learning opportunities
- ◆ supported 571 individuals through providing Substance Misuse Services, following a referral for alcohol or drug misuse

- ◆ prepared 1,489 reports for the Courts

4.3.4 **Across all Service Areas**

- ◆ During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £23.8 million in benefits and over £4.3 million in backdated payments. As well as this, Money Advisors have helped people to deal with over £9.3 million debt. The Service has four dedicated Welfare Rights Officers for Carers.
- ◆ We supported 4,011 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2018-19.

4.3.5 **Performance Data**

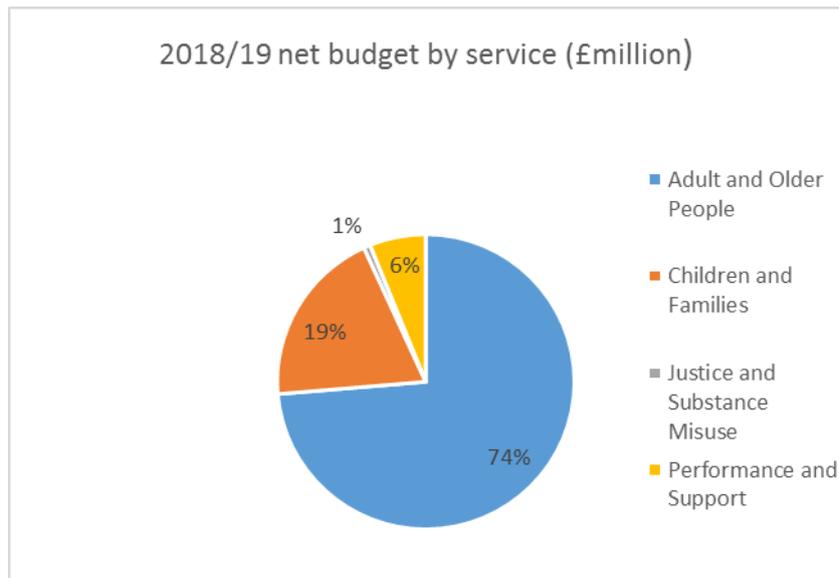
Some key performance trend data is recorded at Appendix 2 that supports some examples of the areas of work identified above.

Section 5.

Resources

5.1. Finance

5.1.1. Social Work Resources had a net revenue budget of £151.379 million for 2018/19 which was allocated as follows:



5.1.2. There are a number of financial challenges which Social Work Resources has managed during the year including:

- ◆ the financial impact of demographic growth and an ageing population
- ◆ service user and carer expectations
- ◆ the Council's requirement to achieve ongoing savings.

5.1.3. As the integration of Health and Social Care develops we will look to Strategically Commission Services and supports for the most vulnerable people living in our communities and respond to demand to:

- ◆ improve and modernise support and services
- ◆ provide better outcomes for individuals
- ◆ encourage innovation across all service providers
- ◆ achieve best value through improving delivery of services and greater efficiency
- ◆ facilitate and manage the market in a climate of changing independent and third sector providers, increased pressure on internal providers and the need to build community capacity and community resilience, for example, by self-management,
- ◆ review where to invest, re-invest or disinvest.

5.2. Risk

- 5.2.1. Risk management is a key duty for Social Work Resources, both in a service wide and individual service-user and carer context. From a service perspective, the Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes.
- 5.2.2. Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The 2017/18 top service risks identified for the Resource are detailed below and these are reviewed and monitored on a regular basis. This aims to mitigate any increased risk/s because of changes in the micro and macro environment.

| Risk Description | |
|------------------|--|
| 1. | Reduction in Council funding, resulting in difficulties maintaining frontline services |
| 2. | Potential liability arising from claims of historic child abuse |
| 3. | Information Management not subject to adequate control |
| 4. | The Council is not sufficiently prepared to deliver the Integration Joint Board strategic directions set out in the Strategic Commissioning Plan 2016-19 |
| 5. | Increasing levels of adverse weather |
| 6. | Procurement practice and management of contracts |

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

Section 6.

Service Quality and Performance Including Delivery of Statutory Functions

6.1. Performance

- 6.1.1. Service quality, performance management and reporting are intrinsic parts of the duties of the CSWO. Social Work Resources utilise a quarterly performance and monitoring system which allows services within the Resource to assess performance against key Council and Social Work Resources objectives. Performance information is then used to inform the annual Social Work Resource Plan 2018-2019 highlighting areas of progress and approaches to continuous improvement. The Resource Plan also identifies those areas of action where performance requires to be measured for example, Adult Support and Protection, AWI, Child Protection.
- 6.1.2. Investment into the performance management system (IMPROVe) supports frontline Managers with real time management information. This system allows Managers to look at detailed caseload or timescales information for aspects of service such as AWI visits and the supervision of children under statutory requirements. In addition, the system allows the higher level performance measures within the Resource Plan to be tracked and measured daily. This enhances performance management capacity and knowledge across the service, allowing for corrective action to be taken instantly.
- 6.1.3. In common with other Council Resources an Internal Statement of Assurance is produced annually covering general good governance, internal controls, information governance and systems of governance and control.

6.2. Performance Monitoring

6.2.1. Performance Management Meeting

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

6.3. Performance Scorecard

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

6.4. Accounts Commission

- 6.4.1. As part of their statutory responsibilities, the Accounts Commission audit public performance reporting arrangements each year to provide continuity and support progress of the Local Government Benchmarking Framework (LGBF). Social Work Resources reports a range of information to demonstrate that it is securing Best Value in

providing services. Over the past three years Social Work has shown continued improvement in the collection of performance information and reporting on outcomes.

6.5. Care Inspectorate

6.5.1. The Care Inspectorate continue to regulate and inspect our 42 registered care services which include: eight care homes for older people; 13 Day Centres for older people; six care homes for children and young people; three Child and Family Services (Fostering, Adoption and Supported Carers); six Adult Lifestyles Centres; two Adult Community Support Services and four Home Care Services. During 2018/19, twenty five inspections took place. The details of the Social Work Registered Care Service inspection summary is included in Appendix 1.

6.6. Gold Status as an Investor in People.

6.6.1. South Lanarkshire Council has achieved Gold Status as an 'Investor in People'.

6.7. Carer Positive Employer

6.7.1. South Lanarkshire Council has been recognised as a Carer Positive Employer at the Engaged Level. The carer positive award is presented to employers in Scotland who have a working environment where carers are valued and supported.

6.8. Customer Service Excellence (CSE)

6.8.1. The CSE standard aims to make a tangible difference to service users by encouraging provider organisations to focus on their individual needs and preferences. The Award assesses services in the following areas: customer insight; culture of the organisation; information and access; delivery and timeliness and quality of service against a set standard. In addition to meeting the standard, services can be awarded "compliance plus" status which demonstrate that services exceed the standards set and are examples of national Best Practice. Social Work services for Older Peoples Residential and Day Care and Adult Mental Health Services are fully compliant in all areas of the standard and have collectively achieved the higher standard of compliance plus in 54 criteria.

| Customer Service Excellence Service Area | Compliant Plus 2017/18 |
|--|------------------------|
| Adult Mental Health Services | 9 |
| Older Peoples Day Care Services | 23 |
| Older Peoples Residential Care | 22 |

6.9. Delivery of Statutory functions

6.9.1. The CSWO is active in overseeing the quality of services and is responsible for ensuring that social work staff are appropriately trained and supported to carry out their professional and statutory duties.

6.9.2. This is undertaken in a number of ways including; regular meetings between the CSWO and Senior Managers to discuss performance and other operational issues; fulfilling corporate governance requirements through the annual Internal Statement of Assurance

and overall Governance Assessment Framework with the agreement of the Chair of the Social Work Committee.

- 6.9.3. All Social Work staff working with service users are bound by a professional Code of Conduct which is governed by the Scottish Social Services Council (SSSC). The Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification, has agreed to adhere to specific professional codes that guide their practice.
- 6.9.4. The Health and Social Care Partnership Learning and Workforce Board meet 8 weekly. Information relating to training and SSSC registration for Social Work and Social Care staff is made available as required. Self-Directed Support, Choose Life, Doorway, Welfare Reform, Children's Services (including child protection), SWiSplus systems training, Mental Health, Criminal Justice and SVQ activity have all featured in the Learning and Development Training Plan.
- 6.9.5. SDS: a co-produced assessment is operational across Adult and Older People's Services and the Child's Plan meets the statutory requirements of SDS. A Carers' Support Plan and Young Carers Statement have been developed.
- 6.9.6. The Mental Health Officer Award is funded on an ongoing basis to enable the council to meet legislative obligations under the Adults with Incapacity (Scotland) Act and the Mental Health (Care and Treatment) (Scotland) Act. From 2018 – 19 eight Social Workers completed the MHO Award. There are currently 29 operational Mental Health Officers based across Social Work Services, Community Mental Health Teams and the State Hospital. The Staff Development Officer for Mental Health Services who is a Mental Health Officer provides support to meet the learning and development requirements within this service.
- 6.9.7. The CSWO has a role in ensuring Significant Case Reviews and Significant Incident Reviews take place as required. Significant Case Reviews (SCR) are published on South Lanarkshire Council's Adult Protection Committee or Child Protection Committee's website. Learning from SCRs is crucial for staff across the Resource. Actions are agreed and taken forward as a partnership as a result of reports published.
- 6.9.8. Analysis and management of information relating to Guardianship Orders; complex balance of need, risk and civil liberties in accordance with professional standards, for example in relation to Adult Support and Protection and Child Protection guidelines; and decisions relating to the need to place children in secure accommodation and the review of such placements all fall to the CSWO.
- 6.9.9. The CSWO actively promotes continuous improvement and evidence-informed practice, including the development of person-centred services that are focussed on the needs of the service-user. The CSWO also oversees the quality of practice learning experiences for Social Work students and effective workplace assessment arrangements in accordance with the SSSC Code of Practice. South Lanarkshire is a member of Learning Network West and cohorts of students are provided with placements annually

across the Social Work Service. Each placement is supported by a Practice Teacher identified from the South Lanarkshire Social Work Services workforce.

6.9.10. The CSWO has responsibility to respond to Care Inspectorate reports and findings from local and national activity, addressing the requirements of internal and external audit and reporting on progress against outcomes and follow-up actions from this activity. This includes discussion with the Chair of Social Work.

6.9.11. The CSWO is represented on Social Work Scotland (SWS). SWS is the professional leadership body for the Social Work and Social Care professions. It is a membership organisation which represents Social Workers and other professionals who lead and support social work across all sectors. Membership is included from NHS, local authorities, third and independent sectors. SWS effectively, do two things: (1) influence and advice on the development of policy and legislation; (2) support the development of the Social Work and Social Care professions.

Section 7.

Workforce

- 7.1 The CSWO has a key planning and leadership role in relation to workforce planning and development, both from a local authority and partnership perspective. Whilst Social Services is a diverse sector in terms of job roles, career pathways and service structures, what unifies the sector is a common set of shared values and ethics which underpins the principles of those that work in the sector.
- 7.2 Ethical awareness, professional integrity, respect for human rights and a commitment to promoting social justice are at the core of social service practice. The life changing and challenging work undertaken cannot be underestimated. This essential work is underpinned by core values. These values focus on understanding each individual in the context of family and community, supporting participation and building on the strengths of the individual and their communities to promote enablement.
- 7.3 There are also standards of conduct and practice which Social Services workers and employees must follow. It is the CSWO responsibility to ensure their staff and those of external providers adhere to these standards and are equipped to support service users.
- 7.4. Planning
- the CSWO supports possible successors through the CSWO Award offered by Glasgow Caledonian University
 - prepare the Resource for service delivery in a Health and Social Care integrated model of care at locality levels
 - a significant number of staff are projected to reach retirement age over the next ten years, which presents a particular challenge to workforce planning. In addition ongoing restrictions on recruitment present difficulty in filling a number of vacant posts.
- 7.5 Development
- Health and Social Care Integration work continues and locality planning groups are established that will report into the Integrated Joint Board and inform local priorities.
 - The Learning and Workforce Board has a strategic overview of the learning and development activity that takes place within the resource and ensures there is openness and transparency in relation to how training is organised and accessed by staff. The development of a social work resource Learning and Development Plan is instrumental to this and makes a contribution to supporting a learning culture.

- a planned approach to the overall development of our Social Care workforce, through the Learning and Workforce Board, ensures that all employees are given access to appropriate developmental opportunities. Learning and development requirements of individual staff members are identified through supervision and reflected in Annual Performance and Development Review (PDR). Additional training requirements are identified through the Learning and Development Team for Social Work Resources in conjunction with the Learning and Workforce Board.
- Social Work Resources supports evidence informed practice and in developing its research culture funds a number of post-graduate courses to support staff with their learning and development. Examples for 2018 -19 are Post Graduate Certificate in Child Welfare and Protection, MSc in Advanced Practice, Practice Learning and Development Award and Post Graduate Certificate Securing children's Futures.
- The ongoing development of the Dementia Strategy: a pathway has been developed, which details the level of input/training required for each sector of the workforce from 'Informed' through to 'Expert'. The programme includes colleagues from other Council Resources and Health colleagues.
- supporting Frontline managers to undertake leadership training, which includes elements such as emotional intelligence, self awareness and key processes.
- a Management Induction and Development Programme is available to all social work staff who are either first time managers or who are looking to be promoted to a management post making use of the SSSC Step into Leadership Course.
- registration of all staff within Social Work Resources within the timescales set out by the SSSC. Where staff have conditional registrations and the achievement of appropriate qualifications is required, support is provided.
- All newly qualified social workers meet with the relevant Staff Development Officer for a learning and development/PRTL Induction meeting to draw attention to the relevant L&D Pathway for their post, how to access training and ensure they understand their responsibilities in relation to post registration Training and Learning Requirements. The support that is available in relation to the PRTL is also explained.
- The Adult and Older People's service provide mentors to Newly Qualified Social Workers for the first few months to help them as they settle into post.
- In Children and Families teams newly qualified social workers, together with all other social workers, attend Practice Development Sessions which take place each month. This time gives social workers the space to learn and reflect on practice.
- Within the Mental Health Officer (MHO) service learning and development pathways are in place for Managers, Social Workers/Mental Health Officers and Social Work Assistants. Pathways identify face to face and learn online training recommended for each job role, indicate any essential training requirements and the relevant external qualifications available. There are mentoring arrangements in place for

newly qualified MHOs who receive mentoring by an experienced MHO for 6 months or longer, if required, post qualification.

- Prior to 2017, there was a requirement for Social Workers undertaking MHO training to be situated in a Community Mental Health Team or the State Hospital. The parallel model of support for Mental Health Officers was initially implemented for candidates undertaking the MHO Award in the academic year 2017/2018. This model has enabled Social Workers from different care groups to achieve the MHO Award generating significant interest and increasing the number of applications. Post qualification, MHOs return to their care group to practice for a percentage of their case work and can apply to transfer to a mental health team. MHOs in other care groups have the same access to learning and development opportunities as MHOs in mental health teams.
- A recruitment strategy is ongoing involving the Staff Development Officer for Mental Health identifying Social Workers interested in completing the MHO Award and providing advice, guidance, support, opportunities to shadow MHOs and to spend time in a Community Mental Health Team, prior to making an application.
- The Social Care workforce is one of the largest employment groups in South Lanarkshire with approximately 3000 employees working to provide a range of support within our communities. Excellent social services require a confident, dedicated and skilled workforce which is valued by employers, service users and the public.
- Everyone in the workforce needs to feel valued and to be motivated to improve their contribution and be innovative in their practice. The CSWO needs to ensure these workers have the right skills, knowledge, values and behaviours to provide high quality services. Retaining experienced staff in front line practice is crucial to delivering excellent Social Services.
- In summary, a lot has been achieved within South Lanarkshire in the last year, however there remains much to do. Social Work Resources is committed to working with our partners in the third and independent sectors, other statutory services and local communities, to continue to deliver safe, effective, high quality services which meet the needs of the people of South Lanarkshire.

Care Inspectorate – Inspection Reports

From May 2019, care home inspections for older people were carried out under a new quality framework. The new framework has 5 key questions which can be evaluated at inspection compared to the 4 key quality themes that were previously used. As not all care homes for older people have been inspected under the new framework we have included both gradings carried out under the previous inspection methodology and those under the new framework.

The grades match up as below (new evaluation/old quality theme):

How well do we support people's wellbeing? / Care and Support

How well is our care and support planned? / Care and Support

How good is our setting? / Environment

How good is our staff team? / Staffing

How good is our leadership? / Management and Leadership

All grading summaries are created from the grading using these combined grading columns. If a care home for older people has been inspected under the new framework and has had all themes assessed then the new evaluation grades will be used. If any themes have not been assessed under the new framework the matching grade from the old quality theme will be used in its place. For all services other than care homes for older people the quality theme grades are used - with the care and support grade being used for the evaluation of "How well do we support people's wellbeing?" and "how well is our care and Support planned?". The breakdown sheets for Theme's 1 to 4 have now been replaced by the combination fields of the new evaluation and the old quality themes.

The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. Social Work Resources manage 42 registered services. During 2018-19 there were 25 Inspections completed by the Care Inspectorate across 4 differing service areas as outlined in the table below. One registered service was inspected twice in one year.

| | | | Care Inspectorate - Quality Grades | | | | |
|--------------------|----------------------|---------------------|------------------------------------|--------------|----------|-------------------------|--------------------|
| Registered Service | Care Service | Lastest Inspections | Care/Support | Environment | Staff | Management & Leadership | People's Wellbeing |
| Care Homes | Canderavon House | 06/02/2019 | 4 - Good | 3 - Adequate | 4 - Good | 3 - Adequate | |
| | David Walker Gardens | 12/09/2018 | 4 - Good | NA | NA | NA | 5 - Very Good |
| | Dewar House | 26/04/2018 | 5 - Very Good | NA | NA | 4 - Good | |
| | Kirkton House | 17/05/2018 | 5 - Very Good | NA | NA | 5 - Very Good | |
| | McClymont House | 13/11/2018 | 5 - Very Good | NA | NA | NA | 5 - Very Good |
| | McKillop Gardens | 30/10/2018 | 5 - Very Good | NA | NA | NA | 5 - Very Good |

| | | | | | | | |
|--|------------------|------------|----------|---------------|----------|--------------|--------------|
| | McWhirters House | 11/12/2018 | 4 - Good | 5 - Very Good | NA | 4 - Good | 3 - Adequate |
| | Meldrum Gardens | 02/10/2018 | 4 - Good | 3 - Adequate | 4 - Good | 3 - Adequate | 4 - Good |

Care Inspectorate - Quality Grades

| Registered Service | Care Service | Lastest Inspections | Care/Support | Environment | Staff | Management & Leadership | People's Wellbeing |
|-----------------------|-----------------------|---------------------|---------------|-------------|---------------|-------------------------|--------------------|
| Older People Day Care | Jimmy Swinburne RC | 15/05/2018 | 5 - Very Good | NA | 4 - Good | NA | |
| | Parkhall | 03/08/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |
| | Saltire | 22/05/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |
| | Whitehill | 24/07/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |
| Homecare | Clydesdale / Larkhall | 26/10/2018 | 5 - Very Good | NA | 4 - Good | NA | |
| | East Kilbride | 27/03/2019 | 4 - Good | NA | 5 - Very Good | NA | |
| | Hamilton / Blantyre | 21/05/2018 | 2 - Weak | NA | 3 - Adequate | 2 - Weak | |
| | Rutherglen | 29/10/2018 | 2 - Weak | NA | 3 - Adequate | 2 - Weak | |

Care Inspectorate - Quality Grades

| Registered Service | Care Service | Lastest Inspections | Care/Support | Environment | Staff | Management & Leadership | People's Wellbeing |
|--------------------|----------------------|---------------------|---------------|-------------|---------------|-------------------------|--------------------|
| Adult Day Services | Fairhill Lifestyles | 22/01/2019 | 5 - Very Good | NA | 5 - Very Good | NA | |
| | Care & Support North | 16/11/2018 | 5 - Very Good | NA | NA | 5 - Very Good | |
| | Care & Support South | 24/06/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |

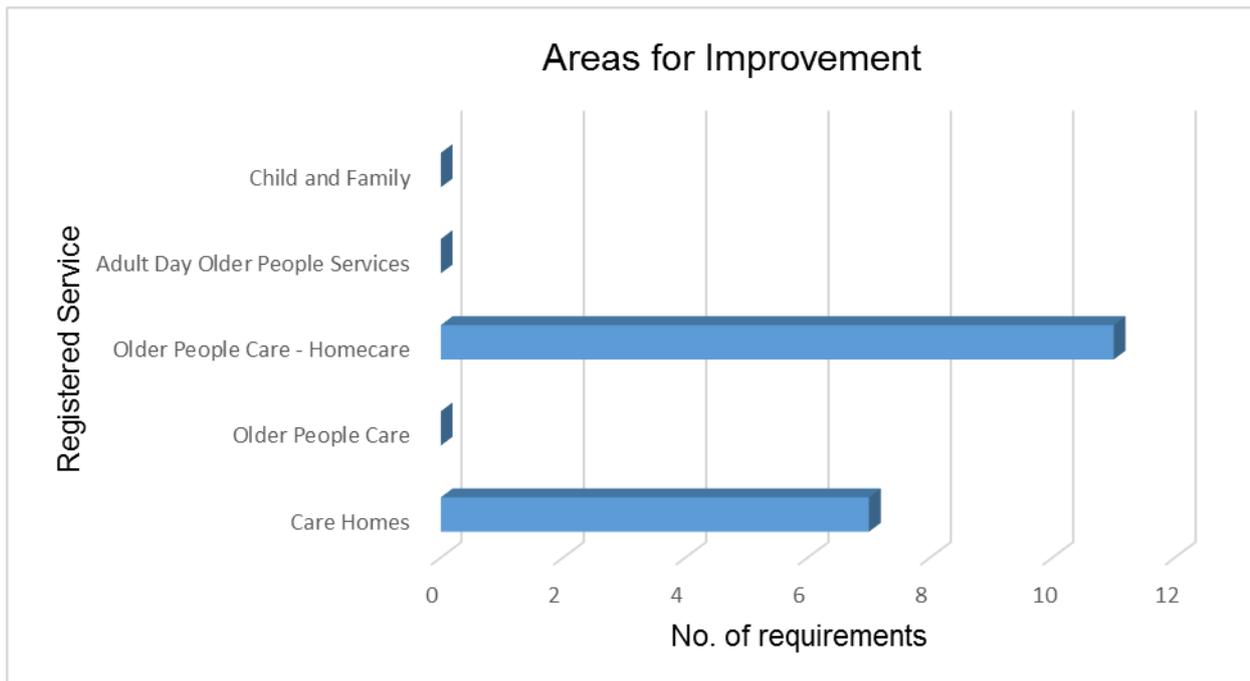
Care Inspectorate - Quality Grades

| Registered Service | Care Service | Lastest Inspections | Care/Support | Environment | Staff | Management & Leadership | People's Wellbeing |
|--------------------|------------------|---------------------|---------------|-------------|---------------|-------------------------|--------------------|
| Child and Family | Bardykes Road | 17/05/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |
| | Hillhouse Road | 27/06/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |
| | Hunters Crescent | 25/04/2018 | 4 - Good | NA | 5 - Very Good | NA | |
| | Langlea Avenue | 26/07/2018 | 5 - Very Good | NA | 5 - Very Good | NA | |

| | | | | | | | |
|--|------------------|------------|---------------|----|----------|---------------|--|
| | Rosslyn Avenue | 23/07/2018 | 4 - Good | NA | 4 - Good | 4 - Good | |
| | Supported Carers | 22/01/2019 | 5 - Very Good | NA | NA | 5 - Very Good | |

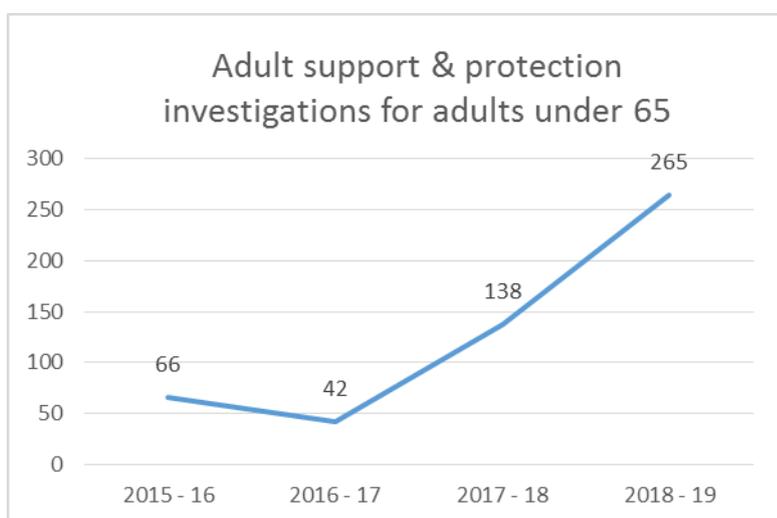
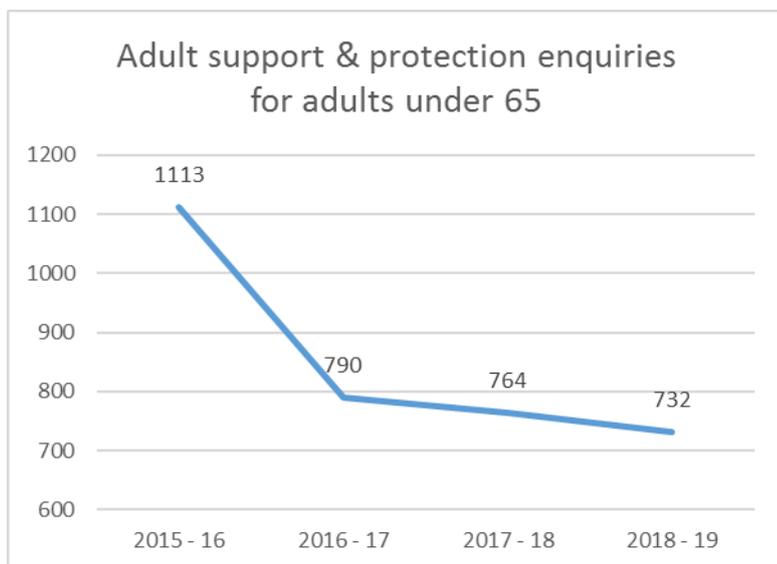
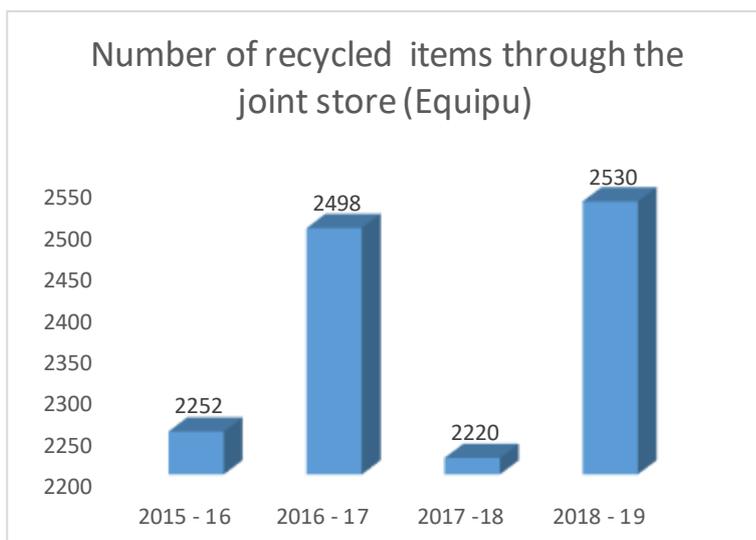
Of the 25 services inspected 20 are in the grade range very good/good, with the remaining 5 in the grade range adequate/weak.

Alongside the graded inspection, the Care Inspectorate may identify areas that require improvement, and areas that they would suggest improvement could be focussed. The following chart outlines the number of requirements for specific service areas in 2018-19.

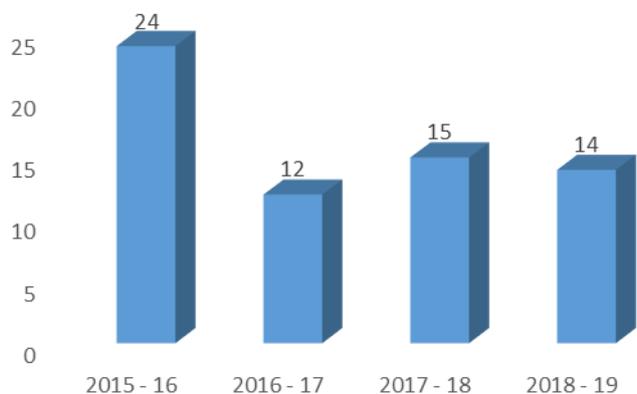


The Care Inspectorate published further guidance “A quality framework for care homes for older people”. The guidance states that from 2018, on an incremental basis, it will roll out a revised methodology for inspecting care and support services starting with care homes for older people. The changes will build on approaches that have been introduced in the past three years: an emphasis on experiences and outcomes for people, proportionate approaches in services that perform well, shorter inspection reports, and a focus on supporting improvement in quality.

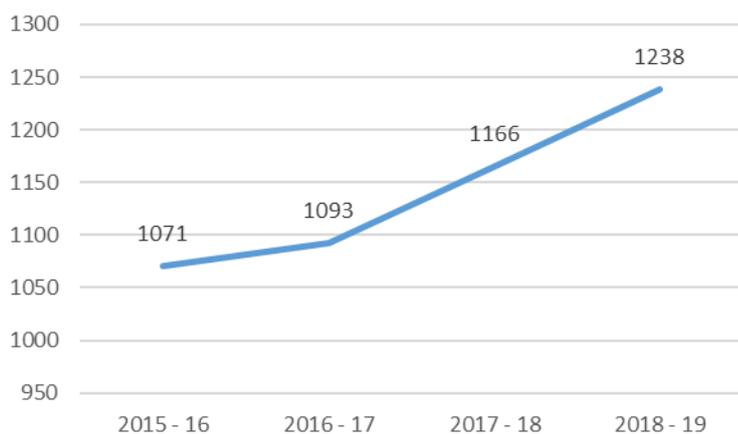
Performance Data and Trends



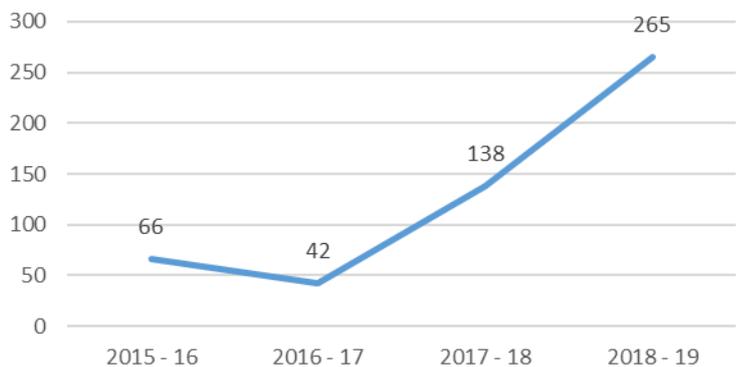
Adult support & protection, protection plans for adults under 65



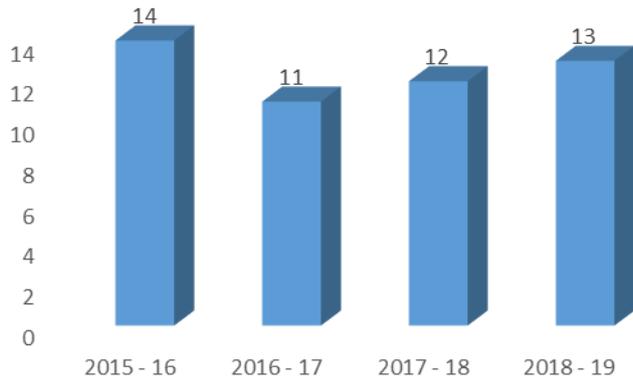
Adult support & protection enquiries for adults over 65



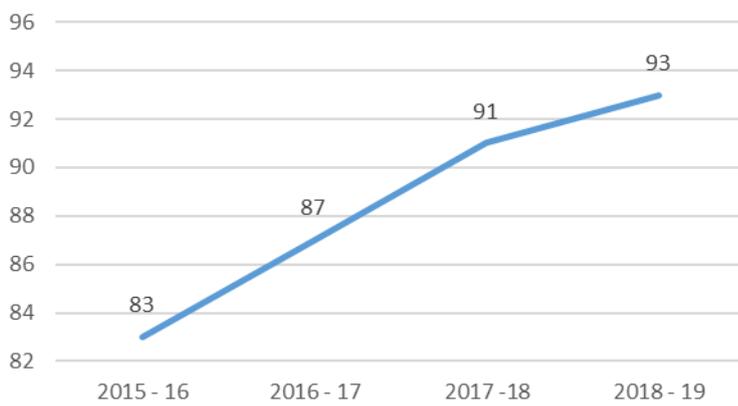
Adult support & protection investigations for adults under 65



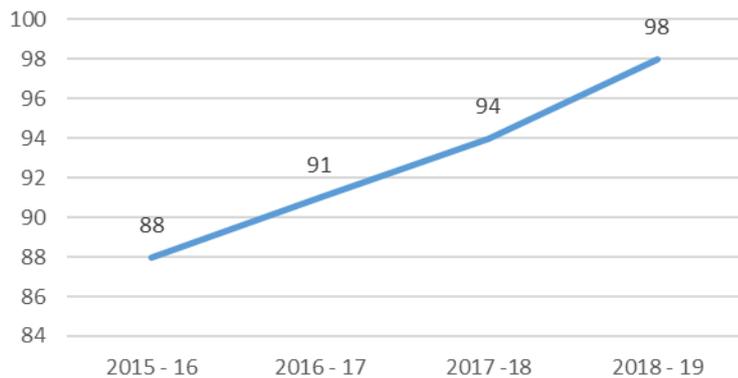
Adult support & protection, protection plans for adults over 65



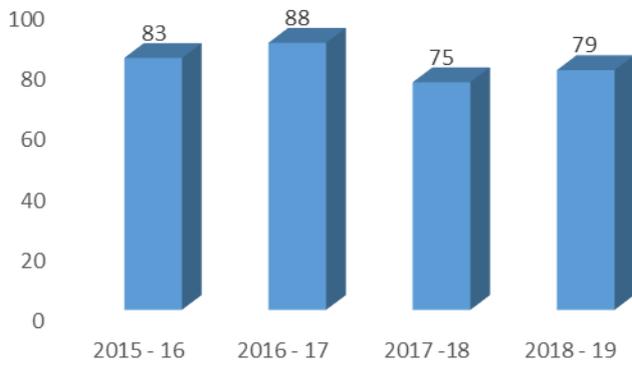
% of statutory supervising officer visits completed within timescales for private welfare guardianship orders



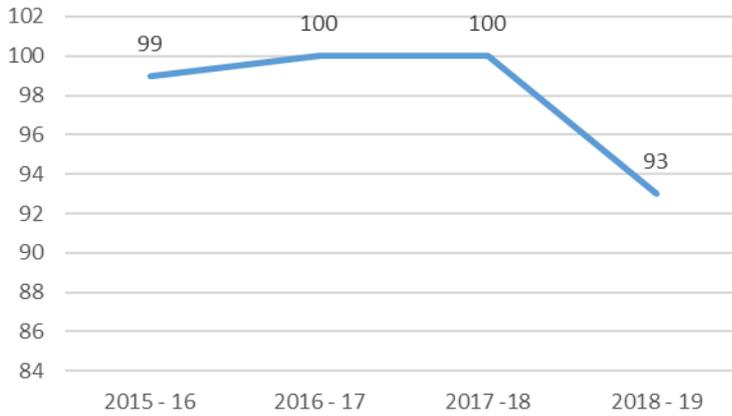
% of statutory supervising officer visits completed within timescale for local authority welfare guardianship



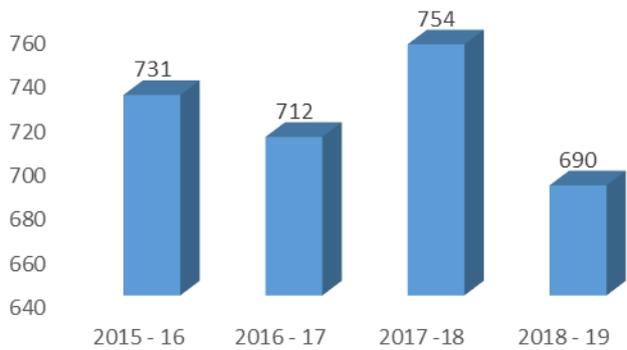
% of reports submitted to the Children's Reporter within 20 days



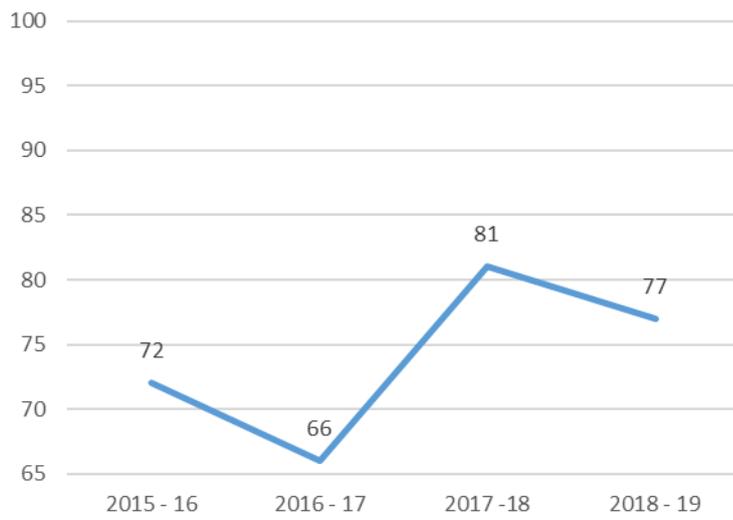
% of children seen by a supervising officer within 15 days



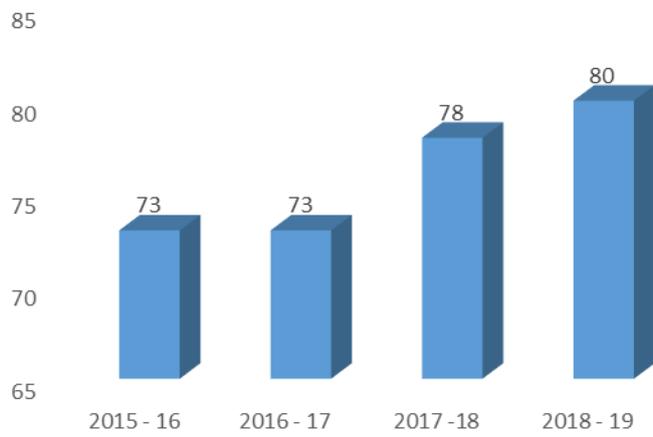
Monitor the number of investigations undertaken (level of child protection activity)



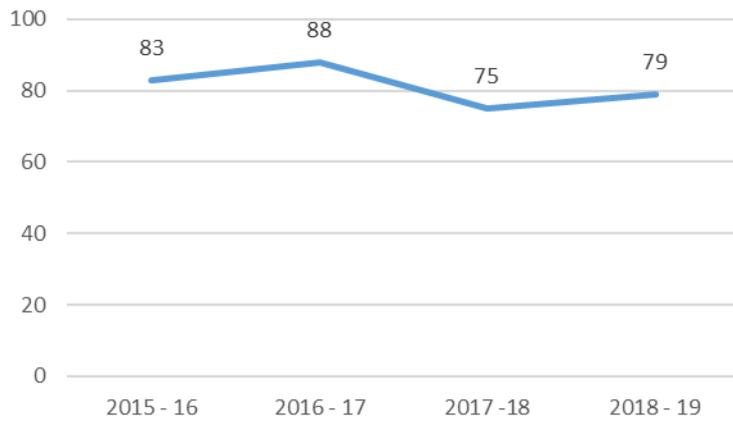
% people starting their placement within 7 days of a CPO unpaid work



% of offenders on CPO unpaid work requirement seen within 5 working days



% of reports submitted to the Children's Reporter within 20 days



Carers supported by Welfare Rights Officers and amount of benefits awarded

