



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 24 September 2019

Dear Councillor

## **Social Work Resources Committee**

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

**Date: Wednesday, 02 October 2019**

**Time: 10:00**

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

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

Yours sincerely

**Paul Manning**  
**Depute Chief Executive**

### **Members**

John Bradley (Chair), Maureen Chalmers (Depute Chair), Robert Brown, Archie Buchanan, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Margaret Cowie, Maureen Devlin, Mary Donnelly, Allan Falconer, Mark Horsham, Katy Loudon, Joe Lowe, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross, Margaret B Walker, Jared Wark

### **Substitutes**

Alex Allison, Walter Brogan, Fiona Dryburgh, Geri Gray, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Richard Lockhart, Eileen Logan, Davie McLachlan, Carol Nugent, David Watson, Josh Wilson

## BUSINESS

### 1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 12  
Minutes of the meeting of the Social Work Resources Committee held on 7 August 2019 submitted for approval as a correct record. (Copy attached)

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#### Monitoring Item(s)

- 3 Social Work Resources - Revenue Budget Monitoring 2019/2020** 13 - 20  
Joint report dated 28 August 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 Social Work Resources - Capital Budget Monitoring 2019/2020** 21 - 24  
Joint report dated 28 August 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 Social Work Resources – Workforce Monitoring – June and July 2019** 25 - 30  
Joint report dated 27 August 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)

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#### Item(s) for Decision

- 6 Amendment to Social Work Non Residential Charging Policy** 31 - 34  
Report dated 31 July 2019 by the Director, Health and Social Care. (Copy attached)

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#### Item(s) for Noting

- 7 Locality Redesign - Care at Home** 35 - 42  
Report dated 12 September 2019 by the Director, Health and Social Care. (Copy attached)
- 8 Care and Support Services** 43 - 48  
Report dated 16 September 2019 by the Director, Health and Social Care. (Copy attached)
- 9 Gender Based Violence Partnership** 49 - 54  
Report dated 29 August 2019 by the Director, Health and Social Care. (Copy attached)
- 10 Investing to Modernise in South Lanarkshire's Care Facilities** 55 - 60  
Report dated 5 September 2019 by the Director, Health and Social Care. (Copy attached)
- 11 Progress Update on the Adult and Older People Day Service Review** 61 - 66  
Report dated 12 September 2019 by the Director, Health and Social Care. (Copy attached)

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#### Urgent Business

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

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

Clerk Name: Joyce McDonald

Clerk Telephone: 01698 454521

Clerk Email: [joyce.mcdonald@southlanarkshire.gov.uk](mailto:joyce.mcdonald@southlanarkshire.gov.uk)



## SOCIAL WORK RESOURCES COMMITTEE

## 2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 7 August 2019

### **Chair:**

Councillor John Bradley

### **Councillors Present:**

Councillor Robert Brown, Councillor Jackie Burns, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Fiona Dryburgh, Councillor Allan Falconer, Councillor Eileen Logan (*substitute for Councillor Margaret Cowie*), Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Richard Nelson, Councillor Carol Nugent (*substitute for Councillor Janine Calikes*), Councillor Margaret B Walker, Councillor Jared Wark, Councillor David Watson

### **Councillors' Apologies:**

Councillor Archie Buchanan, Councillor Janine Calikes, Councillor Margaret Cowie, Councillor Mark Horsham, Councillor John Ross (ex officio)

### **Attending:**

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

K Gowrie, Finance Adviser; T Little, Head of Communications and Strategy; G McCann, Head of Administration and Legal Services; J McDonald, Administration Adviser; M Milne, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy)

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

V de Souza, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); R Hutchingson, Resource Worker; M Kane, Planning and Performance Manager; P McCormack, Service Development Manager; J Neill, Service Manager; L Purdie, Head of Children and Justice Services

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### **Chair's Opening Remarks**

In response to a request to consider an urgent item of business relating to a Care Inspectorate report for the Hamilton/Blantyre/Larkhall Home Care Service, the Chair advised that this matter would be dealt with at Item 9 – Social Work Resource Plan.

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### **1 Declaration of Interests**

No interests were declared.

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

The minutes of the meeting of the Social Work Resources Committee held on 8 May 2019 were submitted for approval as a correct record.

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

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### **3 Social Work Resources – Revenue Budget Monitoring 2018/2019**

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A joint report dated 7 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 31 March 2019 against budgeted expenditure for 2018/2019 for Social Work Resources.

As at 31 March 2019, there was an overspend of £1.131 million on Social Work Resources' revenue budget. The overspend, which was higher than the anticipated £1.109 million, was due to pressures within Children and Family Services as a result of residential school placements, fostering placements and the level of Kinship Care payments. In addition, the Adult and Older People Services' budget was experiencing pressures in respect of employee costs, as well as equipment, adaptations and technology to assist service users to remain at home, together with demand for respite and direct payments. Those overspends had been partially offset by underspends in Performance and Support and Justice Services due to employee turnover and vacancies.

Officers responded to members' questions in relation to various aspects of the report.

#### **The Committee decided:**

- (1) that the overspend on Social Work Resources' revenue budget of £1.131 million, as detailed in Appendix A to the report, be noted; and
- (2) that the budget virements, as detailed in the appendices to the report, be approved.

*[Reference: Minutes of 8 May 2019 (Paragraph 3)]*

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### **4 Social Work Resources – Revenue Budget Monitoring 2019/2020**

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A joint report dated 3 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 24 May 2019 against budgeted expenditure for 2019/2020 for Social Work Resources, together with a forecast of a breakeven position for the year to 31 March 2020.

Details were provided on budget virements in respect of Social Work Resources to realign budgets.

#### **The Committee decided:**

- (1) that the breakeven position on Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2020 of a breakeven position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

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### **5 Social Work Resources – Capital Budget Monitoring 2018/2019**

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A joint report dated 28 May 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2018/2019 and summarising the expenditure position at 31 March 2019.

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

*[Reference: Minutes of 8 May 2019 (Paragraph 4)]*

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## **6 Social Work Resources – Capital Budget Monitoring 2019/2020**

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A joint report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2019/2020 and summarising the expenditure position at 24 May 2019.

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

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## **7 Social Work Resources – Workforce Monitoring – March to May 2019**

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A joint report dated 2 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period March to May 2019:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 9 March 2019

Officers responded to members' questions in relation to various aspects of the report.

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

*[Reference: Minutes of 8 May 2019 (Paragraph 5)]*

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## **8 Social Work Resources - Staffing Establishment**

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A joint report dated 1 July 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on proposed changes to the staffing establishment within Social Work Resources.

A temporary post of Service Manager (Registered Services) had been created within the South Lanarkshire Health and Social Care Partnership to build capacity as part of the transition into the new locality management arrangements. The responsibilities of this post had evolved and now included responsibility for all registered Social Work Services within the Council.

Consequently, it was proposed that the temporary post of Service Manager (Registered Services) on Grade 5, Level 1-8, SCP 96-108 (£52,210 to £62,466) be made permanent and added to the Social Work Resources' staffing establishment.

In addition, a further temporary post of Fieldwork Manager (Strategic Support) had been created within the South Lanarkshire Health and Social Care Partnership to support the developments in relation to Self-Directed Support (SDS) and to prepare Social Work Resources for a thematic review and inspection of SDS across the Partnership. The responsibilities of this post had evolved into a Fieldwork Manager support function that provided strategic leadership, operational support for practice issues and development support for financial interface processes.

It was further proposed that the temporary post of Fieldwork Manager (Strategic Support) on Grade 5, Level 1, SCP 96-97 (£52,210 to £53,013) be made permanent and added to the Social Work Resources' staffing establishment.

The costs associated with the above proposals would be met from within existing budgets.

**The Committee decided:** that the changes to the Social Work Resources' establishment, as detailed in the report, be approved.

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## **9 Social Work Resource Plan - Quarter 4 Progress Report 2018/2019 and Social Work Resource Plan 2019/2020**

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A report dated 11 July 2019 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2018/2019 and 2019/2020.

Details were provided on:-

- ◆ progress made at the end of quarter 4, covering the period April 2018 to March 2019, in implementing the priority projects identified in the 2018/2019 Resource Plan
- ◆ those measures which had changed in red/amber/green status, during the period from Quarter 2 to Quarter 4, as detailed in Appendix 2 to the report
- ◆ the Resource Plan for 2019/2020, attached as Appendix 3 to the report, which outlined the:-
  - ◆ objectives and actions for 2019/2020
  - ◆ capital and revenue resources
  - ◆ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2019/2020 Resource Plan would be submitted to a future meeting of the Committee.

Discussion took place in relation to the Care Inspectorate's report for Hamilton/Blantyre/Larkhall Home Care Service, as detailed at paragraph 4.4.1 of the report.

Councillor Falconer requested that a copy of the Care Inspectorate's report be circulated to members of the Committee. The Chair approved the request and a copy of the relevant report was issued to each member of the Committee.

Officers responded to members' questions regarding the various concerns which had been raised in relation to the Care Inspectorate's report and provided an assurance that a Members' Briefing Session would be organised to address the concerns highlighted in relation to the report.

Councillor Brown then requested that:-

- ◆ members' concerns in relation to the content of the Care Inspectorate's report for the Hamilton/Blantyre/Larkhall Home Care Service be noted
- ◆ a report in relation to the issues raised, together with details of the Action Plan to address those concerns, be submitted to the next meeting of the Social Work Resources Committee
- ◆ in future, reports in relation to adverse inspection reports by the Care Inspectorate be submitted to the Social Work Resources Committee

In response, the Chair proposed that the recommendations in the report be approved, subject to the inclusion of Councillor Brown's request, as detailed above. The Committee agreed to this proposal.



**The Committee decided:**

- (1) that the Quarter 4 Progress Report 2018/2019, attached as Appendix 1 to the report, together with achievements made by the Resource during 2018/2019, be noted;
- (2) that details of those measures which had changed in red/amber/green status, during the period from Quarter 2 to Quarter 4, as detailed in Appendix 2 to the report, be noted;
- (3) that members' concerns in relation to the content of the Care Inspectorate's report for the Hamilton/Blantyre/Larkhall Home Care Service be noted;
- (4) that a report in relation to the issues raised, together with details of the Action Plan to address those concerns, be submitted to the next meeting of the Social Work Resources Committee; and
- (5) that, in future, reports in relation to adverse inspection reports by the Care Inspectorate be submitted to the Social Work Resources Committee.

**The Committee recommended** that the Social Work Resource Plan for 2019/2020 be  
**to the Executive Committee:** approved.

*[Reference: Minutes of the Executive Committee of 21 November 2018 (Paragraph 7) and Minutes of 20 February 2019 (Paragraph 6)]*

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## **10 South Lanarkshire Adult Protection Committee Biennial Report**

A report dated 26 June 2019 by the Director, Health and Social Care was submitted on the South Lanarkshire Biennial Report covering the period 2016 to 2018.

Section 42 of the Adult Support and Protection (Scotland) Act 2007 required the South Lanarkshire Adult Protection Committee to develop and implement adult protection policy and strategy across and between the multi-agency workforces. Section 42 of the Adult Support and Protection (Scotland) Act 2007 required the Committee to perform a number of crucial functions and those were detailed in the report.

The South Lanarkshire Adult Protection Committee Biennial Report for 2016 to 2018 highlighted the work of the Committee over the last 2 years and detailed the priorities for Adult Support and Protection in South Lanarkshire which aimed to provide improved outcomes for adults at risk of harm.

The main challenges for the South Lanarkshire Adult Protection Committee during the reporting period had been:-

- ◆ increased demands on services in a challenging financial climate
- ◆ extending public awareness and understanding of adult protection
- ◆ adult protection in relation to care homes
- ◆ an ageing population and increasing numbers of vulnerable adults living in communities

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

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## **11 Community Payback Order Annual Report 2017/2018**

A report dated 24 June 2019 by the Director, Health and Social Care was submitted on the Community Payback Order Annual Report 2017/2018.

The Criminal Procedure (Scotland) Act 1995 placed a duty on local authorities to prepare an Annual Report detailing the operation of Community Payback Orders (CPOs) within their area and submit it to the Community Justice Authority.

The Community Payback Order Annual Report 2017/2018, attached as an appendix to the report, reflected the broad range of activities and projects undertaken across South Lanarkshire over the last financial year. Details of the developments and initiatives which had been undertaken were provided in the report.

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

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## **12 Thematic Review of Self-Directed Support**

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A report dated 28 June 2019 by the Director, Health and Social Care was submitted on the outcome of the Thematic Review of Self-directed Support (SDS) in South Lanarkshire.

A formal inspection of SDS had been undertaken by the Care Inspectorate, as part of its national programme of activity, in autumn 2018. The main purpose of the review was to improve the Care Inspectorate's understanding of the implementation of SDS in Scotland and to support improvement in the implementation of SDS.

Details of the key strengths and areas for improvement that had been identified as a result of the Care Inspectorate's inspection were provided in the report. An action plan would be developed to take forward those areas that had been identified for improvement.

**The Committee decided:** that the outcome from the Care Inspectorate's inspection of Self-directed Support, as detailed in the report, be noted.

*[Reference: Minutes of 19 September 2018 (Paragraph 9)]*

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## **13 The South Lanarkshire Local Autism Action Plan – Annual Update/Progress Report**

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A report dated 11 May 2019 by the Director, Health and Social Care was submitted on the progress of the development of the Autism Resource Co-ordination Hub (ARCH) and the South Lanarkshire Local Autism Action Plan.

The ARCH remained active in facilitating the development of services within the community, many of which were delivered by the community itself alongside partners in the statutory, private and third sectors.

Information was provided on the development of the services provided by the ARCH, together with the engagement and consultation process that had been undertaken, including consultation with Autism Network Scotland, prior to the completion of the draft South Lanarkshire Local Autism Action Plan 2018 to 2023.

Details of the progress which had been made in implementing the South Lanarkshire Local Autism Action Plan were provided in the report.

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

*[Reference: Minutes of 20 June 2018 (Paragraph 6)]*

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**14 Urgent Business**

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There were no items of urgent business.



# Report

3

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Revenue Budget Monitoring 2019/2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April to 16 August 2019 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2020

## 2. Recommendation(s)

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

- (1) that an overspend of £0.606m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2020 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

## 3. Background

3.1. This is the second revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2019/2020.

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

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. As reported to Executive Committee on 25 September 2019, the Resource has identified pressures within Children and Families Services due to the number of new residential school/external placements in the first 5 months of the current year, and also in relation to kinship care. This is partially offset by an underspend within Performance and Support in relation to admin support staff vacancies which are being recruited. The net overspend as at period 5 is £0.606 million. The Resource is currently looking at these pressures in conjunction with the other services of the Resource to identify ways to minimise and manage these costs.

5.2. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.

## **6. Other Implications**

- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

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

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

**Paul Manning**

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

**Val de Souza**

**Executive Director (Health and Social Care)**

28 August 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, Effective, Efficient and Transparent

### **Previous References**

- ◆ None

### **List of Background Papers**

- ◆ Financial Ledger and budget monitoring results to 16 August 2019

### **Contact for Further Information**

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

Hazel Goodwin, Finance Manager

Ext: 2699 (Tel: 01698 452699)

E-mail: [Hazel.Goodwin@southlanarkshire.gov.uk](mailto:Hazel.Goodwin@southlanarkshire.gov.uk)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 16 August 2019 (No.5)

## Social Work Resources Summary

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 16/8/19	Actual 16/8/19	Variance 16/8/19		% Variance 16/8/19	Note
	£000	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>										
Employee Costs	87,754	87,754	0	0	31,651	31,885	(234)	over	(0.7%)	
Property Costs	2,716	2,716	0	0	913	922	(9)	over	(1.0%)	
Supplies & Services	6,217	6,217	0	0	1,809	1,825	(16)	over	(0.9%)	
Transport & Plant	4,499	4,499	0	0	1,271	1,246	25	under	2.0%	
Administration Costs	1,553	1,553	0	0	317	361	(44)	over	(13.9%)	
Payments to Other Bodies	19,554	19,554	0	0	7,275	7,587	(312)	over	(4.3%)	
Payments to Contractors	100,343	100,343	0	0	28,741	28,936	(195)	over	(0.7%)	
Transfer Payments	830	830	0	0	403	486	(83)	over	(20.6%)	
Financing Charges	263	263	0	0	118	108	10	under	8.5%	
<b>Total Controllable Exp.</b>	223,729	223,729	0	0	72,498	73,356	(858)	over	(1.2%)	
<b>Total Controllable Inc.</b>	(60,214)	(60,214)	0	0	(10,703)	(10,955)	252	over recovered	2.4%	
<b>Net Controllable Exp.</b>	163,515	163,515	0	0	61,795	62,401	(606)	over	(1.0%)	

**Variance Explanations**

Variance explanations are shown in Appendices B -E.

**Budget Virements**

Budget virements are shown in Appendices B-E.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Social Work Resources Committee: Period Ended 16 August 2019 (No.5)

## Children and Families Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 16/8/19</b>	<b>Actual 16/8/19</b>	<b>Variance 16/8/19</b>		<b>% Variance 16/8/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	15,803	15,803	0	0	5,639	5,756	(117)	over	(2.1%)	1,a
Property Costs	325	325	0	0	83	94	(11)	over	(13.3%)	
Supplies & Services	639	639	0	0	190	194	(4)	over	(2.1%)	
Transport & Plant	636	636	0	0	166	160	6	under	3.6%	
Administration Costs	291	291	0	0	41	76	(35)	over	(85.4%)	
Payments to Other Bodies	9,315	9,315	0	0	3,863	4,169	(306)	over	(7.9%)	2,a
Payments to Contractors	5,269	5,269	0	0	2,004	2,223	(219)	over	(10.9%)	3
Transfer Payments	817	817	0	0	399	476	(77)	over	(19.3%)	4
Financing Charges	17	17	0	0	8	5	3	under	37.5%	
<b>Total Controllable Exp.</b>	<b>33,112</b>	<b>33,112</b>	<b>0</b>	<b>0</b>	<b>12,393</b>	<b>13,153</b>	<b>(760)</b>	<b>over</b>	<b>(6.1%)</b>	
<b>Total Controllable Inc.</b>	<b>(997)</b>	<b>(997)</b>	<b>0</b>	<b>0</b>	<b>(172)</b>	<b>(188)</b>	<b>16</b>	<b>over recovered</b>	<b>9.3%</b>	<b>a</b>
<b>Net Controllable Exp.</b>	<b>32,115</b>	<b>32,115</b>	<b>0</b>	<b>0</b>	<b>12,221</b>	<b>12,965</b>	<b>(744)</b>	<b>over</b>	<b>(6.1%)</b>	

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

This overspend relates to overtime being incurred in the residential units to ensure staffing ratios are maintained. This should reduce with the recruitment of peripatetic staff.

**2. Payments to Other Bodies**

This overspend is due to the continuing demand for fostering services and an increase in demand for kinship care.

**3. Payment to Contractors**

This overspend is due to the demand for children's residential schools and external placements.

**4. Transfer Payments**

This overspend is due to the continuing demand and increase in allowance rate for kinship payments.

**Budget Virements**

- a. Incorporation of Scottish Attainment Funding 2019/20 £0m. Employee Costs £0.019m, Payment to Other Bodies £0.105m, Income (£0.124m)



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Social Work Resources Committee: Period Ended 16 August 2019 (No.5)

## Adults and Older People Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 16/8/19	Actual 16/8/19	Variance 16/8/19		% Variance 16/8/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	59,481	59,481	0	0	21,617	21,947	(330)	over	(1.5%)	1,a,b
Property Costs	1,655	1,655	0	0	606	608	(2)	over	(0.3%)	
Supplies & Services	5,015	5,015	0	0	1,455	1,453	2	under	0.1%	
Transport & Plant	3,488	3,488	0	0	1,075	1,056	19	under	1.8%	
Administration Costs	389	389	0	0	146	147	(1)	over	(0.7%)	
Payments to Other Bodies	9,925	9,925	0	0	3,361	3,358	3	under	0.1%	d
Payments to Contractors	95,062	95,062	0	0	26,733	26,713	20	under	0.1%	a,c,d
Transfer Payments	7	7	0	0	2	6	(4)	over	(200.0%)	
Financing Charges	36	36	0	0	17	10	7	under	41.2%	
<b>Total Controllable Exp.</b>	175,058	175,058	0	0	55,012	55,298	(286)	over	(0.5%)	
<b>Total Controllable Inc.</b>	(52,756)	(52,756)	0	0	(8,563)	(8,778)	215	over recovered	2.5%	2,c,d
<b>Net Controllable Exp.</b>	122,302	122,302	0	0	46,449	46,520	(71)	over	(0.2%)	

Variance Explanations**1. Employee Costs**

This overspend is a result of Home Care recruitment for future vacancies to maintain staffing levels and overtime to meet service delivery.

**2. Income**

This over recovery relates to non-recurring income received from service users in respect of prior year care costs being higher than budgeted.

Budget Virements

a. Budget realignment from in-house and external home care service Net Effect £0m, Employee Costs (£0.162m), Payment to Contractors £0.162m

b. Transfer from Finance and Corporate Resources for pay structure £122m, Employee Costs £0.122m

c. Budget established for specialist provision in East Kilbride Net Effect £0m. Payments to Contractors £0.373m, Income (£0.373m).

d. Budget realignment of Integration Partnership funding Net Effect £0m, Payment to Other Bodies (£0.140m), Payment to Contractors (£0.900m), Income £1.040m

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Social Work Resources Committee: Period Ended 16 August 2019 (No.5)

## Justice and Substance Misuse

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 16/8/19</b>	<b>Actual 16/8/19</b>	<b>Variance 16/8/19</b>		<b>% Variance 16/8/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	5,931	5,931	0	0	2,068	1,997	71	under	3.4%	1,a
Property Costs	71	71	0	0	27	27	0	-	0.0%	a
Supplies & Services	139	139	0	0	18	32	(14)	over	(77.8%)	a
Transport & Plant	124	124	0	0	20	21	(1)	over	(5.0%)	
Administration Costs	426	426	0	0	22	24	(2)	over	(9.1%)	a
Payments to Other Bodies	279	279	0	0	49	59	(10)	over	(20.4%)	a
Payments to Contractors	12	12	0	0	4	0	4	under	100.0%	
Transfer Payments	6	6	0	0	2	4	(2)	over	(100.0%)	
Financing Charges	10	10	0	0	5	5	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>6,998</b>	<b>6,998</b>	<b>0</b>	<b>0</b>	<b>2,215</b>	<b>2,169</b>	<b>46</b>	<b>under</b>	<b>2.1%</b>	
<b>Total Controllable Inc.</b>	<b>(5,725)</b>	<b>(5,725)</b>	<b>0</b>	<b>0</b>	<b>(1,901)</b>	<b>(1,920)</b>	<b>19</b>	<b>over recovered</b>	<b>(1.0%)</b>	<b>a</b>
<b>Net Controllable Exp.</b>	<b>1,273</b>	<b>1,273</b>	<b>0</b>	<b>0</b>	<b>314</b>	<b>249</b>	<b>65</b>	<b>under</b>	<b>20.7%</b>	

Variance Explanations**1. Employee Costs**

This underspend relates to vacancies, the majority of which are being actively recruited, the rest are being considered in line with service requirements.

Budget Virements

- a Incorporation of Caledonian Project Funding 2019/20 £0m. Employee Costs £0.131m, Property Costs £0.006m, Supplies and Services £0.005m Administration £0.001m, Payment to Other Bodies £0.007, Income (£0.150m)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 16 August 2019 (No.5)

## Performance and Support

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 16/8/19</b>	<b>Actual 16/8/19</b>	<b>Variance 16/8/19</b>		<b>% Variance 16/8/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	6,539	6,539	0	0	2,327	2,185	142	under	6.1%	1
Property Costs	665	665	0	0	197	193	4	under	2.0%	
Supplies & Services	424	424	0	0	146	146	0	-	0.0%	
Transport & Plant	251	251	0	0	10	9	1	under	10.0%	
Administration Costs	447	447	0	0	108	114	(6)	over	(5.6%)	
Payments to Other Bodies	35	35	0	0	2	1	1	under	50.0%	
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	200	200	0	0	88	88	0	-	0.0%	
<b>Total Controllable Exp.</b>	8,561	8,561	0	0	2,878	2,736	142	under	4.9%	
<b>Total Controllable Inc.</b>	(736)	(736)	0	0	(67)	(69)	2	over recovered	(3.0%)	
<b>Net Controllable Exp.</b>	7,825	7,825	0	0	2,811	2,667	144	under	5.1%	

Variance Explanations

## 1. Employee Costs

This underspend relates to vacancies which are being actively recruited.



# Report

4

Report to: **Social Work Resources Committee**  
 Date of Meeting: **2 October 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)  
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring  
 2019/2020**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April to 16 August 2019.

## 2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £2.729 million and expenditure to date of £0.448 million be noted.

## 3. Background

3.1. This is the second capital monitoring report presented to the Social Work Resources Committee for the financial year 2019/2020. Further reports will follow throughout the year.

3.2. The budget reflects the programme for the year, as approved at the Executive Committee meeting on 29 May 2019. There have been no budget adjustments to date.

3.3. The report details the financial position for Social Work Resources in Appendix A.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2019/2020 is £2.729million. Anticipated spend to date was £0.427 million and £0.448 million has been spent. This represents a position of £0.021 million ahead of profile.

## 6. Other Implications

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

6.2. There are no implications for sustainability in terms of the information contained in this report.

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

28 August 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- Accountable, Effective, Efficient and Transparent

### **Previous References**

- Executive Committee, 29 May 2019
- Executive Committee, 25 September 2019

### **List of Background Papers**

- Financial ledger to 16 August 2019

### **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)

**South Lanarkshire Council**  
**Capital Expenditure 2019-2020**  
**Social Work Resources Programme**  
**For Period 1 April 2019 – 16 August 2019**

<b><u>Social Work Resources</u></b>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work - Care Facilities	2,716	0	0	2,716	414	435
Social Work - Other	13	0	0	13	13	13
<b>TOTAL</b>	<b>2,729</b>	<b>0</b>	<b>0</b>	<b>2,729</b>	<b>427</b>	<b>448</b>





# Report

Report to: **Social Work Resources Committee**  
 Date of Meeting: **2 October 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)  
 Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – June and July 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for June and July 2019 relating to Social Work Resources.

## 2. Recommendation(s)

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

(1) that the following employment information for June and July 2019 relating to Social Work Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 8 June 2019

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for June and July 2019.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of July 2019 for Social Work Resources.

The Resource absence figure for July 2019 was 5.9%, which represents a decrease of 0.3% when compared to the previous month and is 2.5% higher than the Council-wide figure. Compared to July 2018, the Resource absence figure has increased by 0.3%.

Based on the absence figures at July 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 5.8%, compared to a Council-wide average figure of 4.5%.

For the financial year 2019/2020, the projected average days lost per employee equates to 13.1 days, compared with the overall figure for the Council of 9.8 days per employee.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 250 referrals were made this period, a decrease of 28 when compared with the same period last year.

**4.3. Accident/Incident Statistics (Appendix 2)**

There were 22 accidents/incidents recorded within the Resource this period, an increase of 9 when compared to the same period last year.

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

There were 5 disciplinary hearings held within the Resource this period, which remains unchanged when compared with the same period last year. There was 1 grievance hearing, which is an increase of 1 when compared with the same period last year. There were no Dignity at Work complaints raised within the Resource this period, which is a decrease of 1 when compared with the same period last year.

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

There were 18 leavers in the Resource this period, a decrease of 6 when compared with the same period last year. Exit interviews were held with 3 employees.

**5. Staffing Watch (Appendix 3)**

- 5.1. There has been an increase of 14 in the number of employees in post from 9 March 2019 to 8 June 2019.

**6. Employee Implications**

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

**7. Financial Implications**

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

**8. Other Implications**

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

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

27 August 2019

**Link(s) to Council Values/Ambitions/Objectives**

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

**Previous References**

- ◆ Social Work Resources – 7 August 2019

**List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

**Contact for Further Information**

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

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Social Work Resources**

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	5.0	5.3	5.0	April	5.6	6.2	6.9	April	5.2	5.6	5.6	April	3.9	4.1	4.0	
May	4.9	5.1	5.6	May	4.1	6.2	7.7	May	4.6	5.4	6.3	May	4.2	4.2	4.4	
June	5.3	5.2	5.8	June	4.6	6.3	6.9	June	5.1	5.6	6.2	June	3.9	4.3	4.4	
July	4.8	5.2	5.1	July	4.9	6.4	7.7	July	4.8	5.6	5.9	July	3.0	3.4	3.4	
August	4.9	5.0		August	4.7	5.9		August	4.8	5.3		August	3.2	3.6		
September	5.0	5.0		September	5.2	6.1		September	5.1	5.4		September	4.0	4.4		
October	4.2	5.7		October	5.8	5.6		October	4.8	5.6		October	4.1	4.4		
November	4.4	5.4		November	5.9	5.3		November	4.9	5.4		November	4.8	5.1		
December	5.6	5.1		December	6.1	6.9		December	5.7	5.7		December	5.1	4.8		
January	5.5	5.2		January	7.3	8.4		January	6.1	6.2		January	5.0	4.9		
February	6.1	5.5		February	5.8	8.5		February	6.0	6.5		February	5.0	5.2		
March	5.7	5.4		March	6.5	6.5		March	5.9	5.8		March	4.7	4.9		
Annual Average	5.1	5.3	5.3	Annual Average	5.5	6.5	6.9	Annual Average	5.3	5.7	5.8	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	5.0	5.2	5.4	Average Apr-Jul	4.8	6.3	7.3	Average Apr-Jul	4.9	5.6	6.0	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			1850	No of Employees at 31 July 2019			1108	No of Employees at 31 July 2019			2958	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 13.1 days.

## SOCIAL WORK RESOURCES

	Jun-Jul 2018	Jun-Jul 2019
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	89	75
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	29	14
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	106	101
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	45	54
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	9	6
<b>TOTAL</b>	<b>278</b>	<b>250</b>

CAUSE OF ACCIDENTS/INCIDENTS	Jun-Jul 2018	Jun-Jul 2019
Over 7 day absences	0	4
Over 3 day absences**	0	1
Minor	4	4
Near Miss	1	1
Violent Incident: Physical****	7	8
Violent Incident: Verbal*****	1	4
<b>Total Accidents/Incidents</b>	<b>13</b>	<b>22</b>

\*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

\*\*Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

\*\*\*Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

\*\*\*\*Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

\*\*\*\*Physical violent incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

\*\*\*\*Physical Violent Incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Jun-Jul 2017	Jun-Jul 2018
Total Number of Hearings	5	5
Total Number of Appeals	1	0

## Time Taken to Convene Hearing Jun - Jul 2019

0-3 Weeks  
2

4-6 Weeks  
0

Over 6 Weeks  
3

RECORD OF GRIEVANCE HEARINGS	Jun-Jul 2018	Jun-Jul 2019
Number of Grievances	0	1
Still in Progress	0	1

RECORD OF DIGNITY AT WORK	Jun-Jul 2018	Jun-Jul 2019
Number of Incidents	1	0
Number Resolved at Formal Stage	1	0

ANALYSIS OF REASONS FOR LEAVING	Mar-May 2018	Mar-May 2019
Career Advancement	2	0
Poor Relationship with Manager/Colleagues	3	0
Moving Outwith Area	3	0
Personal Reasons	0	1
Childcare/caring responsibilities	1	0
Other	2	2
<b>Number of Exit Interviews conducted</b>	<b>11</b>	<b>3</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>24</b>	<b>18</b>
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<b>Percentage of interviews conducted</b>	<b>46%</b>	<b>17%</b>
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**JOINT STAFFING WATCH RETURN  
SOCIAL WORK RESOURCES**

**APPENDIX 3**

**1. As at 8 June 2019**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
226	193	918	1442	2779

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1339.26	474.47	533.72	20	25	2	0	0	2395.45

**1. As at 9 March 2019**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
218	191	910	1446	2765

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1	1328.99	466.47	544.35	20	22	2	0	0	2384.81

# Report

**6**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Amendment to Social Work Non Residential Charging Policy</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ highlight changes to both the Residential and Non Residential Charging arrangement
- ◆ seek approval to amend the Non Residential Charging Policy previously endorsed by Committee

## **2. Recommendation(s)**

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

- (1) that the implementation of changes to both Residential and Non Residential Charging arrangements to exclude any advanced payments from the financial assessments on which service user contributions are based be noted;
- (2) that the Council's Non Residential Charging Policy be amended to reflect this provision relating to advanced payments; and
- (3) that the proposed amendment to the Council's Non Residential Charging Policy, in keeping with the Scottish Government's change to the Charging for Residential Accommodation Guidance, be effective from 28 June 2019.

## **3. Background**

- 3.1. The Deputy First Minister made a statement to Parliament on 23 October 2018, in which he committed the Government to introducing legislation for a financial redress scheme for survivors of abuse in care in Scotland.
- 3.2. Prior to legislation being in place, advance payments are being made on a discretionary basis to those who have a terminal illness, or who are age 70 or over.
- 3.3. The Scottish Government have now amended the Charging for Residential Accommodation Guidance (CRAG), which is statutory guidance and implemented by updated regulations, which authorities are obliged to implement. The effective date of this change is 28 June 2019.
- 3.4. The Charging Guidance for Non Residential Services is produced by COSLA and authorities have some discretion in terms of how it is applied.
- 3.5. Social Work Resources Committee approved the 2019-20 Non Residential Charging Policy at its meeting on 20 February 2019.

#### **4. Changes to Charging Arrangements.**

- 4.1. The National Assistance (Assessment of Resources) Amendment (Scotland) (No 2) Regulations 2019 require that from 28 June 2019, a payment to a resident within a care home under the Advance Payment Scheme in respect of cases of historical child abuse in care shall be disregarded in the financial assessment of the resident's resources. The CRAG has therefore been amended.
- 4.2. The COSLA Health and Social Care Board have agreed that the COSLA guidance on charging for non-residential care should be updated to recommend that these payments should also be disregarded from financial assessments to ensure parity between people in residential care and in the community.

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

- 5.1. There are no employee implications associated with this report.

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

- 6.1. This will reduce potentially the amount that an individual may need to contribute to their care. The numbers at this time are relatively low but could increase.
- 6.2. Authorities are not directly involved in the payments so would not be aware of the payments unless a service user or their appointed representative made that fact known during the financial assessment process.

#### **7. Other Implications**

- 7.1. There are no additional risk implications associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. The revised Charging Policy document will be made available on the Council's website.

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

- 8.1. Although this report recommends a change to an existing policy, this policy area has been screened for equalities issues and no further impact assessment is required.
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Val de Souza**

**Director, Health and Social Care**

31 July 2019

#### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Improve Later Life
- ◆ Deliver Better Health and Social Care outcomes for all

#### **Previous References**

- ◆ Social Work Resources Committee 20 February 2019



### **List of Background Papers**

- ◆ Charging Policy for Non Residential Services

### **Contact for Further Information**

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

Pat McCormack, Service Development Manager

Ext: 3708 (Phone: 01698 453708)

Email: [pat.mccormack@southlanarkshire.gov.uk](mailto:pat.mccormack@southlanarkshire.gov.uk)



# Report

**7**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Locality Redesign - Care at Home</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ reflect on the issues arising from the Hamilton Care at Home inspection and how this relates to the wider service
- ◆ consider the future function and structure for the Care at Home Service within the construct of the Health and Social Care Partnerships' four locality teams
- ◆ propose that there is a need to review the structures that support Care at Home delivery to reflect demographic pressures, changes in statutory duties and regulation, making use of new technology and to reflect the changing role for Care at Home within the overall Health and Social Care system. The report proposes a need to redesign:
  - re-ablement and crisis intervention models
  - assessment and care management functions so that these functions that currently sit within the Service are more closely aligned with Fieldwork Services
  - carer support structures to ensure home care workers are effectively supported in line with the new National care standards and the Scottish Social Services Council requirements
  - the scheduling of care using new electronic functionality to ensure the scheduling service and duty desk model are optimised to secure the benefits of the planned implementation of a new scheduling tool

## **2. Recommendation(s)**

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

- (1) that the Chief Officer's intentions to focus the partnership's Care at Home Service on being a provider of services be noted;
- (2) to note that a review of service functions will take place with a report being submitted to a future meeting of the Social Work Resources Committee for consideration; and
- (3) that the Health and Social Care Partnership's intention to focus a substantial core of the internal Care at Home Service on re-ablement and rapid response interventions, including aligning initial assessment resources with the Integrated Community Support Teams, be noted.

### **3. Background**

- 3.1. The Care at Home Service plays a pivotal role in achieving the strategic goal of supporting people to live independently and safely at home and in doing so also underpins another of the Integrated Joint Board's (IJB's) strategic planning intentions of managing the pressures on unscheduled care. It is an integral part of the whole Health and Social Care system, which includes Community Care, Residential and Nursing Care and Hospital Care, and needs to operate smoothly to avoid adverse impacts elsewhere in the system.
- 3.2. The paper reflects on the impact of demographic demand and the need to ensure that the Care at Home Service evolves to both manage increased volumes of demand and complexity of need. It must also deliver on the IJB's strategic goals of focusing more strongly on early intervention and supporting people to draw on their personal and social assets to better manage the impact of health conditions and achieve better outcomes. The paper discusses both issues related to service capacity and service models and highlights the need to concentrate more on rehabilitation and re-ablement models of care.
- 3.3. The paper is also concerned with the infrastructure that supports the service's 800 fte Carers. This comprises of team members who undertake assessments and reviews, directly supervise Carers and those who schedule their work. The current model was established a number of years ago and, in the meantime, the Service has grown in size and the legislative and regulatory environment has changed significantly, indicating a need to reconsider and modernise these structures.
- 3.4. The paper references issues arising from the most recent Care Inspectorate reports related to the effectiveness of the embedded care management resources. The issues have primarily come to the fore within the Hamilton Service but there are important issues highlighted through their inspection for the entire service to consider. These are primarily:
  - ◆ the quality of the care management
  - ◆ meeting the requirement to complete six monthly service reviews
  - ◆ ensuring Carers are well supported and feel confident in their role
  - ◆ ensuring consistency of care delivery in the context of challenging levels of demand
  - ◆ having sufficient capacity in the system to meet demand
- 3.5. Hamilton inspection and action plan
- 3.5.1. There have been issues about the functioning of the Hamilton Care at Home Service being highlighted by the Care Inspectorate since 2012 when the current model became operational, which have prevailed through to 2019 despite the considerable efforts of a number of managers to resolve them. As this Service has been unable to make the improvements required by the Care Inspectorate, their grading model mandated a further reduction in grades for the service. The Health and Social Care Partnership's (HSCP's) management team initiated action following the 2018 inspection to begin to address the issues by securing Social Work Resources Committee (SWC) approval for three additional Team Leader posts. However, the most recent inspection coincided with these employees commencing employment and before any impact could be achieved. Following consultation with the Care Inspectorate, the HSCP's senior team have established a comprehensive action plan

to support the Hamilton Service to make the necessary improvements. The key components of this plan are:

- ◆ an improvement steering group jointly chaired by the Chief Social Work Officer (CSWO) and Head of Health and Social Care
- ◆ commissioning an external expert review of the root causes of the challenges and to identify the exemplars of best practice elsewhere in the South Lanarkshire Council (SLC) Service
- ◆ reorganising the boundaries of the service to reduce the scale of the Service
- ◆ refreshing the management of the Service
- ◆ raising the seniority level of the registered Manager to improve governance
- ◆ deploying additional temporary resources to support both the management of the improvement programme and also the operational challenges such as overdue reviews
- ◆ improving quality assurance systems

3.6. There has been significant progress with this improvement plan albeit that operationally it will require an extended period of intervention to embed the necessary changes to culture and practice. Some key actions are:

- ◆ improvement steering group meets weekly
- ◆ critical analysis report completed
- ◆ the Services operating from the East Kilbride and Clydesdale localities have been achieving more positive Care Inspectorate grades. It is on that basis that the Operational Manager for Clydesdale has assumed responsibility for the Larkhall/Stonehouse teams and the East Kilbride Operations Manager for the Blantyre team
- ◆ a new Operations Manager has taken over the management of a smaller scaled Hamilton Service
- ◆ a new Service Manager has been appointed and will commence in early October 2019 following approval by the Social Work Resources Committee in June 2019 for the post
- ◆ a Fieldwork Manager has been overseeing improvements in care management
- ◆ targeted training for Co-ordinators has been delivered by the Fieldwork Manager (strategic support)
- ◆ regular liaison with the Care Inspectorate

3.7. Key challenges and improvement actions for the Service

3.7.1. The pressure upon the Care at Home Service to have capacity to match demographic demand is considerable particularly in relation to supporting hospital discharge. It is anticipated that this demand pressure will continue to increase year on year for the foreseeable future. To manage demand, the Service is committed to implementing the Council's revised prioritisation framework and ensuring that the primary offer of support is focused on helping service users to regain and maintain their independence. The Service intends to strengthen the existing "Support your Independence" model and link more firmly to the HSCP's Integrated Community Support Team model so as to maximise the impact of the integrated resources. Such a model will better ensure that resources are targeted effectively towards ensuring personal outcomes related to living independently are promoted and thereby mitigate some of the impacts of the demographic pressures.

3.8. The statutory framework requires each service user to be assessed, be offered one of the four options under the Self Directed Support (SDS) Act, have a clear and

effective care plan and be subject to regular review. The Care Inspectorate reports have raised questions about the robustness of the current Care at Home model in the context of this legislation, the new National Care Standards and increasing complexity of need. This paper proposes that a review and redesign of the assessment and care management model is required.

- 3.9. In a similar vein, this report proposes a redesign in relation to the management and supervision arrangements within the Care at Home Service. Considerable work has been undertaken to match the scale of the front line Carer Service to the needs of the population and to deliver the Service efficiently. However, both the Service and the regulator are indicating a need to look more closely at the support mechanisms for the Care at Home workforce. Carers, Supervisors and Managers are now all required to register with Scottish Social Services Council as well as the Service being regulated by the Care Inspectorate. Carers are supporting people with complex health conditions including Dementia and delivering palliative care. They therefore need significant training inputs and access to regular supervision and support.
- 3.10. This report further proposes a need to revise the staffing model to support the use of the new scheduling and monitoring tool which is being purchased to improve the efficiency of both the management of the Service and the deployment of Carers.

#### **4. Assessment and Care Management**

- 4.1. Assessment, care planning and review is a statutory and fundamental role for Social Work. It determines the individual's eligibility for services in accordance with the established prioritisation framework, identifies the outcomes to be met and the risks to be managed. The Care Inspectorate requires Carers to be able to access for each service user a personal profile and a support plan which identifies the outcomes to be met and how this is to happen and includes risk management information on matters such as specific health conditions, for example, Diabetes/Parkinson's; physical environment; moving and assisting; special diets; medication; skin integrity etc. The care plan should address the issues identified and provide clear direction to the Carers.
- 4.2. Effective care management determines the nature of the care to be delivered by the Care at Home provider. South Lanarkshire Care at Home Service is one of a number of providers commissioned to support SLC residents. As a provider, the SLC Service has to undertake a service review for each service user at least six monthly.
- 4.3. A legacy issue which this report is addressing was the decision to merge the care management resource for older adults in receipt of a Care at Home Service with the staff who were effectively the provider of the Service. Whilst this model may have made good business sense historically, it is no longer fit for purpose. Changes in policy and legislation, along with a change in the balance between in-house and framework providers, cannot be properly supported with this model. This has contributed significantly to the issues within the Hamilton Service and there are elements of similar risk emerging in the other areas, particularly the Cambuslang locality.
- 4.4. It is therefore proposed that the community would be better served by the Care at Home Service focusing on being a provider of services. Assessment and care management functions should be separated out from the provider element of the service and embedded in a fieldwork model of delivery and governance. These two distinct functions require different skill sets.

## **5. Focus on Re-ablement and Rapid Response**

- 5.1. Most people are referred to Care at Home due to a deterioration in their capacity to care for themselves and often at a point when their care needs begin to exceed what informal Carers can provide for them. A large number of referrals are from hospital following a health crisis or a fall for example. Similarly, community based referrals are often triggered by some form of crisis event.
- 5.2. The HSCP intends to reinvigorate the existing Supporting Your Independence (SYI) approach by establishing dedicated re-ablement teams within each locality that are scaled to meet the level of new demand. These teams will also provide the Rapid Response Service required to avert a crisis or support an immediate care need such as end of life care.
- 5.3. This segment of the Service forms one element of the spectrum of intermediate care interventions. It will interface with the new care facilities and hubs that are already planned for Blantyre and Lanark and contribute significantly to the spokes. Ultimately, this service will support a range of rapid access and neighbourhood oriented integrated systems of delivering short term care which promote positive outcomes for the population of South Lanarkshire.
- 5.4. There is a significant opportunity to align Council and NHS practitioners to support this delivery model. There are currently parallel strands of service: Council employed Occupational Therapists, Support Workers and Co-ordinators in Care at Home; NHS employed Nurses and Allied Health Professionals in the Integrated Community Support Teams (ICST). It is proposed that these teams work together within streamlined care pathways, which maximise their impact through a person centred approach to assessment and intervention. The SYI Service will be aligned to this element of the Service to deliver person centred, goal focused re-ablement outcomes and provide an SDS compliant assessment where the service user has ongoing care needs.

## **6. The role of Co-ordinators**

- 6.1. Carer Support - the carer role has evolved to meet the needs of a generally frailer cohort of service users and with a concentration on personal care tasks. Carers are typically asked to support people with a range of health conditions (for example. diabetes, COPD, Parkinson's) which each have different and accumulating impacts on the adult and requiring differing approaches to support, including how Carers assist people with medication and safely make use of equipment. The work force is now registered with the Scottish Social Services Council and the service is regulated by the Care Inspectorate against new National Care Standards. The aggregated result of these elements is that the service and the Council as the employer must ensure that there is sufficient supervision and management resource to ensure Carers are properly supported and trained to be confident and competent in their work. There are indicators from self-evaluation and care inspectorate feedback that the service needs to consider the level and a nature of the support it offers so that it is matched to the changing regulatory and operational environment. It is proposed that a review of the supervision model takes place.
- 6.2. Scheduling - the Service will implement a new electronic scheduling and monitoring system for Care at Home in 2020. This would replace a largely manual process within the locality offices and improve the information that is pushed through to Carers' mobile devices regarding the visits they require to undertake. This system will match service demands and Carer availability within a set of agreed parameters. This results in Carers being scheduled optimally and transactional processes being

streamlined. The introduction of the scheduling system also provides a further opportunity to focus resources on the core functions of:

- ◆ scheduling
- ◆ carer support and supervision
- ◆ assessment and care management

6.3. At the moment, the operational model and systems have a degree of unhelpful overlap in these distinct roles. It is proposed that a discrete scheduling team will need to be established to deliver a predominately administrative set of tasks. Team members would be appropriately graded administrator roles. It would be an overarching service to provide flexibility and resilience but team members would retain a locality focus to their scheduling activity. Scheduling activity occurs throughout the day, seven days per week. However, the current model does not fully support this. It is proposed that the HSCP bring forward proposals to remodel the scheduling arrangements which include options for extending the scheduling service to operate an extended day over seven days.

6.4. Duty Desk - the locality Care at Home Services also provide a duty desk. This addresses a range of activities and events. These include:

- ◆ throughout the day, Carers seeking advice on responding to service users falling or being unwell, no access to property. These need to be followed up straight way with contact with Carers families, GP's etc
- ◆ rescheduling missed visits, vehicle issues
- ◆ families calling in about changing circumstances
- ◆ general enquiries and complaints
- ◆ Carers becoming unwell and not starting/leaving shift

6.5. This is a very busy role given the many thousands of individual care episodes undertaken each week and requires capacity sufficient to match demand. Many of the events dealt with impact on scheduling, for example, a Carer attending to a faller/sick person will be delayed in their run requiring rescheduling activity to take place. It is therefore proposed that the proposals noted in paragraph 6.3 also address how the duty service should be aligned with the schedulers so that each locality has focused duty/scheduling capacity.

6.6. Managing Cover - Care at Home is a registered 24/7/365 Service and Co-ordinators spend considerable tranches of time organising staff cover. All staff leave, training, sickness absence etc has to be covered by another Carer. This is similar to a Care Home/Hospital ward which also need continuous staff cover. The staffing model included some peripatetic cover but it is insufficient and results in costly and inconsistent cover arrangements. The intention is to increase the number of peripatetic staff to a level of circa 20% of the core staff to take account of the planned absences of the core team. The overall impact of this model will be to reduce the use of premium rate overtime and most importantly have sufficient staff available to deliver a consistent service with the minimum necessary number of Carers to the recipient.

## **7. Employee Implications**

7.1. The majority of the employee implications in this report relate to re-aligning existing staffing and financial resources to support the HSCP's strategic aims. The report does however identify a need to:

- ◆ Consider requirements in assessment and care management (section 4)



- ◆ remodel the support infrastructure to take advantage of the new electronic scheduling tool and to improve the interface with Carers (section 6)
- ◆ redesign the model for supporting Carers (section 6)

## **8. Financial Implications**

8.1. It is considered that several elements of this report refers to redesign activity which is achievable within the available resource to target services optimally, improve flow and efficiency. However, this report also highlights the need to address the challenges of ensuring the service meets its regulatory requirements into the future. Work is required to consider:

- ◆ capacity to deliver both core care management and service review functions
- ◆ infrastructure to support Carers throughout the operational day

8.2. The service will consider the areas raised in this report, and will work with colleagues in Finance and Corporate Resources and the Chief Financial Officer of the Health and Social Care Partnership to consider the financial implications. These will be reported back to committee.

## **9. Other Implications**

9.1. There is potential risk in relation to service quality and outcomes for service users if improvement activity is not commenced. The improvement actions that will be taken forward are intended to better manage and reduce the level of risk.

9.2. There are no sustainable development issues associated with this report.

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

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

10.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.

10.2. Full consultation will take place with Trade Unions and other stakeholders in terms of the information contained in this report.

**Val de Souza**

**Director, Health and Social Care**

12 September 2019

## **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Improve later life
- ◆ Deliver better health and social care outcomes for all

## **Previous References**

- ◆ Social Work Resources Committee – 7 August 2019

## **List of Background Papers**

- ◆ none

**Contact for Further Information**

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

Ian Beattie, Head of Health and Social Care Partnership

Ext: 3701 (Phone: 01698 453701)

Email: [ian.beattie@southlanarkshire.gov.uk](mailto:ian.beattie@southlanarkshire.gov.uk)

# Report

**8**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Care and Support Services</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ advise on the proposal to commence a Review of the Care and Support Service for adults

## **2. Recommendation(s)**

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

- (1) that the review of Care and Support Service be noted; and
- (2) to note that, upon completion of the Care and Support Service Review, a report be submitted to a future meeting of the Committee detailing recommendations.

## **3. Background**

- 3.1. South Lanarkshire's Strategic Commissioning Plan 2019-22 details a firm commitment to transform services for the future, that are designed to meet the nine National Health and Wellbeing Outcomes and the 13 strategic commissioning themes outlined in the plan. Supporting people to remain at home and in their community is foremost in underpinning the intentions of the Plan, as is empowering people to have increased choice and options regarding how their care is provided in supporting their personal outcomes.
- 3.2. In 2004, support for people with a learning disability, who were supported in a hospital setting or other setting away from their home and community, underwent significant change. A total of 56 South Lanarkshire residents were supported to transition from residential, hospital and hostel settings, back to a community based Care and Support Service. This change specifically established the Care and Support Service, and this took the form of individual and shared tenancies available across South Lanarkshire.
- 3.3. No further review of this service has taken place since 2004, since the initial re-provisioning programme. In addition there are now significantly less people dependent on this service, with 34 of the original 56 remaining and continuing to be supported by Care and Support Service for adults.

- 3.4. Legislative and policy imperatives have changed quite significantly since 2004. For example, there is the duty to offer increased choice through Self-Directed Support (SDS), the development of new and more innovative models of care being delivered by multi-disciplinary and multiagency teams and duties around Best Value and the implementation of a Prioritisation Framework.
- 3.5. Of even more significance has been a number of national strategies for people with a learning disability initially detailed in The Same as You (2000) Learning Disability Strategy and more recently the Keys to Life (2013-23) and a Fairer Scotland for Disabled People (2016-21). The focus is on delivery of services in a different way for people with a learning disability and, in particular, there is an emphasis on supporting people to enjoy full and meaningful lives as part of the wider community, coupled with the need to maximise resources in a more effective and person-centred way.
- 3.6. The core purpose of the Adult Care and Support Service, is to help people to achieve the outcomes that matter to them in their life. However, many of the support arrangements currently provided to people with a learning disability within the Service have changed little since 2004. Therefore, there is a requirement to review the current Care and Support model and related resources, with a view to ensuring the Service continues to meet service user needs.

#### **4. Care and Support – Current Service User Profile**

- 4.1. The Care and Support Service offers support to adults with a learning disability to live in their own home, some of which are single tenancies and others shared tenancies. These tenancies are spread over a wide geographical area:
- ◆ there are 11 service users living in the Carluke/Braidwood
  - ◆ there are 5 service users living in Lanark and Kirkfieldbank
  - ◆ there are 2 service users living in Hamilton
  - ◆ there are 10 service users living in East Kilbride (one of these ten service users is currently in Hairmyres Hospital and it is anticipated that following an assessment they will move onto Nursing Care)
  - ◆ there are 5 service users living in Blantyre
  - ◆ there is one service user living in Rutherglen/Cambuslang (this placement is funded by Glasgow City Council and it is anticipated that following review the service user care needs are likely to be provided by an External Provider)
- 4.2. The majority of service users (24 out of 34) within Care and Support are over the age of 50 years as seen below:
- 4.2.1. Age Profile of Service Users

<b>Age range</b>	<b>Number of service users in this age group</b>
30 – 40 years	5
31 – 50 years	7
51 – 60 years	13
61 – 70 years	6
71 – 80 years	3
<b>Total</b>	<b>34</b>

- 4.3. There has been a changing demographic in the service user profile within the Service, coupled with an increased complexity of care needs. For example, the ageing population within this group (71%) are now experiencing a range of healthcare issues associated with older age such as dementia, frailty and increased

falls, which means that continuing to offer the same support will not necessarily meet the person's current needs or desired outcomes. The decrease in service user numbers has been as a result of an ageing population. There have been no new referrals to the service since 2010, which points to a decline in demand for this service and legacy service issues.

- 4.4. In addition, of the 34 service users, 9 also attend Adult Day Care, receiving services from both services. Often Care and Support employees remain for a short time on-site when the person attends day care.

## **5. Care and Support – Current Service Provision**

- 5.1. The Service is currently provided via one of two Care and Support Teams. The two areas were designated as Care and Support North covering Blantyre, Hamilton, Rutherglen, Cambuslang and East Kilbride areas and Care and Support South covering the large geography of Clydesdale. Whilst there has been a reduction in service users and needs have become more complex, the employee establishment has broadly remained the same.
- 5.2. The current establishment for each area is detailed in the table below along with the current number of vacant posts:-

	<b>Care &amp; Support South</b>		<b>Care &amp; Support North</b>	
<b>Position Name</b>	Budgeted Establishment	Currently in Post	Budgeted Establishment	Currently in Post
Care & Support Manager	1.00	1.00	1.00	0.00
Care & Support Co-ordinator	5.00	5.00	5.00	3.30
Care & Support Worker (Nights)	5.45	3.62	5.94	1.81
Care & Support Worker	44.88	35.80	58.85	54.16
<b>TOTAL</b>	<b>56.33</b>	<b>45.42</b>	<b>70.79</b>	<b>59.27</b>

- 5.3. There are currently 22.43 full time equivalent vacancies across the Service.

## **6. Service Performance and Proposed Next Steps**

- 6.1. The Care Inspectorate Review of the Care and Support Service, overall, has consistently achieved very good grades. The Service attracts grades of five (very good) and four (good) across all areas of the Service in recognition of individual support arrangements, the quality of staffing and management and leadership.
- 6.2. However, the ongoing reviews of individualised support arrangements for service users being supported by Care and Support suggests there may be benefits to be realised from individualised support/person centred care planning and expanding the range of support models to create flexibility and options that facilitate service user independence whilst ensuring individual needs and risks are addressed. There is also a commitment to the use of Telehealth and Telecare as fundamental inputs to supporting and empowering service users to maximise their independence.
- 6.3. The outcomes from the individual reviews, will be included in the Care and Support Review.
- 6.4. It is proposed that work be undertaken to consider the following:
- (1) the changing age related health needs and complex care needs for a number of service users;

- (2) the range of supports available to service users including family or other natural supports should be reviewed to ensure that we are effectively assisting in developing social and learning opportunities, where the majority of service users receive 24 hour support and live in single tenancies;
- (3) review current staffing model to reflect and meet service user's needs;
- (4) review and examine the evidence around dependency levels and care characteristics of service users which have increased significantly since the inception of the Care and Support Services which was agreed in 2004;
- (5) consider if there are alternative inputs/services which could provide increased choice and expertise to meet service user outcomes;
- (6) resolve any duplication of service provision;
- (7) ensure resources are maximised and effectively deployed in supporting people to meet their personal outcomes, whilst maintaining the duty of Best Value; and
- (8) explore the opportunity to register the Service as a single Care and Support Service South Lanarkshire.

6.5. A review of the Service will take place between October and December 2019.

6.6. Findings and recommendations from the Review will be presented to the Social Work Resources Committee in the first quarter of 2020.

6.7. Consultation and engagement will take place with service users, carers, key stakeholders including Employees and Trade Unions.

## **7. Employee Implications**

7.1. Any employee implications resulting from this review will be presented in the Social Work Resources Committee Report 2020.

## **8. Financial Implications**

8.1. Further progress of this review will be reported to Members before the approval of the 2020/2021 budget.

## **9. Other Implications**

9.1. There are no additional risk implications associated with this report.

9.2. There are no sustainable development issues associated with this report.

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

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

10.1. An equality impact assessment will be undertaken in relation to this review concurrent with the consultation activity noted at Section 6 since the outcome of any proposals following review may impact on some protected groups.

10.2. The implementation of this service redesign will require engagement from several service areas within Social Work Resources, as well as Procurement and Contracts, Personnel, Planning, Finance, Care and Support Staff, Trade Union Colleagues and Locality Managers.

10.3. Consultation and engagement will be part of an ongoing process of engagement during the review with all stakeholders.

**Val de Souza**  
**Director, Health and Social Care**

16 September 2019

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ improve Health Care and Wellbeing
- ◆ deliver better Health and Social Care outcomes for all
- ◆ improve later life

**Previous References**

- ◆ none

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

Ian Beattie

Head of Health and Social Care

Ext: 3701 (Phone: 01698 453701)

Email: [ian.beattie@southlanarkshire.gov.uk](mailto:ian.beattie@southlanarkshire.gov.uk)





# Report

**9**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>10 September 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Gender Based Violence Partnership</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ advise of the national and local position in relation to Gender Based Violence and the implications for South Lanarkshire

## **2. Recommendation(s)**

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

- (1) that the content of the report be noted.

## **3. Background**

3.1. Gender Based Violence (often referred to as gender based abuse or violence against women and girls) is an umbrella term that encompasses a spectrum of abuse experienced mostly by women and girls and perpetrated mainly by men. This spectrum of abuse includes:

- ◆ physical, sexual and psychological abuse including domestic abuse and rape
- ◆ sexual harassment and stalking
- ◆ commercial sexual exploitation, including prostitution, pornography and trafficking
- ◆ harmful practices, including so called 'honour' based violence, forced marriage and female genital mutilation

3.2. Tackling Gender Based Violence remains a key priority within Scotland. Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls sets out a clear vision of: 'a strong and flourishing Scotland, where all individuals are equally safe and respected, and where women and girls live free from all forms of violence and abuse – and the attitudes that help perpetuate it.'

3.3. South Lanarkshire's Gender Based Violence Partnership (GBVP) is the mechanism to deliver on Equally Safe at a local, strategic level. The Partnership is committed to working collaboratively with key partners in the public, private and third sector to prevent and eradicate all forms of violence against women and girls in South Lanarkshire. The Partnership recognises that no agency alone has the resources, skills or reach to achieve the aims of Equally Safe. It is only by working between agencies, across all areas of life, that we will successfully achieve the vision and aims of Equally Safe.

#### **4. Equally Safe**

- 4.1. GBVPs are key in helping to achieve the visions and aims set out in Equally Safe. Partnerships are expected to use Equally Safe as a reference point in conducting their work and should be working in the context of the four Equally Safe priorities:
- ◆ Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
  - ◆ women and girls thrive as equal citizens – socially, culturally, economically and politically
  - ◆ interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people
  - ◆ men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response
- 4.2. The Equally Safe Quality Standards respond to the expectations set out in Equally Safe in relation to effective performance management. The quality standards aim to capture data on the extent to which services, policies and processes that are most effective in tackling Gender Based Violence, are currently being delivered across Scotland. The South Lanarkshire GBVP completes the quality standards tool on an annual basis in order to measure and report on the progress that is made to prevent and eradicate Gender Based Violence at a local level, with the ultimate aim of reducing inequalities and improving outcomes for some of the most vulnerable people in our society. It allows the Partnership to provide a consistent basis for measuring the progress being made to implement our strategy, measure activity and performance and allow us to identify areas for improvement on an ongoing basis, to help inform future strategic and service planning at a local level.
- 4.3. The Equally Safe Performance Framework was developed in conjunction with the quality standards. It allows local partnerships to capture key performance data and facilitates a consistent approach to measuring and reporting on the progress being made to achieve the ambitions set out in Equally Safe at a local level. The South Lanarkshire GBVP completes the performance framework tool on an annual basis to allow us to analyse useful data on an ongoing basis and evidence progress being made to achieve the activities and outcomes set in Equally Safe.

#### **5. South Lanarkshire's Gender Based Violence Strategy and Action Plan**

- 5.1. South Lanarkshire's strategy for preventing and eradicating Gender Based Violence 2019 – 2024, will outline our vision, priorities and proposed direction for the next five years and show how we will take short, medium and long term action to meet the outcomes set within Equally Safe. It is currently being developed in consultation with GBVP members, the wider multi-agency work force and survivors of Gender Based Violence.

#### **6. Multi Agency Risk Assessment Conferences**

- 6.1. Multi Agency Risk Assessment Conferences (MARAC) is the process which South Lanarkshire has in place locally to respond to high risk cases of domestic abuse. MARAC allows agencies to share information on the highest risk cases and create comprehensive risk management plans to improve victim safety and children's safety and wellbeing.

- 6.2. In 2017, South Lanarkshire's GBVP undertook a comprehensive evaluation of our local MARAC process, by completing a case review, collating victim feedback and collating feedback from MARAC agency representatives. Upon completion of this piece of work, six key areas for development were identified and an improvement plan created. All actions noted within the improvement plan have now been completed by South Lanarkshire's MARAC Steering Group, a sub group of the GBVP.
- 6.3. A follow up evaluation is now underway which will allow the Steering Group to measure change and continue to improve our MARAC process and ensure that the safety and wellbeing of victims remains a priority.

## **7. Mentors in Violence Prevention**

- 7.1. Mentors in Violence Prevention (MVP) is a peer education programme that supports young people to safely challenge unwanted behaviours and encourage healthy relationships. Based on the 'bystander' approach, MVP motivates everyone to get involved in 'safely' challenging abuse. The programme sees students as a school's greatest resource in achieving this and trains senior pupils to act as peer mentors who then deliver sessions to younger students in the school.
- 7.2. MVP was initially piloted in four secondary schools in South Lanarkshire in 2016 and staff in seven additional schools have now also been trained to embed MVP in their schools.

## **8. 'Consent' Campaign**

- 8.1 The Partnership undertook an attitude survey in 2018 which was completed by over 600 members of staff from across the Multi Agency Partnership. Understanding around the issue of 'Consent' formed part of the survey, and although generally there was understanding of what Consent looks like, there were some myths that were raised and need to be addressed.
- 8.2. The Partnership has therefore decided to use the national '16 days of action' campaign to highlight what Consent is and to tackle some of the myths around consent and the law. The Scottish Government's 'key messages on healthy relationships and Consent' will also be recirculated and promoted during this campaign.

## **9. Learning and Development**

- 9.1. The Partnership continues to produce an annual calendar of learning and development events. To make the most effective use of resources, this programme continues to be shared with our colleagues in North Lanarkshire. The training calendar has been updated this year with new courses added including a course focusing on the new Domestic Abuse (Scotland) Act 2018 and Safe and Together training (working with families affected by domestic abuse). The training calendar covers a variety of topics including domestic abuse, rape and sexual assault and prostitution.

## **10. Safe and Together**

- 10.1. As a result of a successful funding bid, South Lanarkshire's GBVP in partnership with South Lanarkshire's Child Protection Committee, delivered a four day 'Safe and Together' training event attended by 39 key professionals.

- 10.2. The Safe and Together Model is designed to improve practice and improve how we work together with families where there is domestic abuse and concerns about children. It helps workers to partner with domestic abuse victims and engage with people who have committed domestic abuse to enhance the safety and wellbeing of children.
- 10.3. South Lanarkshire's GBVP are in the process of developing a Safe and Together implementation plan to ensure that learning from this model of practice is cascaded throughout the workforce. The GBVP has also been asked to provide representation on the Safe and Together UK Institute's stakeholder group which will allow us to stay informed of national and international developments and funding opportunities.
- 11. Equally Safe at Work**
- 11.1. Equally Safe at Work is an accreditation programme which supports local councils to make progress on women's inequality in the workplace and to put a spotlight on how employers can better support employees who have experienced Gender Based Violence.
- 11.2. South Lanarkshire Council is currently one of the pilot councils who are working towards their bronze accreditation. A working group has been set up to take this forward with a focus on leadership, data, flexible working, occupational segregation, workplace culture and violence against women.
- 12. Employee Implications**
- 12.1. There are no employee implications associated with this report.
- 13. Financial Implications**
- 13.1. There are no financial implications associated with this report.
- 14. Other Implications**
- 14.1. There are no risk implications associated with this report.
- 14.2. There are no sustainable development issues associated with this report.
- 14.3. There are no other issues associated with this report.
- 15. Equality Impact Assessment and Consultation Arrangements**
- 15.1. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 15.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Val de Souza**  
**Director, Health and Social Care**

29 August 2019

**Link(s) to Council Values/Ambitions/Objectives**

- Protect vulnerable children, young people and adults

**Previous References**

- ◆ none

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

Alison Burns, Resource Worker

Ext: 4142 (Phone: 01698 894142)

Email: [alison.burns@southlanarkshire.gov.uk](mailto:alison.burns@southlanarkshire.gov.uk)



# Report

10

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Investing to Modernise in South Lanarkshire's Care Facilities</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update of progress on the programme of modernisation in relation to South Lanarkshire's Care Facilities

## 2. Recommendation(s)

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

- (1) that the content of the report be noted.

## 3. Background

- 3.1. The modernisation proposals for South Lanarkshire's Care Facilities is one of the key strategic commissioning intentions outlined in the current Strategic Commissioning Plan (SCP) 2019-22 and 'Direction' issued by South Lanarkshire Integration Joint Board (IJB) to *reduce reliance on nursing and residential care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the home for life principle*. This builds upon the previous strategic intentions outlined within the SCP 2016-19.
- 3.2. The focus of this programme supports the requirement to shift the balance of care and support people to remain at home and in their community for as long as it is safe to do so. This is entirely consistent with public feedback gained during consultation and engagement activity undertaken whilst developing both SCPs referred to above.
- 3.3. To date, detailed reports and information in relation to this programme have been presented to previous Committee meetings in June and November 2018 and also in May 2019.
- 3.4. In summary, the programme of work currently spans three specific areas of service development. Two of these developments are being taken forward within the Hamilton locality in the geographical areas of Blantyre and Larkhall/Stonehouse. The third development within the programme is located in the Clydesdale locality, centring on a 'hub' in Lanark supporting a number of 'spokes' in smaller townships.
- 3.5. This report builds upon previous updates and gives a summary of progress since the May 2019 report for each aspect of the programme.

#### 4. Blantyre Development

- 4.1. The development in Blantyre is the most advanced in terms of the three areas referred to above. Proposals for this are now at a consultation stage in terms of securing planning consent.
- 4.2. Whilst the planning stage is a formal process, further engagement activity was undertaken with the local community, with two open events taking place in Blantyre Miners' Welfare on 31 July (2pm-7pm) and 20 August (5pm-7pm), 2019.
- 4.3. A full communication strategy was developed to support and maximise reach, thereby allowing as many members of the public as possible to have the opportunity to drop in, find out more and ask pertinent questions. The communications plan involved engagement with the local media to publicise the event, the use of social media, leaflet drops in key local facilities to give information on the forthcoming event and engagement with local Elected Members to help inform what would work for the community in terms of the format and content of the event. Invitations were also sent via the local Community Council.
- 4.4. The final format of the event itself allowed members of the public to drop in and see how the proposed new development on the former St Joseph's School site would look and how this care hub would interact with other local services, similar to a hub and spoke model. A range of tools and information were provided including:
  - ◆ a story board exhibition detailing how the concept for the new Care Facility and Technology Enabled Housing came to fruition
  - ◆ detailed architectural plans of the site, including not just the Care Facility, 20 Technology Enabled properties and 25 mainstream houses which will be integrated with the health and care development
  - ◆ a scaled model which translated the drawings into a very visual picture of the site
  - ◆ market place style information stalls covering the community spokes of the wider Health and Social Care model including:
    - carers' support
    - integrated Health and Social Care support provided by District Nursing, Home Care and Allied Health Professionals
    - the work of the Health and Social Care forum as a lead organisation for public involvement in Health and Social Care
    - the plans to expand the use of telehealth and telecare
    - the importance of promoting good health and wellbeing through the work of the Health Improvement Teams
  - ◆ various other supporting information points were provided including a planning information point, a participation and empowerment point to facilitate future public involvement in fine tuning the final plans for the facility and a feedback point for any members of the public wishing to provide feedback on development
  - ◆ a video booth to capture live comments from people attending the event
  - ◆ supplementing this, members of the Health and Social Care Management Team and members of the Council's Senior Management Team, for example the Director of Housing and Technical Resources were available to talk directly to members of the public
  - ◆ the Community Engagement and Participation Team were present to engage directly with members of the community who would be interested in shaping the future layout of the public facing elements of the hub and their use
  - ◆ evaluation and monitoring support was available to receive feedback on the format and content of the event, as part of learning for future events of this type



- ◆ a dedicated stand/table was made available for members of the community who wished to comment or discuss the plans
- 4.5. Overall, the events were very positive with 238 people from the local community attending (188 at the first event and 50 at the second event). Additionally, this was supplemented by 100 staff who were either directly involved in delivering the event or who had an interest in coming along to see what was being proposed. Many of the staff involved work and deliver services in the local community and were therefore very familiar with the local needs. That so, many members of the community took the time to come into the event and orientate around all the areas and asking questions as necessary was very positive.
- 4.6. The feedback from the 87 evaluations completed is summarised as follows:
- ◆ 97% rated the event as good or very good
  - ◆ 76% felt it was informative
  - ◆ 60% thought it was well presented and helpful
  - ◆ 88% rated the quality of information on intermediate care as good or excellent
  - ◆ 81% rated the quality of information on the community hub and cafe as good or excellent
  - ◆ 84% rated the quality of information on the Centre of Excellence and Training as good or excellent
  - ◆ 86% rated the quality of information on supported living as good or excellent
  - ◆ 82% rated the quality of information on the new proposed new Council Housing as good or excellent
- 4.7. In terms of general comments emanating from the survey, comments/suggestions forms, notes taken by members of staff and general feedback from the public, there was a strong sense of support for the health and social care and housing development. However, the public did provide a number of consistent areas of feedback where there was a strength of feeling that further consideration should be given to the following areas in terms of finalising the development:
- Access in and out of the site, including emergency services access
  - Parking and the potential for increased congestion as a result of the development, particularly around Station Road, Park Lane and given that there already were traffic issues at school drop off and pick up times
  - Safety of children accessing the school and the provision of a safe pathway between the school and St Joseph's Parish Church
  - The potential impact of construction traffic on the immediate surrounding area
- 4.8. From a de-commissioning perspective, Kirkton House and McWhirter House continues to progress to timescales.

## **5. Clydesdale – Lanark Development**

- 5.1. At Social Work Resources Committee on 8 May 2019 approval was given for a preferred site of Flush Park as a replacement option for McClymont House. To date, a site survey has been commissioned and full feedback from this is awaited regarding the suitability of the overall site to accommodate a new care hub. This will be an initial survey that will allow a feasibility proposal to be completed. Following this, a detailed site investigation will be required based on the proposed footprint, service design and location of the development. The outcome of the site survey will be communicated back at a future date.

- 5.2. In tandem with this, mapping work of services and supports is near completion in terms of the seven spokes that will underpin the hub from a community services perspective. The areas for the seven spokes were confirmed as Lanark, Carluke, Forth, Carnwath/Carstairs, Biggar, Douglas and Lesmahagow/Kirkmuirhill/Coalburn and will build upon existing assets within these communities.
- 5.3. From a strategic perspective, the locality is also piloting some work with regards to National Development Team for Inclusion (NDTi) to develop a community capacity building model, particularly around community and individual resilience. Subject to evaluation, this approach will be rolled out as key component of each of the spokes.

## **6. Larkhall/Stonehouse Development**

- 6.1. At Social Work Resources Committee in November 2018, the commitment was given to develop services in this area, with a specific new build to be considered in or around the Larkhall area. The vision behind this development would be in keeping with the overall principles set out at the inception of the Care Facilities programme.
- 6.2. In moving this forward, an initial stakeholder event was held on 28 August 2019 and involved local Elected Members, Health and Social Care staff, Participation and Engagement Team working in the locality, third sector organisations, Fire and Rescue, Police and other relevant agencies. Local teaching staff and pupils were also invited to this event. A total of 50 people attended this event.
- 6.3. In terms of format, the event focused on providing an overview of the needs analysis of the local community and where the key areas of demand were and also the initial feedback from survey work undertaken by the Health and Social Care forum. The majority of the event was then devoted to a workshop discussion to allow locally informed representatives to provide their views and ideas on the following:
- ◆ what's working well?
  - ◆ what are the challenges you face on a daily basis?
  - ◆ how do we support the community/families to look after someone (of any age) with a frailty or disability?
  - ◆ how might you see technology develop in services for the future?
  - ◆ if you had a pot of money how would you add value to your community?
- 6.4. The feedback from the event was very positive and there was a real commitment from attendees to embrace this opportunity to develop resources that best meet the needs of this community. The creation of a hub would be seen as the catalyst for this. A quick summary of comments and themes emerging from these discussions were:

<b>Question</b>	<b>Themes</b>
What's working well?	<ul style="list-style-type: none"> <li>• strong sense of community and identity</li> <li>• people want to live in Larkhall</li> <li>• Partnership working in the area is good</li> </ul>
What are the challenges you face on a daily basis?	<ul style="list-style-type: none"> <li>• transport and bus timetables</li> <li>• access to GP appointments</li> <li>• need more services locally as opposed to having to commute to Hamilton to access</li> </ul>
How do we support the community/families to look after someone (of any age) with a frailty or disability?	<ul style="list-style-type: none"> <li>• use of more technology based solutions</li> <li>• early intervention</li> <li>• agile working/outreach</li> </ul>

How might you see technology develop in services for the future?	<ul style="list-style-type: none"> <li>• reducing social isolation</li> <li>• information pathways</li> <li>• signposting</li> </ul>
If you had a pot of money how would you add value to your community?	<ul style="list-style-type: none"> <li>• invest in smarter and more efficient ways of working, for example, IT</li> <li>• hub attached to or linked to other development, for example, leisure centre</li> <li>• Mental Health Services and access</li> </ul>

6.5. In terms of summary feedback, a total of 29 people provided formal responses as follows:

- ◆ 100% rated the event as very good or good
- ◆ 100% felt they had the opportunity to make their views known in the workshop discussions
- ◆ 93% were clear about the next steps
- ◆ 72% described the event as relevant, 62% informative and 48% helpful
- ◆ only 3% thought the event was too short

## **7. Summary and Next Steps**

7.1. With specific regards to the Blantyre development and feedback to date, a revision to the plans will be considered to look at access and egress arrangements to and from the site. In recognition of longstanding parking issues around St Joseph's Primary School, separate work will be considered to include a revision to car parking to include a turning point that would allow for the occasional use of school buses. These developments will culminate in a revised planning application being required but it is anticipated that the project timelines for a January site start is maintained.

7.2. The work for the Clydesdale part of the programme will now move to the scaling and design of the hub and finalising the relationship between the hub and the spokes.

7.3. For Larkhall/Stonehouse, it is proposed that similar events now be undertaken in November 2019 to engage with the public and wider community to seek their view on what the priorities should be for the area.

7.4. Further updates will be brought to Social Work Resources Committee and the Integration Joint Board to provide the necessary assurance that the programme is on track to achieve its stated aims.

7.5. Demand for intermediate care remains high as the Partnership works to implement the strategy of supporting more people to return home, following a hospital admission. In view of this, intermediate care capacity has been increased in East Kilbride and the opportunity to do similar in Clydesdale is also being progressed.

## **8. Employee Implications**

8.1. There are no employee implications associated with the content of this report. However, it is worth noting that staff affected by the de-commissioning of Kirkton House and McWhirter House will be provided with suitable alternative employment as already confirmed at previous Committee meetings.

## **9. Financial Implications**

9.1. There are no financial implications associated with the content of this report.

## **10. Other Implications**

10.1. There are no other risk implications associated with this report.

- 10.2. There are no sustainable development issues associated with this report.
- 10.3. This work has strategic fit with other transformational change workstreams currently being progressed, for example primary care transformation and day opportunities, which is the subject of a separate report to Committee.
- 11. Equality Impact Assessment and Consultation Arrangements**
- 11.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 11.2. There has been significant consultation and engagement with stakeholders as outlined throughout the report. This will continue to be intrinsic to this programme of work.

**Val de Souza**  
**Director, Health and Social Care**

5 September 2019

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Improve Later Life
- ◆ Deliver better Health and Social Care for all

**Previous References**

- ◆ Social Work Committee Report 20 June 2018; 28 November 2018 and 08 May 2019

**List of Background Papers**

- ◆ none

**Contact for Further Information**

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

Ian Beattie, Head of Health and Social Care

Ext: 3701 (Phone: 01698 453701)

Email: [ian.beattie@southlanarkshire.gov.uk](mailto:ian.beattie@southlanarkshire.gov.uk)

# Report

**11**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Progress Update on the Adult and Older People Day Service Review</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide an update on the review of Day Services for Adult and Older People, as approved by the Social Work Resources Committee at its meeting on 8 May 2019.

## **2. Recommendation(s)**

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

- (1) that the content of the report be noted.

## **3. Background**

- 3.1. Social Work Resources Committee (08 May 2019) noted the commencement of a review of Adult and Older People's Day Services, in anticipation that it would:
- ◆ inform service development proposals at a locality level
  - ◆ reflect the intentions of the Strategic Commissioning Plan to address the changing needs of the population by reviewing existing models of service
  - ◆ identify the reasons for variability in uptake and occupancy across bases, including in-house and external providers
- 3.2. Individuals who access Day Service supports are living with a range of conditions including learning and physical disability, frailty and dementia and have a range of complex Health and Social Care needs. Within Older People Day Care provision, people are accessing support following an assessment which has identified their support needs as being substantial and/or critical. Within Adult Day Services, the service users accessing services demonstrate a broader range of dependency levels, including those that would not necessarily be considered as having high level or complex support needs.
- 3.3. South Lanarkshire Council (SLC) currently delivers a range of Day Services to approximately 940 adult and older people. Whilst these services deliver a high quality of care, they have traditionally been organised around a building based set of resources and have not significantly changed in character since the inception of SLC. This model of Day Service, which has operated across South Lanarkshire for the past 20 years, requires revision in line with recent legislation, including Self Directed Support. The current models offer limited options for individuals to realise their personal outcomes and could more fully promote community inclusion and

participation. The consultation and engagement undertaken through Strategic Commissioning Planning activity has established an expectation of greater flexibility and choice in regard to accessing community assets.

- 3.4. The total annual budget for In-house Day Services in 2018/2019 totalled £8.42 million with a 50/50 split between adults and older people.
- 3.5. There are 19 SLC registered Day Service settings operating:
  - ◆ 13 Day Services focusing primarily on older people aged 65+
  - ◆ 6 Day Services supporting adults with a learning disability
- 3.6. Preliminary analysis suggests current service delivery requires refinement to ensure a stronger outcome focus for service users appropriate to their support requirements and enablement opportunities.
- 3.7. Additional support is provided to some adults with a learning disability by the Community Support Teams (CST), which are based in local Social Work offices. These teams support individuals to access services and other community based supports. The Community Support Team Service has an annual staffing budget of £425,000.
- 3.8. Across South Lanarkshire, Day Service provision is also delivered through the independent sector. Analysis of commissioned and spot-purchased Day Services in 2018/2019 demonstrated costs of £0.6m for older people, and £1.06m for Specialist Day Services for adults with multiple and complex needs.
- 3.7. Total costs for Day Service provision are currently in the region of £10.5m.

#### **4. Progress of the Adult and Older People Day Services Review**

- 4.1. A Day Service Review Project Board has been established to monitor progress and provide advice and leadership around the activity of the review. This group is chaired by a Head of Health and Social Care and has representatives from across South Lanarkshire Health and Social Care Partnership (SLHSCP).
- 4.2. Five sub-groups have been identified to take forward the work of the review. The groups have membership from key stakeholders including, NHS, Social Work, third sector and external agencies, including the Care Inspectorate. The sub-groups include:
  - ◆ Consultation and Communication
  - ◆ Best Practice and Knowledge Enquiry
  - ◆ Service Profiling
  - ◆ Equality Impact Assessment
  - ◆ Workforce
- 4.3. The Communication and Consultation Group are moving forward with an appreciative enquiry approach to consultation with service users, families, employees and other providers and partners. Corporate Communications are supporting the review with the development of a consultation strategy with initial engagement activity commencing during September 2019. There will be ongoing engagement opportunities throughout the lifetime of the review.
- 4.4. The Best Practice and Knowledge Enquiry Group is examining Day Service developments, opportunities and practice both nationally and further afield. Benchmarking with local authorities with similar demographics is underway and the

group's focus has been informed by the Scottish Government's strategic vision. This includes reference to the Keys to Life (2013 – 2023) learning disability strategy and the most recent updated Implementation Framework (2019 – 2021), A Fairer Scotland for Disabled People - Delivery Plan (2016 – 2021), A Fairer Scotland for Older People – Framework for Action (2019), and SLC's Five Year Local Autism Action Plan (2018 – 2023). Other Strategic priorities such as Scotland's Dementia Strategy, the National Framework for Intermediate Care and development of the Lanarkshire Mental Health Strategy will also be central to the enquiries of this Group.

4.5. The work of the Service Profiling Group has to date gathered a significant volume of data to inform this review. Thus far, enquiries have elicited information relating to current service users of Day Services both in-house and external, employee establishment and services purchased from external providers.

4.6. The findings of this sub group to date indicate that:

- ◆ there is an increased uptake of Direct Payments (DP) under the Self Directed Support (SDS) legislation which is leading to double running costs. The service user is using their DP to fund alternative models of care whilst the costs of existing models have also to be funded. This is not sustainable without a redesign and reduction of existing models of care.
- ◆ early findings from the profiling work indicate pathways into and out of Day Services are not able to be flexible and responsive to changing needs particularly in relation to short term needs. Rarely do individuals move on to other opportunities from these services. This will be further explored throughout the review.
- ◆ presently services operate mainly on a five day basis with limited hours of service delivery not reflective of service users' aspirations or support needs, therefore, the review will consider the potential for responsive services potentially being available where required over a seven day period to support the re-ablement focus
- ◆ access pathways to Day Services has varied and this requires further analysis within the review to ensure compliance with key legislation such as SDS, Carers Act and the Council's prioritisation framework
- ◆ in reviewing adult service user profiles, the 267 Service Users of adult service users currently in receipt of traditional Day Service provision remain in the service for longer than eight years, 105 Service Users receiving services for 20 years or more. 13 individuals have received these services for more than 40 years
- ◆ in reviewing older service user profiles, service users are now entering Older People Day Services at a much later stage in the life course and often in a time of crisis or substantial need. Analysis of service users has demonstrated the challenges of social isolation and the consequential impact for the individual therefore the review should reflect on broader models of service delivery to address this growing challenge for older people. The review team will consider if a more responsive approach with early intervention options should be a feature in the future modelling of services
- ◆ a requirement to review existing contract arrangements with external providers to
  - ensure value for money in terms of occupancy levels demand overall number of places available at the locality level
  - determine how they are meeting the increased dependency levels and care characteristics of service users requiring specialist care
  - give consideration to delivering an element of specialist services in-house

- ◆ further activity is required in relation to exploring occupancy levels and areas of under usage across services; factors to be reviewed will include analysis of demographic information, dependency levels, staffing establishments and staffing skill sets. The combination of increased dependency levels and a legacy of staffing establishment levels established over 20 years ago require exploration. Also the review will explore partnership links to other services such as community housing etc. to determine the potential for further integrated opportunities
- ◆ consideration should be given to reducing the number of operational centres using the learning from the Stonehouse Lifestyles model
- ◆ the scoping activity has identified operational variances: management arrangements; service users' access; charging arrangements; and services running under occupancy. This is against a backdrop of having to maintain full building running costs and requiring to ensure staffing resources remain in place to satisfy care inspectorate requirements. The availability of registered places across the four localities varies, and ongoing enquiry by the Service Profiling Group will elicit more detail as the review progresses.
- ◆ the availability of Day Services does not appear to be reflective of the current Health and Social Care needs of local populations and this would suggest that consideration should be given to a reconfiguration of resource distribution. Engagement with registering partners such as the Care Inspectorate will further support and inform service development
- ◆ there is a predominant focus on a building centric approach accessed by a defined user population group for whom inclusion outcome opportunities are more limited. It is traditional delivery model which may no longer best meet the needs and aspirations of services users.
- ◆ demographic data predicts a cumulative increase in the prevalence of people living with a dementia condition. It may be that a more flexible, responsive and community based services should feature moving forward to ensure there is sufficient capacity to support people to remain in their local community and not necessarily be constrained by the limitations of a building based service

4.7. The Equality Impact Assessment and Workforce Sub-groups are in their initial stages with full membership and Terms of Reference currently being finalised.

## **5. Adult and Older People Day Services Review - Future Work**

5.1. The Adult and Older People Day Service Review Core Group, informed by the evidence provided by each of the five sub-groups, will consider the emerging issues including:

- the future impact of Self Directed Support and the necessary transfer of resource to Direct Payment models
- matching available resourcing to levels of need in each locality
- better aligning staffing models to dependency levels
- reviewing current care delivery programmes against best practice
- the options for and consequences of operating from fewer sites
- the need for and nature of contracted services
- options for releasing resource from building based services to support more flexible models of care

Options for modernising Adult and Older People Day Services to deliver Best Value, will be presented to a future meeting of the Social Work Resources Committee.

## **6. Employee Implications**

6.1. Any employee implications resulting from the review will be presented to Social Work Resources Committee.



## **7. Financial Implications**

- 7.1. Further progress of this review will be reported to Members before the approval of the 2020/2021 budget.

## **8. Other Implications**

- 8.1. There are no additional risks associated with this report.
- 8.2. There are no sustainable development issues associated with this report, at present, service sustainability is dependent on a successful review outcome.
- 8.3. There are no other issues associated with this report.

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

- 9.1. An Equality Impact Assessment will be undertaken in relation to this review. This will run concurrent with the consultation activity since the outcome of any proposals following review may impact on some protected groups.
- 9.2. Consultation and engagement will be part of an ongoing process of engagement with all stakeholders, including Trade Unions.

**Val de Souza**

**Director, Health and Social Care**

12 September 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ improve health care and wellbeing
- ◆ deliver better health and social care outcomes for all
- ◆ improve later life

### **Previous References**

- ◆ Social Work Resources Committee – 8 May 2019

### **List of Background Papers**

- ◆ none

### **Contact for Further Information**

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

Ian Beattie, Head of Health and Social Care

Ext: 3701 (Phone: 01698 453701)

Email: [ian.beattie@southlanarkshire.gov.uk](mailto:ian.beattie@southlanarkshire.gov.uk)

