



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 03 December 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, 11 December 2019

**Time:** 10:00

**Venue:** Council Chamber, 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), Walter Brogan, 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, Carol Nugent, John Ross, Margaret B Walker, Jared Wark

### **Substitutes**

Alex Allison, Gerry Convery, Isobel Dorman, Fiona Dryburgh, Geri Gray, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Richard Lockhart, Eileen Logan, Davie McLachlan, 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 2 October 2019 submitted for approval as a correct record. (Copy attached)

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#### Monitoring Item(s)

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- 3 **Social Work Resources - Revenue Budget Monitoring 2019/2020** 13 - 20  
Joint report dated 30 October 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 20 November 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources – Workforce Monitoring – August and September 2019** 25 - 30  
Joint report dated 1 November 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 6 **Social Work Resource Plan 2019/2020 - Quarter 2 Progress Report** 31 - 70  
Report dated 13 November 2019 by the Director, Health and Social Care. (Copy attached)

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#### Item(s) for Noting

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- 7 **Care at Home Services** 71 - 74  
Report dated 24 October 2019 by the Director, Health and Social Care. (Copy attached)
- 8 **Chief Social Work Officer Report** 75 - 122  
Report dated 16 October 2019 by the Director, Health and Social Care. (Copy attached)
- 9 **Lanarkshire MAPPA Annual Report 2018/2019** 123 - 136  
Report dated 19 November 2019 by the Director, Health and Social Care. (Copy attached)
- 10 **Update of the Social Work Resources' Risk Register and Risk Control Plan** 137 - 146  
Report dated 12 November 2019 by the Director, Health and Social Care. (Copy attached)
- 11 **Notification of Contracts Awarded** 147 - 150  
Report dated 29 October 2019 by the Director, Health and Social Care. (Copy attached)

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#### Urgent Business

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

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## **Exclusion of Press and Public**

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### **Exclusion of Press and Public**

It is recommended that the Committee makes the following resolution:-

"That, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it is likely that there will be disclosure of exempt information in terms of Paragraphs 5 and 14 of Part I of Schedule 7A of the Act."

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## **Item(s) for Noting**

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### **13 Historic Abuse Update**

- Exempt information in terms of Paragraph 5 of Part I of Schedule 7A of the Act
- Exempt information in terms of Paragraph 14 of Part I of Schedule 7A of the Act

### ***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 2 October 2019

### **Chair:**

Councillor John Bradley

### **Councillors Present:**

Councillor Robert Brown, Councillor Archie Buchanan, Councillor Jackie Burns, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Mark Horsham, 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, Councillor Margaret B Walker, Councillor Jared Wark

### **Councillor's Apology:**

Councillor John Ross (ex officio)

### **Attending:**

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

H Goodwin, Finance Manager (Resources); H Lawson, Legal Services Manager; E Maxwell, Personnel Adviser; P MacRae, Administration Officer; G McCann, Head of Administration and Legal Services; 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); C Cunningham, Head of Commissioning and Performance; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

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### **1 Declaration of Interests**

No interests were declared.

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

The minutes of the meeting of the Social Work Resources Committee held on 7 August 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 2019/2020**

A joint report dated 28 August 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 16 August 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.

As at 16 August 2019, there was an overspend of £0.606 million on Social Work Resources' revenue budget. The overspend was due to pressures within Children and Family Services as a result of residential school/external placements and fostering placements. Those overspends had been partially offset by underspends in Performance and Support due to employee turnover and vacancies.

The position would be closely monitored and work was being undertaken to identify ways to minimise and manage those costs.

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

**The Committee decided:**

- (1) that the overspend on Social Work Resources' revenue budget of £0.606 million, 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.

*[Reference: Minutes of 7 August 2019 (Paragraph 3)]*

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

A joint report dated 28 August 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 16 August 2019.

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

*[Reference: Minutes of 7 August 2019 (Paragraph 6)]*

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#### **5 Social Work Resources – Workforce Monitoring – June and July 2019**

A joint report dated 27 August 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 June and July 2019:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 8 June 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 7 August 2019 (Paragraph 7)]*

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#### **6 Amendment to Social Work Non-Residential Charging Policy**

A report dated 31 July 2019 by the Director, Health and Social Care was submitted on changes to both the Residential and Non-Residential Charging arrangement.

The Scottish Government had made a commitment to introduce legislation for a financial redress scheme for survivors of abuse while in care, in Scotland. With effect from 28 June 2019, the National Assistance (Assessment of Resources) (Scotland) (No 2) Regulations 2019, required that payment to any resident within a care home, under the Advance Payment Scheme, in respect of cases of historical child abuse in care, be disregarded in the financial assessment of the resident's resources. As a result, the Scottish Government had amended the statutory Charging for Residential Accommodation Guidance (CRAG).

To ensure parity between people in residential care and in the community, the COSLA Health and Social Care Board had agreed that the COSLA guidance on charging for non-residential care be updated to recommend that those payments should also be disregarded from financial assessments.

On 20 February 2019, the Committee approved the 2019/2020 Charging Policy for Non-Residential Services which would be amended to reflect the provision relating to advanced payments.

**The Committee decided:**

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

*[Reference: Minutes of 20 February 2019 (Paragraph 9)]*

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## **7 Locality Redesign – Care at Home**

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A report dated 12 September 2019 by the Director, Health and Social Care was submitted on the issues arising from the Care Inspectorate's report for the Hamilton/Blantyre/Larkhall Home Care Service and how this related to the wider service.

Information was provided on the:-

- ◆ future function and structure for the Care at Home Service within the Health and Social Care Partnership's 4 locality teams
- ◆ need to review the structures that supported Care at Home delivery to reflect demographic pressures, changes in statutory duties and regulation, making use of new technology and the changing role for Care at Home within the overall Health and Social Care system
- ◆ need to redesign the following:-
  - ◆ re-ablement and crisis intervention models
  - ◆ assessment and care management functions to align those functions more closely with Fieldwork Services
  - ◆ carer support structures to ensure home care workers were effectively supported in line with the new National care standards and the Scottish Social Services Council requirements
  - ◆ scheduling of care using new electronic functionality to ensure the scheduling service and duty desk model were optimised to secure the benefits of the planned implementation of a new scheduling tool

The Care Inspectorate's report had highlighted issues relating to the effectiveness of the embedded care management resources. Although those issues had mainly related to the Hamilton Care at Home Service, the following issues had been identified for the entire Service to consider:-

- ◆ the quality of the care management
- ◆ meeting the requirement to complete 6 monthly service reviews
- ◆ ensuring Carers were well supported and confident in their role
- ◆ ensuring consistency of care delivery in the context of challenging levels of demand
- ◆ ensuring sufficient capacity in the system to meet demand

Following consultation with the Care Inspectorate, the Health and Social Care Partnership (HSCP) had developed a comprehensive action plan to address those areas identified for improvement and to support the Hamilton Service. The key components of the Action Plan were as follows:-

- ◆ establishment of an improvement steering group
- ◆ external expert review to be undertaken of the root causes of the challenges and to identify exemplars of best practice elsewhere in the South Lanarkshire Council (SLC) Service
- ◆ reorganisation of the boundaries of the Service to reduce its scale
- ◆ refresh the management of the Service
- ◆ raise the seniority level of the registered Manager to improve governance
- ◆ deploy additional temporary resources to support both the management of the improvement programme and the operational challenges, such as overdue reviews
- ◆ improve quality assurance systems

Operationally, an extended period of intervention to embed the necessary changes to culture and practice was required. Some key actions, which had already taken place, were outlined in the report.

Detailed information was provided on the following:-

- ◆ key challenges and improvement actions for the Service
- ◆ the need to consider requirements in assessment and care management
- ◆ establishment of dedicated re-ablement teams within each locality and the Rapid Response Service
- ◆ the need to improve the interface with carers, remodel the support infrastructure to take advantage of a new electronic scheduling tool and redesign the model for supporting carers

The redesign activity detailed above was achievable within available resources to target services optimally, improve flow and efficiency. To address the challenges of ensuring the Service met its regulatory requirements into the future, consideration required to be given to the:-

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

The financial implications associated with any future proposals would be reported to a future meeting of the Committee.

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



**The Committee decided:**

- (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) that it be noted that a review of service functions would be undertaken with a report being submitted to a future meeting of this 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.

*[Reference: Minutes of 7 August 2019 (Paragraph 9)]*

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## **8 Care and Support Services**

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A report dated 16 September 2019 by the Director, Health and Social Care was submitted on the proposal to commence a Review of the Care and Support Service for Adults.

South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 provided a commitment to transform services for the future that were designed to meet the 9 National Health and Wellbeing Outcomes and the 13 strategic commissioning themes outlined in the Plan.

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 which took the form of individual and shared tenancies available across South Lanarkshire.

No further review of this Service had taken place since 2004 and there were now significantly less people dependent on this Service, with 34 of the original 56 residents remaining and continuing to be supported by the Care and Support Service for adults.

The core purpose of the Care and Support Service for Adults was to help people to achieve the outcomes that mattered to them in their life. However, many of the support arrangements currently provided to people with a learning disability within the Service had changed little since 2004. Therefore, there was a requirement to review the current Care and Support model and related resources to ensure the Service continued to meet service user needs.

Information was provided on:-

- ◆ care and support – current service user profile
- ◆ care and support – current service provision
- ◆ service performance and proposed next steps

It was proposed that a review of the Service be undertaken between October and December 2019 and the outcomes from the review submitted to a future meeting of this Committee.

**The Committee decided:**

- (1) that the proposal to undertake a review of the Care and Support Service for Adults between October and December 2019 be noted; and
- (2) that the outcomes from the review be submitted to a future meeting of this Committee for consideration.

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## **9 Gender Based Violence Partnership**

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A report dated 29 August 2019 by the Director, Health and Social Care was submitted on the Gender Based Violence Partnership and the implications for South Lanarkshire.

The multi-agency partnership was focused on tackling gender-based violence within South Lanarkshire.

Details were provided on the:-

- ◆ strategies which had been developed to tackle gender-based violence
- ◆ action plan which had been developed to take forward the 30 quality indicators which were monitored and reviewed through quarterly meetings to ensure the Partnership's priorities were being met

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

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## **10 Investing to Modernise in South Lanarkshire's Care Facilities**

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A report dated 5 September 2019 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire Council care facilities.

The South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 set out a commitment to support more people to remain at home and in their community. A number of commissioning intentions had been outlined within the Plan to support this ambition, one of which was reducing the overall reliance on residential and in-patient forms of care.

Within the Plan, a specific commissioning intention was agreed to implement the new care facilities' model to provide people with more choice and options to be maintained at home and in the community.

Consequently, the IJB issued an associated 'Direction' to both the Council and NHS Lanarkshire 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.

Information was provided on the progress to date on the actions previously approved by Committee in relation to the Blantyre/Hamilton and Clydesdale localities. The development in Blantyre was the most advanced in terms of the 3 areas referred to above and proposals for the Blantyre development were at a consultation stage in terms of securing planning consent.

A full communication strategy had been 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. This was facilitated by 2 open events which took place in Blantyre in July and August 2019.

At its meeting on 8 May 2019, the Committee had approved the preferred site of Flush Park as a replacement option for McClymont House. To date, a site survey had been commissioned and feedback was awaited in terms of suitability of the overall site to accommodate a new care hub. The outcome of the site survey would be submitted to a future meeting of this Committee.

In tandem with this, mapping work of services and supports were near completion in terms of the 7 spokes that would underpin the hub from a community services' perspective. The areas for the 7 spokes were confirmed as Lanark, Carluke, Forth, Carnwath/Carstairs, Biggar, Douglas and Lesmahagow/Kirkmuirhill/Coalburn and would build upon existing assets within those communities.

On 28 November 2018, the Committee had approved the commitment to develop services in the Larkhall/Stonehouse 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. To support this proposal, an initial stakeholder event had been held to provide an overview of the needs analysis of the local community.

The next steps to continue with the development and implementation of the investment to modernise South Lanarkshire's care facilities were outlined in the report. Update reports would be submitted to future meetings of the Social Work Resources Committee and the South Lanarkshire Integration Joint Board.

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

*[Reference: Minutes of 8 May 2019 (Paragraph 10) and 28 November 2018 (Paragraph 6)]*

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## **11 Progress Update on the Adult and Older People Day Services' Review**

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A report dated 12 September 2019 by the Director, Health and Social Care was submitted on the review of Adult and Older People Day Services.

The Council currently delivered a range of day services to approximately 940 adult and older people. The services had traditionally been organised around a buildings based resource and had not significantly changed since the establishment of South Lanarkshire Council. This model of day service required revision in line with recent legislation, including Self Directed Support.

The current models offered limited options for individuals to realise their personal outcomes and the consultation and engagement which had been undertaken, had established an expectation of greater flexibility and choice in relation to accessing community assets.

A Day Service Review Project Board had been established to oversee the review of the service and early consultation with stakeholders had highlighted the following issues:-

- ◆ 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

A report on the outcomes from the review of Adult and Older People Day Services would be submitted to a future meeting of this Committee for consideration.

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 11)]*

*Councillors Burns, Carmichael, McClymont and Nelson left the meeting during this item of business*

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## **12 Urgent Business**

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There were no items of urgent business.

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## **Chair's Closing Remarks**

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The Chair advised that this would be the last meeting that Pat McCormack, Service Development Manager would be attending as he was retiring. The Chair, on behalf of the members of the Committee, thanked Mr McCormack for his contribution over the years and wished him well for the future. Mr McCormack responded in suitable terms.

# Report

3

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 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 11 October 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 £1.271m 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 third 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 4 December 2019, the Resource has identified pressures within the Children and Families' Service, due to the number of new residential school/external placements in the first 7 months of the current year, and also in relation to kinship care. In addition, pressures are being experienced in Adult and Older People in relation to Homecare. Discussions are taking place with the Health and Social Care Partnership regarding the management of these costs. The net overspend on Social Work Resources, as at period 7 is £1.271 million. The estimated position for the full year will continue to be worked on and will be reported later in the year.

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

## **6. Other Implications (Including Environmental and Risk Issues)**

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**

**Director, Health and Social Care**

30 October 2019

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

◆ Accountable, Effective, Efficient and Transparent

## **Previous References**

◆ None

## **List of Background Papers**

◆ Financial Ledger and budget monitoring results to 11 October 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 11 October 2019 (No.7)

## Social Work Resources Summary

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 11/10/19	Actual 11/10/19	Variance 11/10/19		% Variance 11/10/19	Note
	£000	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>										
Employee Costs	87,407	87,407	0	0	44,945	45,837	(892)	over	(2.0%)	
Property Costs	2,696	2,696	0	0	1,435	1,385	50	under	3.5%	
Supplies & Services	5,767	5,767	0	0	2,672	2,666	6	under	0.2%	
Transport & Plant	4,444	4,444	0	0	2,175	2,131	44	under	2.0%	
Administration Costs	1,524	1,524	0	0	525	526	(1)	over	(0.2%)	
Payments to Other Bodies	19,697	19,697	0	0	10,487	10,923	(436)	over	(4.2%)	
Payments to Contractors	100,380	100,380	0	0	44,820	45,193	(373)	over	(0.8%)	
Transfer Payments	809	809	0	0	505	657	(152)	over	(30.1%)	
Financing Charges	263	263	0	0	135	150	(15)	over	(11.1%)	
<b>Total Controllable Exp.</b>	222,987	222,987	0	0	107,699	109,468	(1,769)	over	(1.6%)	
<b>Total Controllable Inc.</b>	(59,972)	(59,972)	0	0	(17,900)	(18,398)	498	over recovered	2.8%	
<b>Net Controllable Exp.</b>	163,015	163,015	0	0	86,799	91,070	(1,271)	over	(1.4%)	

**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 11 October 2019 (No.7)

## 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 11/10/19</b>	<b>Actual 11/10/19</b>	<b>Variance 11/10/19</b>		<b>% Variance 11/10/19</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	15,751	15,751	0	0	8,041	8,277	(236)	over	(2.9%)	1,a
Property Costs	331	331	0	0	267	266	1	under	0.4%	
Supplies & Services	616	616	0	0	345	334	11	under	3.2%	a
Transport & Plant	636	636	0	0	380	368	12	under	3.2%	a
Administration Costs	271	271	0	0	142	152	(10)	over	(7.0%)	
Payments to Other Bodies	9,336	9,336	0	0	5,391	5,837	(446)	over	(8.3%)	2,a
Payments to Contractors	5,269	5,269	0	0	2,552	2,939	(387)	over	(15.2%)	3
Transfer Payments	796	796	0	0	499	644	(145)	over	(29.1%)	4,a
Financing Charges	17	17	0	0	9	14	(5)	over	(55.6%)	
<b>Total Controllable Exp.</b>	<b>33,023</b>	<b>33,023</b>	<b>0</b>	<b>0</b>	<b>17,626</b>	<b>18,831</b>	<b>(1,205)</b>	<b>over</b>	<b>(6.8%)</b>	
<b>Total Controllable Inc.</b>	<b>(901)</b>	<b>(901)</b>	<b>0</b>	<b>0</b>	<b>(249)</b>	<b>(325)</b>	<b>76</b>	<b>over recovered</b>	<b>30.5%</b>	<b>5,a</b>
<b>Net Controllable Exp.</b>	<b>32,122</b>	<b>32,122</b>	<b>0</b>	<b>0</b>	<b>17,377</b>	<b>18,506</b>	<b>(1,129)</b>	<b>over</b>	<b>(6.5%)</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 and adoption 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.

**4. Income**

This is a recovery of costs from the Home Office for services provided to unaccompanied asylum seeking children in South Lanarkshire's children's care facilities.

**Budget Virements**

- a Decrease in Scottish Attainment Fund 2019/20 Net Effect £0m. Employee Costs (£0.052m), Supplies and Services (£0.011m), Administration (£0.010m), Payment to Other Bodies (£0.108m), Transfer Payments (£0.009m), Income £0.190m



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 11 October 2019 (No.7)

## 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 11/10/19	Actual 11/10/19	Variance 11/10/19		% Variance 11/10/19	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	59,177	59,177	0	0	30,589	31,231	(642)	over	(1.5%)	1,a,b
Property Costs	1,681	1,681	0	0	875	869	6	under	(0.3%)	
Supplies & Services	4,588	4,588	0	0	2,096	2,100	(4)	over	0.1%	c
Transport & Plant	3,433	3,433	0	0	1,714	1,711	3	under	1.8%	
Administration Costs	389	389	0	0	212	212	0	-	(0.7%)	
Payments to Other Bodies	10,047	10,047	0	0	4,862	4,863	(1)	over	0.1%	d
Payments to Contractors	95,099	95,099	0	0	42,263	42,249	14	under	0.1%	
Transfer Payments	7	7	0	0	3	8	(5)	over	(200.0%)	
Financing Charges	36	36	0	0	17	20	(3)	over	41.2%	
<b>Total Controllable Exp.</b>	174,457	174,457	0	0	82,631	83,263	(632)	over	(0.5%)	
<b>Total Controllable Inc.</b>	(52,610)	(52,610)	0	0	(15,060)	(15,481)	421	over recovered	2.5%	2,a,b,d
<b>Net Controllable Exp.</b>	121,847	121,847	0	0	67,571	67,782	(211)	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. Incorporation of funding for Team Leader Home Care posts from Health and Social Care Partnership Net Effect £0m, Employee Costs £0.151m, Income (£0.151)
- b. Budget realignment Older People residential care Net Effect £0m. Employee Costs (£0.469m), Income £0.469m.
- c. Transfer of adaptations budget to Housing and Technical Resources, Supplies and Services (£0.500m)
- d. Incorporation of Distress Brief Intervention Funding 2019/20 Net Effect £0m. Payment to Other Bodies £0.170, Income (£0.170m)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 11 October 2019 (No.7)

## 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 11/10/19</b>	<b>Actual 11/10/19</b>	<b>Variance 11/10/19</b>		<b>% Variance 11/10/19</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	2,963	2,911	52	under	1.8%	1
Property Costs	71	71	0	0	51	53	(2)	over	(3.9%)	
Supplies & Services	139	139	0	0	51	49	2	under	3.9%	
Transport & Plant	124	124	0	0	61	37	24	under	39.3%	
Administration Costs	426	426	0	0	36	44	(8)	over	(22.2%)	
Payments to Other Bodies	279	279	0	0	231	222	9	under	3.9%	
Payments to Contractors	12	12	0	0	5	5	0	-	0.0%	
Transfer Payments	6	6	0	0	3	5	(2)	over	(66.7%)	
Financing Charges	10	10	0	0	5	11	(6)	over	(120.0%)	
<b>Total Controllable Exp.</b>	6,998	6,998	0	0	3,406	3,337	69	under	2.0%	
<b>Total Controllable Inc.</b>	(5,725)	(5,725)	0	0	(2,500)	(2,500)	0	-	0.0%	
<b>Net Controllable Exp.</b>	1,273	1,273	0	0	906	837	69	under	7.6%	

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

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Social Work Resources Committee: Ended 11 October 2019 (No.7)

## Performance and Support

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 11/10/19	Actual 11/10/19	Variance 11/10/19	% Variance 11/10/19	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	6,548	6,548	0	0	3,352	3,418	(66)	over	(2.0%) 1
Property Costs	613	613	0	0	242	197	45	under	18.6%
Supplies & Services	424	424	0	0	180	183	(3)	over	(1.7%)
Transport & Plant	251	251	0	0	20	15	5	under	25.0%
Administration Costs	438	438	0	0	135	118	17	under	12.6%
Payments to Other Bodies	35	35	0	0	3	1	2	under	66.7%
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	104	105	(1)	over	(1.0%)
<b>Total Controllable Exp.</b>	<b>8,509</b>	<b>8,509</b>	<b>0</b>	<b>0</b>	<b>4,036</b>	<b>4,037</b>	<b>(1)</b>	<b>over</b>	<b>0.0%</b>
<b>Total Controllable Inc.</b>	<b>(736)</b>	<b>(736)</b>	<b>0</b>	<b>0</b>	<b>(91)</b>	<b>(92)</b>	<b>1</b>	<b>over recovered</b>	<b>(1.1%)</b>
<b>Net Controllable Exp.</b>	<b>7,773</b>	<b>7,773</b>	<b>0</b>	<b>0</b>	<b>3,945</b>	<b>3,945</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>

Variance Explanations

## 1. Employee Costs

This overspend relates to the backdated regrading of staff within the Money Matters Service, offset by a number of vacancies which are being actively recruited.



# Report

4

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Capital 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 progress of the capital programme for Social Work Resources for the period 1 April to 11 October 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 £0.494 million be noted.

## 3. Background

- 3.1. This is the third capital monitoring report presented to the Social Work Resources Committee for the financial year 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 £0.364 million, and £0.494 million has been spent. This represents a position of £0.130 million ahead of profile and this is due to the timing of project spend.

## 6. Other Implications (Including Environmental and Risk Issues)

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**

20 November 2019

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

- Accountable, Effective, Efficient and Transparent

### **Previous References**

- Executive Committee, 29 May 2019

### **List of Background Papers**

- Financial ledger to 11 October 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 – 11 October 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	351	481
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>364</b>	<b>494</b>





# Report

Report to: **Social Work Resources Committee**  
 Date of Meeting: **11 December 2019**  
 Report by: **Executive Director (Finance and Corporate Resources) and Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – August and September 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for August and September 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 August and September 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 14 September 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 August and September 2019.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for September 2019 was 6.4%, which represents an increase of 0.2% when compared to the previous month and is 1.9% higher than the Council-wide figure. Compared to September 2018, the Resource absence figure has increased by 1.0%.

Based on the absence figures at September 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 6.0%, 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 13.3 days, compared with the overall figure for the Council of 9.7 days per employee.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 312 referrals were made this period, an increase of 49 when compared with the same period last year.

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

There were 18 accidents/incidents recorded within the Resource this period, a decrease of 5 when compared to the same period last year.

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

There were 7 disciplinary hearings held within the Resource this period, which is an increase of 1 when compared with the same period last year. There were 2 grievance hearings, 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 28 leavers in the Resource this period, an increase of 2 when compared with the same period last year. Exit interviews were held with 2 employees.

**4.6. From September 2019, when processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:**

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

**4.7. In September 2019, 20 employees in total left employment and managers indicated that all of these posts are being filled.**

**4.8. A reconciliation of existing workforce information at 10 October 2019 showed there were 148.29 FTE vacant posts in the Resource. Of these, 147.29 FTE were being filled through a recruitment process and the remaining 1 FTE was being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.**

**5 Staffing Watch (Appendix 3)**

**5.1 There has been an increase of 63 in the number of employees in post from 8 June 2019 to 14 September 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 (Including Environmental and Risk Issues)**

- 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**

1 November 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 – 2 October 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	5.9	August	4.7	5.9	6.7	August	4.8	5.3	6.2	August	3.2	3.6	3.7				
September	5.0	5.0	6.2	September	5.2	6.1	6.8	September	5.1	5.4	6.4	September	4.0	4.4	4.5				
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	5.5	Annual Average	5.5	6.5	7.0	Annual Average	5.3	5.7	6.0	Annual Average	4.2	4.4	4.5				
Average Apr-Sep	5.0	5.1	5.6	Average Apr-Sep	4.9	6.2	7.1	Average Apr-Sep	4.9	5.5	6.1	Average Apr-Sep	3.7	4.0	4.1				
No of Employees at 30 September 2019				1863	No of Employees at 30 September 2019				1131	No of Employees at 30 September 2019				2994	No of Employees at 30 September 2019				15781

For the financial year 2019/20, the projected average days lost per employee equates to 13.3 days.

## SOCIAL WORK RESOURCES

	Aug-Sep 2018	Aug-Sep 2019
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	103	108
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	6	16
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	103	109
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	38	73
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	13	6
<b>TOTAL</b>	<b>263</b>	<b>312</b>

CAUSE OF ACCIDENTS/INCIDENTS	Aug-Sep 2018	Aug-Sep 2019
Specified Injuries*	1	0
Over 7 day absences	1	1
Minor	3	3
Violent Incident: Physical****	11	6
Violent Incident: Verbal*****	7	8
<b>Total Accidents/Incidents</b>	<b>23</b>	<b>18</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	Aug-Sep 2017	Aug-Sep 2018
Total Number of Hearings	6	7

## Time Taken to Convene Hearing Aug - Sep 2019

0-3 Weeks  
2

4-6 Weeks  
4

Over 6 Weeks  
1

RECORD OF GRIEVANCE HEARINGS	Aug-Sep 2018	Aug-Sep 2019
Number of Grievances	1	2
Number Resolved at Stage 1	1	0
Still in Progress	0	2

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

ANALYSIS OF REASONS FOR LEAVING	Aug-Sep 2018	Aug-Sep 2019
Career Advancement	2	0
Travelling Difficulties	2	0
Further Education	1	0
Childcare/caring responsibilities	0	1
Other	0	1
Number of Exit Interviews conducted	5	2

Total Number of Leavers Eligible for Exit Interview	26	28
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Percentage of interviews conducted	19%	7%
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**JOINT STAFFING WATCH RETURN  
SOCIAL WORK RESOURCES**

**APPENDIX 3**

**1. As at 14 September 2019**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
228	195	983	1436	2842					
*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
1.00	1357.30	489.10	563.60	24.00	25.00	2.00	0.00	0.00	2462

**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

# Report

**6**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resource Plan 2019/2020 - Quarter 2 Progress Report</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ♦ provide the Social Work Resource Plan Quarter 2 Progress Report 2019/2020, for the period 1 April to 30 September 2019

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

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

- (1) that the Social Work Resource Plan Quarter 2 Progress Report 2019/2020, as summarised at paragraph 5.2 and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3 of this report, be noted;
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4 of this report, be noted; and
- (4) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' at Quarter 4 2018/2019, as summarised in paragraph 5.5 and detailed at Appendix 3 of this report, be noted.

## **3. Background**

- 3.1. The Social Work Resource Plan 2019/2020 was endorsed by this Committee on 7 August 2019 and approved by the Executive Committee and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2019/2020.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017/2022.
- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan and the Community Plan, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included

in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

- 3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

#### **4. Resource Objectives 2019/2020**

- 4.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2019/2020. These are detailed at Appendix 1.

#### **5. Quarter 2 Progress Report 2019/2020**

- 5.1. Progress against all Resource Plan 2019/2020 measures is contained in the Quarter 2 Progress Report 2019/2020, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

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

The overall summary of progress to date is as follows:

<b>Status</b>	<b>Measures</b>	
	<b>Number</b>	<b>%</b>
Green	43	67%
Amber	3	4%
Red	2	3%
Report later/Contextual	17	26%
<b>Totals</b>	<b>65</b>	<b>100%</b>

(Data correct as at 12 November 2019)



5.3. Key achievements for 2019/2020 (as at Quarter 2) are noted below:

5.3.1.

<b>Connect Objective: Improve Later Life</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	A report, including action plan was presented to both Social Work Committee on 07 August 2019, and Integrated Joint Board on 10 September 2019. Social Work Resource continue to address the actions, and provide regular updates on progress to the Self Directed Support Programme Board.
<b>Connect Objective: Protect vulnerable children, young people and adults</b>	
<b>Resource Objective</b>	<b>Achievement</b>
90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there was a total of 130 local authority welfare guardianship visits due with 98% (127) being completed on time. During 01 July 2019 - 30 September 2019 (Quarter 2) there were 80 visits due with 78 (98%) completed within timescale.
Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to Young Carers	The Young Carer's Service continues to deliver on the Carer's Act as it relates to young carers. Staff have attended additional training in respect of the young carer's grant and travel passes. Young Carer's have benefited from better outcomes due to the funding that is now available. This funding has allowed Young Carers to take part in more opportunities and has reduced isolation, enabled the development of social skills, self-esteem, resilience and self-efficacy.
<b>Connect Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	To date there were 523 new cases supported by dedicated Welfare Rights Officers with £520,425 of benefits awarded within 2019/20. The second quarter figures have been broken down below, but are included within the cumulative figures above. Quarter 2: Number of new cases: 276 Weekly benefits: £25,463 Backdated benefits: £227,422
<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15	Social Work Managers continue to monitor the level of mileage undertaken by employees. Whilst this can be challenging due to the need for Social Work Services to respond to crisis, there has been a positive reduction in movement of 2.3% in this quarter, with the year to date reduction in movement of 8.75%.

Produce MAPPA annual report and present to the Community Justice Partnership	<p>The MAPPA annual report has been completed but is slightly delayed for publication. The intention is to present at the next Community Justice Partnership meeting scheduled for 18 December 2019.</p> <p>North and South Lanarkshire Justice Services have undertaken a review of the MAPPA unit and the contingency arrangements to support its functions. A report is being made available to the Strategic Oversight Group on the findings. It is due to meet on 21 November 2019.</p>
<b>Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the money matters service on a quarterly basis.	<p>To date, there were 2,117 new cases with a total of £6,946,810 benefits awarded for clients of the Money Matters Advice Service within 2019/20.</p> <p>A breakdown of the Quarter 2 figures are detailed below:</p> <p>Number of new cases: 1658  Weekly benefits: £130,579  Backdated benefits: £1,166,268  New debt dealt with: £2,318,374</p> <p>In addition to the number of new cases, during Quarter 2, 1507 people were provided with advice where the issue was resolved at the initial contact.</p>

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

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
90% of audit actions completed by due date	<p>To date, 93% of audit actions were completed within the timescale.</p> <p>As at the end of Quarter 2, 13 out of 14 (93%) of audit actions due were complete. The target of 90% has been achieved.</p>
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	<p>Data for Freedom of Information (Scotland) Act (FOISA) requests is reported one quarter in arrears. In Quarter 1, 53 requests were received and 51 (96.2%) were responded to within the statutory time period.</p> <p>To date 96.2% of FOISA requests were processed within the statutory time period meeting the target.</p>

#### 5.4. Areas for Improvement

Measures that have been classified as “red” (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

<b>Connect Objective: Protect vulnerable children, young people and adults</b>		
<b>Resource Objective: Getting it right for every looked after child</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	<p>To date, 69% (164 out of 236) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale.</p> <p>In Quarter 2, 62% (71 out of 115) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale.</p>	Number of pressures in the service at the moment emerging from staffing issues and staff time being taken up by Inspection requirements. This issue will be monitored by the Head of Children and Justice Services to address issues with the teams to improve locality timescales.
<b>Connect Objective: Delivering the plan and achieving best value</b>		
<b>Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance</b>		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	<p>Data for General Data Protection Regulation/Data Protection Act requests are reported one quarter in arrears. In Quarter 1, 37 requests were received and 27 (73%) were responded to within the statutory time period.</p> <p>To date 73% of Data Protection Act requests were processed within the statutory time period not meeting the target.</p>	The delay in releasing the information was due to the complexity and volume of information requested. There was also a delay in identifying what information was held. The Resource is currently looking at additional strategies to ensure that the timescales will be met.

#### 5.5. Report Later

Measures included in the quarterly progress reports can be assigned the 'report later' status. In order to report on the final status of these measures an update is now included in this report. Of the 12 measures identified as 'report later' as at Quarter 2 2018/2019, 11 of these are Local Government Benchmarking Framework indicators, for which the 2018/2019 results will not be published until January 2020. The revised status and narrative relating to the 'report later' measures is detailed at Appendix 3.

## **6. Employee Implications**

- 6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.

## **7. Financial Implications**

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

## **8. Other Implications (Including Environmental and Risk Issues)**

- 8.1. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.
- 8.3. The Community Plan 2017 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.

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

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.
- 9.2. 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**

13 November 2019

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

- ◆ the Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017 to 2022

### **Previous References**

- ◆ Social Work Resources Quarter 2 Progress Report 2018/2019 - 20 February 2019

### **List of Background Papers**

- ◆ Council Plan Connect 2017/2022 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017
- ◆ Social Work Resources Plan 2019/2020 – approved by Social Work Resources Committee on 7 August 2019

**Contact for Further Information**

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

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Email: [martinc.kane@southlanarkshire.gov.uk](mailto:martinc.kane@southlanarkshire.gov.uk)

## **Social Work Resource Objectives 2019-20**

### **Connect Objective: Improve Later Life**

#### **Resource Objectives:**

- ◆ improve services to support older people
- ◆ improve services and support to enable adults and older people to maximise their independence
- ◆ promote good health and wellbeing in later life

### **Connect Objective: Protect vulnerable children, young people and adults**

#### **Resource Objectives:**

- ◆ protect vulnerable children and young people
- ◆ protect vulnerable adults
- ◆ getting it right for children in need
- ◆ getting it right for every looked after child

### **Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities**

#### **Resource Objectives:**

- ◆ embed sustainable development strategy across Social Work Resources
- ◆ provide access to timely support and interventions for people/groups who are disadvantaged
- ◆ implement the Community Justice Outcome Improvement Plan
- ◆ safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all
- ◆ strengthen engagement with service users and carer

### **Connect Objective: Deliver better health and social care outcomes for all**

#### **Resource Objectives:**

- ◆ deliver better health and social care outcomes for all
- ◆ promote mental health across the lifespan
- ◆ promote choice, control and flexibility in social care

### **Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration**

#### **Resource Objectives:**

- ◆ tackling poverty and deprivation

### **Delivering the Plan and achieving Best Value**

#### **Resource Objectives:**

- ◆ deliver and communicate the Council Plan and ensure high standards of governance
- ◆ promote equality and the well-being of staff
- ◆ develop improvement activity and promote scrutiny
- ◆ improve the skills, flexibility and capacity of the workforce

## **Social Work Resources**

# improve

### **Resource Plan**

**Performance Report 2019-20**

**Quarter 2 : April 2019 - September 2019**

(This represents the cumulative position to September 2019)

## How to use this performance report

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

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – are we on course to achieve?  
The “traffic light” codes are:

**Green** Achieved, or due to achieve with no issues

**Amber** There may be problems or minor slippage

**Red** Not on course, major slippage anticipated

Measures which are to be reported later or which are “for information only” are not colour coded

### Develop a sustainable Council and communities

Provide services and infrastructure which help local communities to become more sustainable

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2009/10	2010/11	2011/12
	Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes)	This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three).	Green	1.3	0.3	1.3	1.2	1.2
	Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above)	This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three).	Green	40.0%	44.1%	40.1%	38.2%	40.5%
Introduce new waste management services to reduce waste and increase recycling	Project for treatment facilities progressed by March 2013	A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution.	Amber	---	---	---	---	---
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding	Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works.  Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012	Green	---	---	---	---	---
	Preparation of prioritised 5 year programme of flood protection / management projects by March 2013	Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared.	Green	---	---	---	---	---
	Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012	Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November.	Green	---	---	---	---	---

Statistics for the current year. The **Target** shows what we want to achieve by the end of the year. The **To Date** column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.



Summary - number of measures green, amber and red under each Council Plan objective/theme

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
<b>Improve later life</b>	<b>4</b>			<b>6</b>	<b>10</b>
<b>Protect vulnerable children, young people and adults</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>15</b>
<b>Deliver better health and social care outcomes for all</b>	<b>6</b>			<b>4</b>	<b>10</b>
<i>Improve the quality, access and availability of housing</i>					
<i>Improve the road network, influence improvements in public transport and encourage active travel</i>					
<b>Work with communities and partners to promote high quality, thriving and sustainable communities</b>	<b>10</b>	<b>1</b>		<b>1</b>	<b>12</b>
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
<b>Support our communities by tackling disadvantage and deprivation and supporting aspiration</b>	<b>1</b>				<b>1</b>
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<i>Encourage participation in physical and cultural activities</i>					
<b>Delivering the plan and achieving best value</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>17</b>
<b>Total</b>	<b>43</b>	<b>3</b>	<b>2</b>	<b>17</b>	<b>65</b>

## Improve later life

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
As a result of multi-agency inspections, continue to improve outcome for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	A report, including action plan was presented to both Social Work Committee on 7 August 2019, and Integrated Joint Board on 10 September 2019. Social Work Resource continue to address the actions, and provide regular updates on progress to the Self Directed Support Programme Board.	Green	---	---	---	---	---
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of people aged 65 and over with long term care needs receiving free personal care at home (SW3) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	36%	-----	61%
	Maintain performance of the LGBF: Home care costs per hour for people aged 65 or over (SW1) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	20	-----	21
	Maintain performance of the LGBF: Residential costs per resident for people aged 65 and over (SW5) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	401	-----	410

**Improve later life****Improve services and support to enable adults and older people to maximise their independence**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to improve outcomes for people to live in their own homes and communities for as long as possible	Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	During the week commencing 23 September 2019, the proportion of all care at home provided was 46% or 1746 people out of a total of 3818 people were supported to remain at home receiving 10 hours or more of support. This is split as 682 supported by the inhouse service and 1064 by external providers.	Green	-----	46%	0%	0%	0%
	Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	During the week commencing 23 September 2019, the proportion of all care at home provided was 78% or 35,657 hours out of a total of 46,204 hours were provided to support people to remain at home receiving 10 hours or more of support. This is split as 12,044 provided by the inhouse service and 23,613 provided by external providers.	Green	-----	78%	0%	0%	0%
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	-----	82%
	Maintain performance of the LGBF: Percentage of adults supported at home who agree that they are supported to live as independently as possible	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	0%	0%
	Maintain performance of the LGBF: Percentage of adults supported at home who agreed that they had a say in how their help, care or support was provided	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	0%	0%

**Improve later life****Promote good health and wellbeing in later life**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	Papers were taken to the Social Work (SW) Committee on 7 August 2019 to give approval to review Older People Day Services. A range of sub-groups are working on the Review which is due to report back to SW Committee early in 2020. Working sub-groups are; profiling of service users and usage of day services, Best Practice and Knowledge Enquiry, Communication and Consultation, Equality Impact and Workforce Planning. A review development session has been scheduled for 27th November 2019 and option appraisals going forward will be devised for consideration.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Protect vulnerable children and young people**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	To date there was a total of 318 investigations undertaken during 2019/20.  During the second quarter of 2019/20 there were 151 referrals relating to 150 children undertaken across the service. Neglect was the most recorded reason 41.05% (62), followed by emotional abuse 25.82% (39), sexual abuse 12.58% (19) and physical abuse 11.26% (17). There were also 13 pre-birth risk assessments (8.60%) and 1 child care concern referral (0.66%).	Green	-----	318	712	754	690

**Protect vulnerable children, young people and adults****Protect vulnerable children and young people**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of children being looked after in the community (CHN9) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	----	----	87%	----	----

**Protect vulnerable adults**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	To date there has been 501 Inquiries, 204 Investigations and 2 Protection Plans carried out in 2019/20.  In Quarter 2, the resource received 238 Adult Support and Protection (ASP) inquiries, carried out 89 investigations in the period which led to 1 protection plan being progressed for under 65 years old.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	To date there has been 863 Inquiries, 436 Investigations and 5 Protection Plans carried out in 2019/20.  In Quarter 2, the resource received 450 Adult Support and Protection (ASP) inquiries, carried out 243 investigations in the period which led to 1 protection plan being progressed.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Protect vulnerable adults**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there was a total of 130 local authority welfare guardianship visits due with 98% (127) being completed on time.  During 1 July 2019 - 30 September 2019 (Quarter 2) there were 80 visits due with 78 (98%) completed within timescale.	Green	90%	98%	91%	94%	98%
	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there was a total of 1249 Private Welfare Guardianship visits due with 1106 completed on time (89%).  During 1 July 2019 - 30 September 2019 (Quarter 2) there were 681 visits due with 616 (90%) seen within timescale.  Even know performance is slightly below target this is against a backdrop of a 45% increase the number of people who are now on a guardianship order when compared with the figures 5 years ago.  This measure will be performance monitored at Fieldwork Manager and Social Work Governance forums.	Amber	90%	89%	87%	91%	93%

**Protect vulnerable children, young people and adults****Getting it right for children in need**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Implement the Corporate Parenting Strategy and Action Plan	Report the number of looked after children by placement type in order to compare home and community placements on a 6 monthly basis	In the period 1 April to 30 September 2019 the total number of looked after children increased by 31 to 706, with the balance of care being 636 (90%) in a Community setting and 70 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.	Green	---	---	---	---	---
	Maintain performance of the LGBF: Percentage LAC with more than one placement in last year (Aug-Jul) (CHN23)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	0%	0%
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	The young carer's service continues to deliver on the Carer's Act as it relates to young carers. Staff have attended additional training in respect of the young carer's grant and travel passes. Young Carer's have benefited from better outcomes due to the funding that is now available. This funding has allowed young carers to take part in more opportunities and has reduced isolation, enabled the development of social skills, self esteem, resilience and self efficacy.	Green	---	---	---	---	---
	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	Service remodelling during Quarter 2 has continued with a range of procurement activities to encourage a new range of providers to consider delivering this service.	Green	---	---	---	---	---

**Protect vulnerable children, young people and adults****Getting it right for every looked after child**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Improve support for looked after children	75% of children seen by a supervising officer within 15 days	To date, 97% of children were seen by a supervising officer within 15 days in 2019/20.  In Quarter 2, 14 children were made subject to a Compulsory Supervision Order. Of these 14 children, 100% were seen within 15 days of the hearing date.	Green	75.0%	97.0%	100.0%	100.0%	93.0%
Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	75% of reports submitted to the Children's Reporter within 20 days	To date, 69% (164 out of 236) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale.  In Quarter 2, 62% (71 out of 115) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale.  Number of pressures in the service at the moment emerging from staffing issues and staff time being taken up by Inspection requirements. This issue will be monitored by the Head of Children and Justice Services to address issues with the teams to improve locality timescales.	Red	75.0%	69.0%	88.0%	75.0%	79.0%
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: The gross cost of "Children Looked After" in residential based services per child per week (CHN8a) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	2,546	-----	2,327
	Maintain performance of the LGBF: The gross cost of "Children Looked After" in a community setting per child per week (CHN8b) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	202	-----	224
	Maintain performance of the LGBF: Percentage of child protection re-registrations within 18 months (CHN22)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	0%	0%



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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement eligibility criteria/prioritisation framework for equal access to personal outcomes	Roll out and monitor the impact of eligibility criteria/prioritisation for service users and carers on a six monthly basis	On-going IT development to scope the requirements which will provide a before and after position relating to the recent implementation of the eligibility criteria are underway. A programme of training is planned for November 2019 – January 2020. Revision to the Outcome Support Plan and Review Module which will provide evidence on how outcomes have been achieved and the impact on the persons health and social care outcomes.	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress against trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care	<p>Information on the 6 areas of the Health and Social Care Delivery Plan are monitored monthly and formally reported on a quarterly basis to the Integrated Joint Board, Performance Audit and Finance Sub Committee and Social Work Committee. The most recent trends against the 6 areas indicate the following:</p> <ul style="list-style-type: none"> <li>•Accident and Emergency demand continues to show an upward trend of 3.05% when compared with 2017/18 figures. These figures are not dissimilar to the national trends observed across Scotland</li> <li>•Emergency admissions have increased by 1.91% in comparison to 2017/18</li> <li>•Unscheduled care bed days continue to show a positive trend with a 2.41% decrease observed between 2017/18 and 2018/19</li> <li>•In total, the Partnership has reduced bed days associated with non-code 9 delayed discharges by 3,652 over the period April to March 2018/19</li> <li>•The last six month of life by setting shows a positive shift from 84.2% in 13/14 to 87% in 2018/19 for people remaining supported in the community as opposed to a hospital setting</li> <li>•In terms of the balance of care, 83% of people aged 75+ in South Lanarkshire remain at home unsupported. These figures have remained broadly consistent over the last 6 years.</li> </ul>	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the Integrated Joint Board (IJB) at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan. At the April 2019 IJB meeting a further direction was issued with regards to Carers. In the first 6 months of this year, several updates on Directions have been given to the IJB and Social Work Committee with regards to: 1)the modernisation of South Lanarkshire Care Facilities 2)the review of day opportunities 3)progress with the implementation of Self Directed Support and improvement planning	Green	---	---	---	---	---

**Promote mental health across the lifespan**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide updates on national strategies, e.g. See Hear, Mental Health	Lanarkshire Mental Health & Wellbeing Strategy will have a formal launch on 24 October 2019. The Community Planning Partnership and South Lanarkshire Council (SLC) have already signed off on this and North Lanarkshire Council Integrated Joint Board (NLC IJB) will sign off at the beginning of October 2019. South Lanarkshire Council Integrated Joint Board (SLC IJB) endorsed the strategy in September 2019. An Executive Strategy Board has been set up with representatives from SLC, NLC & NHS.	Green	---	---	---	---	---

**Deliver better health and social care outcomes for all****Promote choice, control and flexibility in social care**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Self-directed Support (Direct payments and manage personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	2%	-----	3%
	Maintain performance of the LGBF: Percentage of carers who feel supported to continue in their caring role	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	0%	0%
	Maintain performance of the LGBF: Readmissions to hospital within 28 days of discharge	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0	0	0
	Maintain performance of the LGBF: Number of days people spend in hospital when they are ready to be discharged	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0	0	0

**Deliver better health and social care outcomes for all****Promote choice, control and flexibility in social care**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Work in partnership to support carers to continue in their caring role	Remodel current commissioned carer support, information and engagement services by 1 April 2020	<p>Service remodelling for Adult Support, information and engagement services during Q2 has continued with a range of activities to bring the new service to life.</p> <p>Under the steer of the Carers Commissioning Group the Adult Carers Service Specification document has been approved. The Open Tender Process is currently underway with the Adult Carer Service being offered as a specific Lot. The Invitation to Tender alongside the Commercial Envelope and PCS-T have been uploaded with a range of Providers showing initial interest in delivering the new service</p> <p>The Carers Partnership Group has been established with the first meeting taking place in September where a wide range of third sector organisations alongside HSCP staff and other interested parties met to identify the initial activities, plans and actions required to deliver the remodelled services.</p>	Green	---	---	---	---	---
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>To date there were 523 new cases supported by dedicated Welfare Rights Officers with £520,425 of benefits awarded within 2019/20.</p> <p>The second quarter figures have been broken down below, but are included within the cumulative figures above.</p> <p>Quarter 2:            Number of new cases: 276            Weekly benefits: £25,463            Backdated benefits: £227,422</p>	Green	-----	523	1,010	962	1,057

**Work with communities and partners to promote high quality, thriving and sustainable communities****Embed sustainable development strategy across Social Work Resources**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	Quarter 2 will be reported in Quarter 3 as information is not currently available until 14 October 2019.	Report Later	-----	319	2,498	2,220	2,530
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15	Social Work managers continue to monitor the level of mileage undertaken by employees. Whilst this can be challenging due to the need for Social Work Services to respond to crisis, there has been a positive reduction in movement of 2.3% in this quarter, with the year to date reduction in movement of 8.75%.	Green	-----	9%	0%	0%	-----
	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	Reports and updates are received from the Fleet Manager and Fuel Efficiency Officer which detail progress made with regards to vehicle emissions reduction strategies. The Fleet and Environmental Services team for the recent National Clean Air Day put on an event demonstrating the choice and affordability of electric and low emission vehicles. All staff were invited to attend and the option to try one of the vehicles was available.	Green	---	---	---	---	---
Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives where appropriate	Social Work Resources continues to have an active role in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide access to timely support and interventions for people/groups who are disadvantaged**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support people affected by substance misuse	90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	To date, 90% of drug/alcohol clients started treatment/psychosocial intervention within 3 weeks of referral within 2019/20.  In quarter 2 there were 128 referrals made and of these 115 (90%) of clients started their treatment within 3 weeks of referral.	Green	90%	90%	100%	94%	93%

## Work with communities and partners to promote high quality, thriving and sustainable communities

### Implement the Community Justice Outcome Improvement Plan

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	The Community Justice Partnership continues to meet on a quarterly basis to progress the shared agenda. The Partnership met in June 2019 to self-assess their performance and consider how to improve the performance of the partnership during future years. New processes to report on activities were agreed and will be implemented in the current financial year, by partners submitting high-light reports to the partnership, they also endorsed the priority setting activities that take place throughout the year and are updated at the autumn annual conference for implementation in the following financial year. The current areas for collective priority partnership attention are: •Employability •Poverty •Accommodation The priority groups remain; women, young people and people returning to the area from prison. Annual reports to the SSLB are submitted and the coordinator for the Board is a member of the Partnership.	Green	---	---	---	---	---
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	98% of clients are first seen within 2 working days of a DTTO commencing	To date, 100% of clients were first seen within 2 working days of a DTTO commencing within 2019/20.  In quarter 2 there were 2 Drug Treatment and Testing Orders commenced, both were seen within two days of the DTTO commencing.	Green	98.0%	100.0%	100.0%	100.0%	93.0%



**Work with communities and partners to promote high quality, thriving and sustainable communities****Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure high standards of compliance are maintained for Community Payback Orders	75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	To date, 79% of offenders on a Community Payback Order (CPO) unpaid work requirement were seen within the timescale.  In Quarter 2 there were 149 CPOs with an unpaid work requirement received; of these 115 orders (77%) were seen within timescale.	Green	75.0%	79.0%	73.0%	78.0%	80.0%
	75% of people starting their placement within 7 days of a CPO unpaid work	To date, 78% of people starting their placement within 7 days of a Community Payback Order (CPO) were seen within the timescale.  In Quarter 2, 117 (78%) of unpaid work placements commenced within 7 days of orders being imposed out of a total of 150.	Green	75.0%	78.0%	66.0%	81.0%	77.0%
Improve management of all offenders including high risk offenders	Produce MAPPA annual report and present to the Community Justice Partnership	The MAPPA annual report has been completed but is slightly delayed for publication. The intention is to present at the next Community Justice Partnership meeting scheduled for 18 December 2019.  North and South Lanarkshire Justice Services have undertaken a review of the MAPPA unit and the contingency arrangements to support its functions. A report is being made available to the Strategic Oversight Group on the findings. It is due to meet on 21 November 2019.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	100% of Criminal Justice Social Work reports submitted to Court by the due date	<p>To date, 99% of Criminal Justice Social Work reports were submitted to Court by their due date within 2019/20.</p> <p>In quarter 2 there were 360 criminal justice social work reports submitted to the court of these reports 354 (98%) were submitted by the due date.</p> <p>The 2% not met in time related to six cases and they are currently being reviewed by local offices.</p>	Amber	100.0%	99.0%	99.0%	99.0%	99.0%

**Strengthen engagement with service users and carers**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Participation and Involvement Strategy is updated by 1 April 2020	The Participation and Involvement Strategy is being updated to include current legislation and practice within the service and to reflect our aim of consistent and meaningful service user and carer participation and involvement, built on the principles of citizen leadership. A draft document is available and it is anticipated that this work will be completed by April 2020.	Green	---	---	---	---	---

## Support our communities by tackling disadvantage and deprivation and supporting aspiration

### Tackling poverty and deprivation

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to the tackling poverty agenda	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the Money Matters Advice Service on a quarterly basis	<p>To date, there were 2,117 new cases with a total of £6,946,810 benefits awarded for clients of the Money Matters Advice Service within 2019/20.</p> <p>A breakdown of the Quarter 2 figures are detailed below:</p> <p>Number of new cases: 1658  Weekly benefits: £130,579  Backdated benefits: £1,166,268  New debt dealt with: £2,318,374</p> <p>In addition to the number of new cases, during Quarter 2, 1507 people were provided with advice where the issue was resolved at the initial contact.</p>	Green	---	---	---	---	---

## Delivering the plan and achieving best value

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Ensure high standards of governance are being	90% of risk control actions completed by due date	There were no risk control actions to be completed in this quarter.	Green	90%	-----	-----	100%	-----

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
exercised	90% of audit actions completed by due date	To date, 93% of audit actions were completed within the timescale.  As at the end of Quarter 2, 13 out of 14 (93%) of audit actions due were complete. The target of 90% has been achieved.	Green	90%	93%	90%	67%	81%
	Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	An update of the Social Work Resources Risk Register and Risk Control Plan 2019 was provided to the Insurance & Risk Management Adviser which will be presented at the Corporate Management Team (CMT) meeting scheduled for the beginning of October.  The Council's top risk register and risk control plan has been reviewed. This work was completed in September 2019. There were changes to the register and these are summarised as follows:  •Failure to evidence sufficient progress against Care Inspectorate requirements •Failure to prepare for the analogue to digital switchover •Failure in multi-agency public protection procedures that result in harm to vulnerable children and adults.	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	Data for Freedom of Information (Scotland) Act (FOISA) requests is reported one quarter in arrears. In Quarter 1, 53 requests were received and 51 (96.2%) were responded to within the statutory time period.  To date 96.2% of FOISA requests were processed within the statutory time period meeting the target.	Green	-----	96%	83%	-----	82%
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	Data for Environmental Information (Scotland) Regulations requests are reported one quarter in arrears. In Quarter 1, 0 requests were received. To date, 0 requests were received.	Green	-----	0%	0%	-----	-----

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	<p>Data for General Data Protection Regulation/Data Protection Act requests are reported one quarter in arrears. In Quarter 1, 37 requests were received and 27 (73%) were responded to within the statutory time period.</p> <p>To date 73% of Data Protection Act requests were processed within the statutory time period not meeting the target.</p> <p>The delay in releasing the information was due to the complexity and volume of information requested. There was also a delay in identifying what information was held. The Resource is currently looking at additional strategies to ensure that the timescales will be met.</p>	Red	90%	73%	0%	0%	76%
Ensure monitoring, compliance and control of externally purchased services	Ongoing monitoring of the quality of care provided by externally purchased services	Of the 38 external Care Homes for Older People, 30 have been inspected under the new quality framework. Two care homes have grade 2 (weak) under key question 1:How well do we support peoples wellbeing? A new care home (Bothwell Castle) has yet to be inspected. We continue to have evidence of good/very good performance across 11 external Day Care Services, 19 Supported Living Providers, 16 Children's Care Home Services, and 19 out of the 21 Home Care providers are operating at a good or above level.	Green	---	---	---	---	---
Produce annual Chief Social Work Officer Report	Chief Social Work Officer Report is produced and forwarded to Scottish Chief Social Work Officer by September 2019	The annual 2018/19 Chief Social Work Officer Report has been drafted, and the draft has been shared with the Scottish Government. The report will be presented to the Social Work Committee on 11th December 2019.	Green	---	---	---	---	---

**Delivering the plan and achieving best value****Promote equality and the well being of staff**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans to be in place by 2020	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle	As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Social Work Committee. The last report was submitted on 2 October 2019 and provided employment information for period June to July 2019.	Green	---	---	---	---	---

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	The Adult Protection, Drug Treatment and Testing Orders (DTTO), Justice, Community Payback Order and Social Care Survey Q3 and Q4 returns have all been submitted within deadlines in Quarter 2.	Green	---	---	---	---	---

## Delivering the plan and achieving best value

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure registered care services are compliant with health and social care standards	Report on annual care inspectorate evaluations of our 42 registered services	<p>Social Work Services are regulated and inspected by the Care Inspectorate and we currently have 42 registered services as well as two Family Centres:</p> <p>8 Care Homes for Older People 6 Care Homes for Children and Young People 13 Day Care Services for Older People 6 Day Care Adult Lifestyles Services Centres for Adults 2 Community Support Services for Adults (Care and Support) 4 Home Care Services 3 Children's Family Services: Adoption, Fostering, Supported Care</p> <p>During 2019/20, there has been a total of eight inspections carried out; Children's Home x2, Day Centre x4, Home Care Provisionx1 and Residential Home x1.</p>	Green	---	---	---	---	---
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain the performance of the LGBF: Proportion of care services graded 'good' 4 or better in Care Inspectorate inspections	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	-----	-----	0%	0%	0%

## Improve the skills, flexibility and capacity of the workforce

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure our commitment to employees through the development and effective implementation	5% Labour turnover rate	To date, the labour turnover rate is 2.7% which is below the target.	Green	5.0%	2.7%	2.2%	-----	-----



**Delivering the plan and achieving best value****Improve the skills, flexibility and capacity of the workforce**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
of personnel policies and employee learning and development opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope	To date, there has been a 40% coverage of Performance Appraisals (PAs). It is anticipated that the target of 100% will be achieved by Quarter 4	Amber	100.0%	40.0%	90.0%	-----	-----
Progress the Council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	A Project Governance Coordinator for Technology enabled Care has now been successfully recruited. Work will now commence to recruit further technology enabled care capacity and expertise in line with Social Work Committee approval later this year. This new team will provide the necessary knowledge, skills and expertise to increase the use of technology enabled care in supporting people to remain at home. Work is also underway to consider a replacement system within Social Care for SWiSplus. An outline Business Case has been developed for consideration and will be presented to the Senior Management Team in due course.	Green	---	---	---	---	---
Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	The Resource continues to contribute to the Council's single use plastic action plan having undertaken an exercise across all our establishments this quarter.  Work is continuing within our registered care services in terms of awareness raising to the impact of the use of plastics and alternative products.	Green	---	---	---	---	---
Contribute to a fair, healthy and sustainable food system	Contribute to the development of the Council's Food Strategy which will encompass social, health, economic and environmental concerns related to food	There has been no further activity since Quarter 1.  The Food Strategy and Action Plan is scheduled to go to Committee in January 2020. Once it has been approved a further meeting will take place of the Food Growing Group.	Green	---	---	---	---	---



Measure	Comments at Quarter 4 2018-19	Updated status at Quarter 2 2019-20	Updated comments
Maintain performance of the LGBF: Percentage of people aged 65 and over with long term care needs receiving free personal care at home (SW3) in line with national average	<p>The latest published results (2017-18) are included in the 2017-18 column with explanatory narrative in the comments column.</p> <p>The 2018-19 LGBF results will not be published by the Improvement Service until January 2020.</p>	Report later	<p>Information not yet available.</p> <p>The 2018-19 LGBF results will not be published by the Improvement Service until January 2020. At this time, the <a href="#">results</a> and explanatory narrative will be reported and be available on the <a href="#">performance</a> pages on the council's website</p>
Maintain performance of the LGBF measure: Home care costs per hour for people aged 65 or over (SW1) in line with national average		Report later	
Maintain performance of the LGBF: Residential costs per resident for people aged 65 and over (SW5) in line with national average		Report later	
Maintain performance of the LGBF : Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b) in line with national		Report later	
Maintain performance of the LGBF: Percentage of adults supported at home who agree that they are supported to live as independently as possible		Report later	
Maintain performance of the LGBF: Percentage of adults supported at home who agreed that they had a say in how their help, care or support was		Report later	

provided			
Maintain performance of the LGBF : Percentage of children being looked after in the community (CHN9) in line with national average		Report later	
Maintain performance of the LGBF: Percentage LAC with more than one placement in the last year (Aug-July) (CHN23)		Report later	
Maintain performance of the LGBF: The gross cost of "Children Looked After" in residential based services per child per week (CHN8a) in line with national average		Report later	
Maintain performance of the LGBF: The gross cost of "Children Looked After" in a community setting per child per week (CHN8b) in line with national average		Report later	
Maintain performance of the LGBF: Percentage of child protection re-registrations within 18 months (CHN22)		Report later	
Maintain performance of the LGBF: Self-directed Support (Direct payments and manage personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2) in line with national average		Report later	
Maintain performance of the LGBF: Percentage of carers who feel supported to continue in their caring role		Report later	

Maintain performance of the LGBF: Readmissions to hospital within 28 days of discharge		Report later	
Maintain performance of the LGBF: Number of days people spend in hospital when they are ready to be discharged		Report later	
Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency		Report Later	Quarter 2 information will be reported in Quarter 3 as information is not currently available.

(Data/Information correct as at 12 November 2019)



# Report

**7**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Director, Health and Social Care</b>

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

1.1. The purpose of the report is to:-

- ◆ highlight the outcome of the recent inspection of Care at Home Services within the Rutherglen/Cambuslang locality by the Care Inspectorate
- ◆ update on the progress of proposals to redesign the Care at Home Service

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

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

- (1) that it be noted that an action plan to respond to issues highlighted by the Care Inspectorate once the final report is received will be prepared;
- (2) that the review of Service functions currently taking place be noted; and
- (3) that it be noted that a report will be submitted to a future meeting of the South Lanarkshire Integration Joint Board (IJB) seeking approval of the redesigned service to meet current and future demand.

## **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 Integration 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. A report was presented to the Social Work Resources Committee on 2 October 2019 highlighting issues arising from the recent Care Inspectorate report into the Care at Home Service within the Hamilton locality. The report highlighted a range of important issues that had primarily come to the fore in the Hamilton locality but required to be considered more widely across the Service.
- 3.3. Initial feedback following a recent inspection by the Care Inspectorate of the Care at Home Service within the Rutherglen and Cambuslang locality has highlighted a number of issues consistent with those identified within the Hamilton locality. While the written inspection report is still to be received, the issues identified were primarily:

- ◆ the quality of the care management
- ◆ meeting the requirement to complete six monthly Service reviews and support planning
- ◆ ensuring staff are well supported, have the appropriate skills and knowledge and feel confident in their role
- ◆ ensuring consistency of care delivery in the context of challenging levels of demand
- ◆ strengthening the participation and involvement of service users in the delivery and development of services
- ◆ having sufficient capacity in the system to meet demand

### 3.4. Rutherglen and Cambuslang

3.4.1. Care Inspectorate reports for the Rutherglen and Cambuslang area over recent years have noted a downward trend in grading. Despite the considerable efforts of Managers and staff within the Service, initial feedback from the Care Inspectorate indicates that Inspectors have assessed the Service as being unable to make the sufficient improvements required and, as such, their grading model mandated a further reduction in grades for the Service.

3.4.2. It is anticipated that the final report will be published in December 2019. On receipt of the report, a full action plan will be implemented, much of which will apply learning from the experience within the Hamilton locality, where work is well underway to address issues highlighted in their inspection earlier this year. Some key actions are:

- ◆ improvement steering group meets weekly
- ◆ weekly local meetings to review the progress of the agreed action plan
- ◆ 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 commenced post in early October 2019
- ◆ targeted training for Co-ordinators has been delivered by the Fieldwork Manager (strategic support)
- ◆ regular liaison with the Care Inspectorate

3.4.3. The significant learning from the work undertaken within the Hamilton Service will be applied to the Rutherglen and Cambuslang Service, with similar frameworks established to oversee the improvement agenda.

### 3.5. Redesign of the Care at Home Service

3.5.1. Committee have previously been advised about the considerable pressures on the Service to meet increasing demand and that this is anticipated to continue to rise year on year. Some of the key themes identified in the inspection reports of both Hamilton and Rutherglen and Cambuslang localities potentially represent wider issues within the Service. As a result, proposals for a redesign of the Service, outlined to Committee in October 2019, are currently being developed, with a report outlining the proposals in full being submitted to a future meeting of the IJB for consideration in March 2020.



#### **4. Employee Implications**

- 4.1. There are no immediate employee implications from this report. However, it is anticipated that there will be employee implications arising from the future proposals to redesign the Service. These will be considered in detail in the report to be presented to the IJB in March 2020 and, thereafter, to the Social Work Resources Committee as appropriate.

#### **5. Financial Implications**

- 5.1. An element of this report refers to redesign activity that 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 to ensure the Service meets regulatory requirements into the future. This will require further consideration of the level and distribution of resource to this Service area and the potential for Service remodelling to achieve the necessary changes within an achievable financial envelope.

#### **6. Other Implications (Including Environmental and Risk Issues)**

- 6.1. There is potential risk in relation to service quality and outcomes for service users if improvement is not progressed across the service and within Hamilton and Rutherglen and Cambuslang areas specifically. Significant work is required to modernise the service and ensure that appropriate infrastructure is in place to support the delivery of quality services and there is a risk of potential enforcement action and reputational damage to the Health and Social Care Partnership and the Council if improvements are not achieved.
- 6.2. There are no sustainable development issues associated with this report.

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

- 7.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 7.2. Full consultation will take place with Trades Unions and other stakeholders in terms of the information contained in this report.

**Val de Souza**

**Director, Health and Social Care**

24 October 2019

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

- ◆ Improve later life
- ◆ Deliver better Health and Social Care outcomes for all

#### **Previous References**

- ◆ Social Work Resources Committee – 2 October 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:-

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# Report

**8**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Chief Social Work Officer Report</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ♦ outline the content of the Chief Social Work Officers Report 2018/2019

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

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

- (1) that the Chief Social Work Officer Annual Report 2018/2019 be noted.

## **3. Background**

3.1. There is a statutory requirement for all Local Authorities to appoint a professionally qualified Chief Social Work Officer (CSWO). He/she must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to Local Authorities, elected Members and Officers in the provision of Social Work Services, whether commissioned or directly provided. The CSWO has a responsibility for overall performance improvement and the identification and management of corporate risk insofar as these relate to Social Work Services.

3.2. The CSWO is required to prepare an Annual Report of activity to the Chief Social Work Advisor for Scotland. The report follows a standardised reporting framework and timeframe to ensure key issues are highlighted and to aid learning and the sharing of information nationally. A summary report is also published annually by the Scottish Government.

## **4. CSWO Report**

4.1. The report is split into seven sections, a copy of which is attached as an appendix, and a brief summary of each section is outlined below:

4.2. Introduction

4.2.1. Introduces the purpose of the report and contextualises the role of the CSWO.

4.3. CSWO's Summary of Performance

4.3.1. Key challenges, developments and improvements during the year - this section provides the national context in which Social Work Services are being delivered and details the key legislation and strategies which currently frame that delivery.

The details of the CSWO's priorities for the service are confirmed as:

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

4.3.2. A brief narrative is provided on the progress of these priorities which highlights key developments and achievements. Examples include the Structured Sentencing Court Pilot (SSCYP) which has undergone midterm evaluation by both the University of the West of Scotland and Community Justice (Scotland). Evaluation reflects that over 80% of young people attending the SSCYP at Hamilton Sheriff Court complied with the requirements of their six month Structured Deferred Sentence and were admonished at the end of this. All the young people reported greater citizenship and as such were more employable at the end of the intervention.

#### 4.4. Partnership Working – Governance and Accountability Arrangements

4.4.1. This section details the vision, values and objectives of South Lanarkshire Council (SLC) and how these link to the work of Social Work Resources (SWR). It includes an overview of the role and responsibilities of the CSWO and the systems, structures and reporting arrangements which assure the quality of Social Work Services. Responsibilities are outlined in relation to the IJB, Children's Services, Public Protection, Community Planning and in relation to the corporate responsibilities of the Council.

4.4.2. Partnership working forms the foundation of SWR approach to supporting and protecting vulnerable adults and children. Significant work has been undertaken to develop a consistent and meaningful approach to service user and carer participation and involvement within Social Work and this is a key responsibility of the CSWO. The report highlights the Resource's Participation and Involvement Strategy built upon the principles of citizen leadership and provides examples of the range of methods used to engage with service users and carers. The consultation which was undertaken with carers in relation to the development of the Carers Strategy 2019 to 2022 provides an example. Following wide distribution, 306 carers completed and returned a survey in relation to the services currently available in South Lanarkshire. This was followed by two workshops where thirty six carers had the opportunity to analyse the results and contribute to the design and content of the Strategy.

#### 4.5. Social Services Delivery Landscape

4.5.1. Within this section, the macro environment is outlined together with an overview of the services delivered in 2018/2019.

- 4.5.2. Illustrated are some of the challenges that require strategic and operational responses including the projected rise in older people's population and the health of South Lanarkshire's residents (being below the Scottish average as a whole). Against this backdrop, the demand for Social Care Services continues to be high.
- 4.5.3. Also detailed is SWR role in service provision including, in addition to in-house services, commissioned and contracted services provided by the Independent, Voluntary and Private Sector.
- 4.6. Resources
- 4.6.1. This section provides an overview of the resources available to provide Social Services within South Lanarkshire.
- 4.6.2. The total revenue budget for the delivery of Social Care Services for 2018/2019 is also outlined. The net revenue budget of £151.379 million was allocated as follows:
- |                              |            |
|------------------------------|------------|
| Adult and Older People       | £ 111.524m |
| Children and Families        | £ 29.488m  |
| Justice and Substance Misuse | £ 1.102m   |
| Performance and Support      | £ 9.265m   |
- 4.6.3. Also detailed are some of the financial pressures that SWR has managed over 2018/2019 and the Resources' risks as highlighted in the Resource's Risk Register.
- 4.7. Service Quality and Performance including delivery of statutory functions
- 4.7.1. Service performance and monitoring are intrinsic to the CSWO's role. The CSWO is active in overseeing the quality of services and is responsible for ensuring that staff are appropriately supported to carry out their professional duties.
- 4.7.2. This section highlights the range of performance measures for which the CSWO has responsibility, for example, taking forward recommendations from inspection reports, Care Inspectorate evaluations, quarterly reporting through the Council's IMPROVe system and case file audit activity.
- 4.7.3. The CSWO's is also responsible for the delivery of statutory functions and the range of this responsibility is also included, for example risk management, Guardianship Orders and effective governance arrangements for the management of Adult Support and Protection and Child Protection.
- 4.8. Workforce
- 4.8.1. Social Services is a diverse sector in terms of job roles, career pathways and service structures. The CSWO has a key leadership role in relation to workforce planning and development, from both a local authority and partnership perspective.
- 4.8.2. This section details the CSWO responsibility and activity in ensuring that SWR staff and that of external providers adhere to the standards of conduct and practice within the sector and are equipped to support service users.
- 4.9. Performance, Data and Trends
- 4.9.1. Some additional information laid out in charts and tables have been incorporated into this 2018/2019 Chief Social Work Officer Report to give an understanding of trends over time across a range of service areas.

## **5. Employee Implications**

- 5.1. There are no employee implications in relation to the report.

## **6. Financial Implications**

- 6.1. There are no financial implications in relation to the report.

## **7. Other Implications (Including Environmental and Risk Issues)**

- 7.1. There are no risks associated with this report.
- 7.2. There are no sustainable development issues associated with this report.
- 7.3. There are no other issues associated with this report.

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

- 8.1. The report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. Consultation with carers and service users is referenced in the report.

**Val de Souza**

**Director, Health and Social Care**

16 October 2019

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

- ◆ protect vulnerable children, young people and adults
- ◆ deliver better health and social care outcomes for all
- ◆ improve later life

## **Previous References**

- ◆ Social Work Resources Committee 28 November 2018

## **List of Background Papers**

Annual Report – Chief Social Work Officer, South Lanarkshire Council 2018/2019

## **Contact for Further Information**

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

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**Annual Report**  
**CSWO Report**  
**South Lanarkshire Council**  
**2018/2019**

South Lanarkshire CSWO Report 2018/2019		
Section	Title	Page Numbers
	Introduction	3
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## Section 1.

### 1. Introduction

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

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

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

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

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

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

**Liam Purdie**  
**Chief Social Work Officer**  
**11 September 2019**

## Section 2.

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

## 2. Key Challenges

### 2.1 Change and Innovation

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

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

### 2.2 Workforce

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

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

There are also specific challenges associated with Brexit such as:

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

### 2.3 Limitation (Childhood Abuse) (Scotland) Act 2016

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

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

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

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

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

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

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

### 2.4 Health and Social Care Partnership

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

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

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

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

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

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

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

## 2.5 Children and Young People (Scotland) Act 2014

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

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

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

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

## 2.6 Mental Health (Scotland) Act 2015

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

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

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

## 2.7 Community Empowerment (Scotland) Act 2015

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

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

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

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

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

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

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

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

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

## 2.8 The Carers (Scotland) Act 2016

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

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

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

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

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

## 2.9 The Child Poverty (Scotland) Act 2017

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

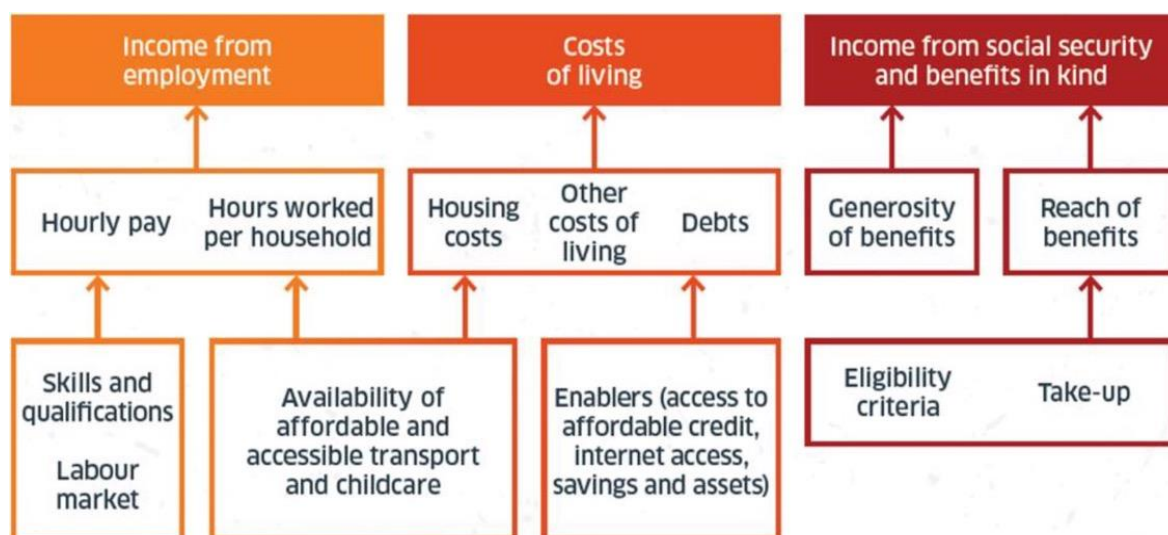
The interim targets state that by 2023, of children living in households in Scotland:

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

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

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

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



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

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

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

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

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

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

## 2.11 Welfare Reform Act 2012

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



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

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

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

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

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

## 2.12 External Regulation and Inspection

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

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

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

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

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

#### 2.13 National Health and Social Care Standards

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

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

(See appendix 1 for detail)

#### 2.14 British Sign Language (Scotland) Act 2015

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

#### 2.15 General Data Protection Regulation (GDPR)

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

### 3 Developments and Improvements

#### 3.1 Structured Sentencing Court for Young People (SSCYP)

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

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

### 3.2 Extension of Court Support and Bail Supervision

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

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

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

### 3.3 See Hear – (Sensory Impairment Framework for Scotland)

See Hear is the National Sensory Impairment Strategy for Scotland, the first of its kind in the UK (covering 2014-2024). It has a rights based approach with equality of provision, support and access to services at its core. The framework has seven key recommendations, which aim to improve the lives of children and adults with a sensory impairment in Scotland.

These recommendations are being taken forward through a multi-agency approach in South Lanarkshire, alongside the findings from the local research carried out recently in Lanarkshire.

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

### 3.4 Investing to Modernise Care Facilities

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

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

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

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

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

### 3.5 Community Justice

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

### 3.6 Year of Young People (YOYP)

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

### Section 3.

#### Partnership Working – Governance and Accountability Arrangements

##### 3.1. South Lanarkshire Council

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

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

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



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

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

<b>Scottish Labour Party</b>	<b>Scottish National Party</b>	<b>Conservative /Unionist</b>	<b>Scottish Liberal Democrats Party</b>	<b>Independent Group</b>	<b>Total</b>
18	24	14	1	7	<b>64</b>

### 3.2. **Social Work Resources**

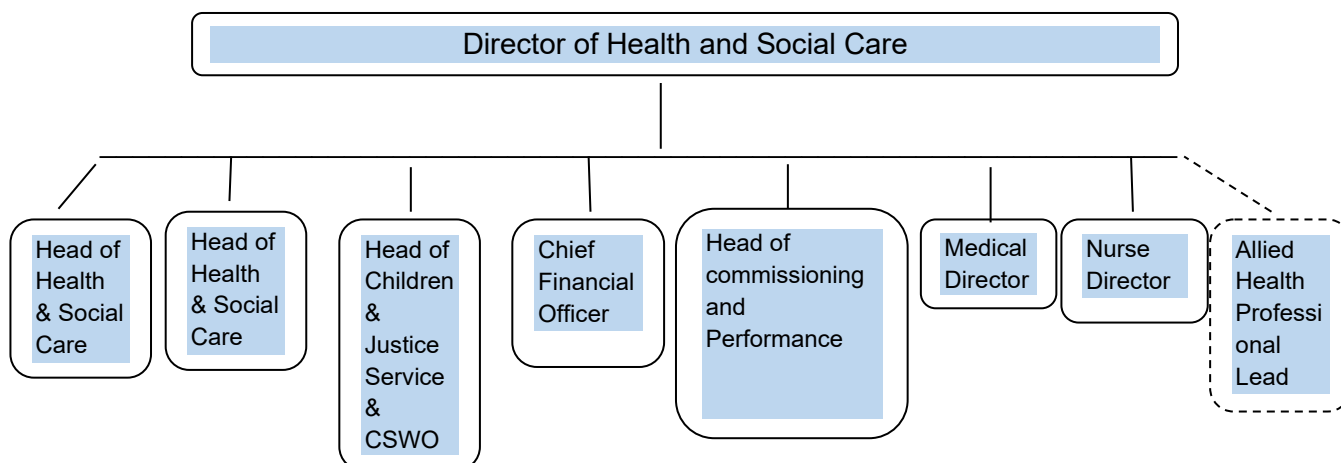
3.2.1. The principle role and purpose of the Social Work Service is contained within the Social Work (Scotland) Act 1968, which gives local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable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

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

### 3.3. **Health and Social Care Partnership**

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



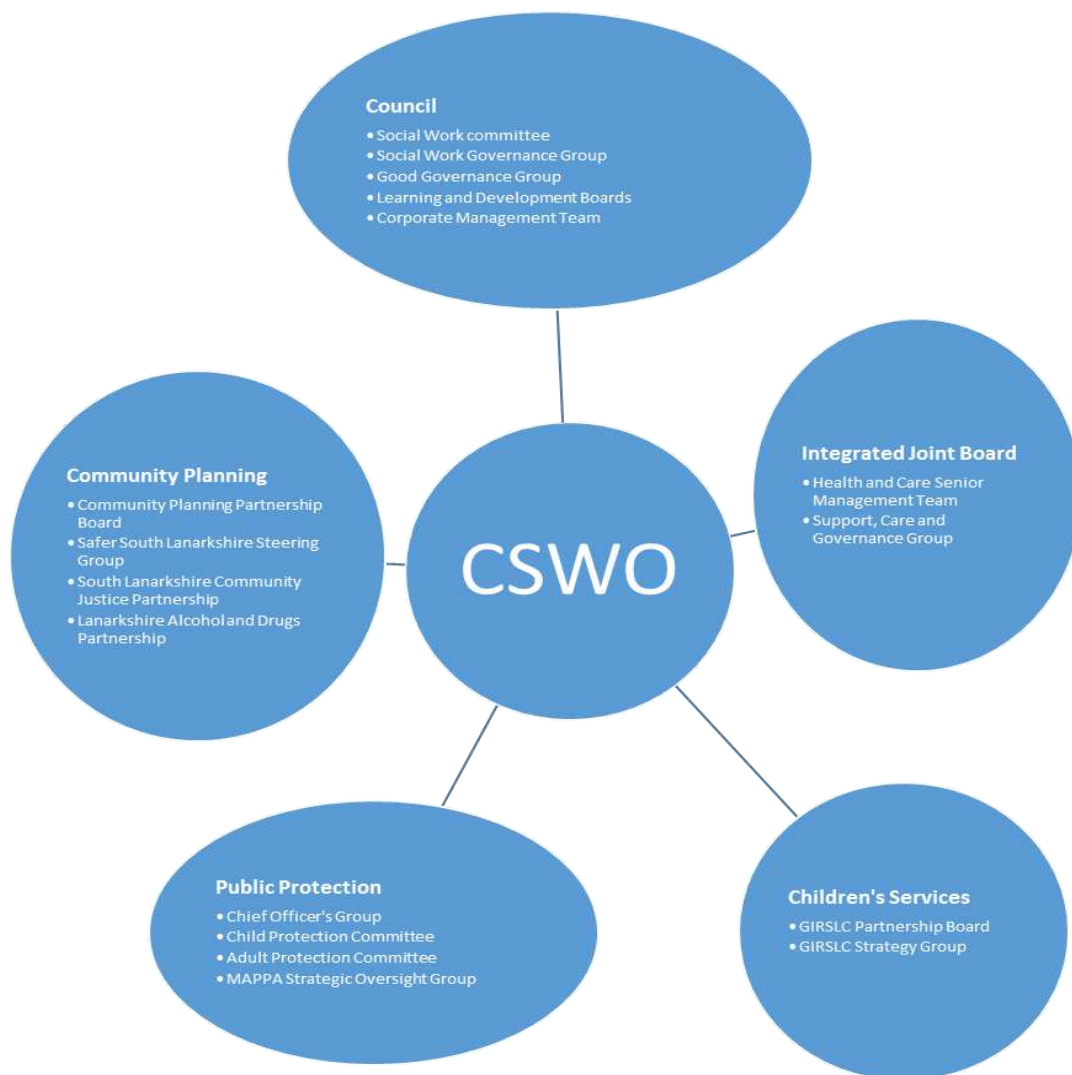


- 3.3.1. Within the South Lanarkshire Health and Care Partnership, the Director, Health and Social Care has the additional role of the Executive Director Social Work Resources. They cannot hold the office of CSWO.
- 3.3.2. The CSWO holds the position of the Head of Children and Justice Services, is a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



### 3.4. Partnership Structures

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



### 3.5. User and Carer Engagement

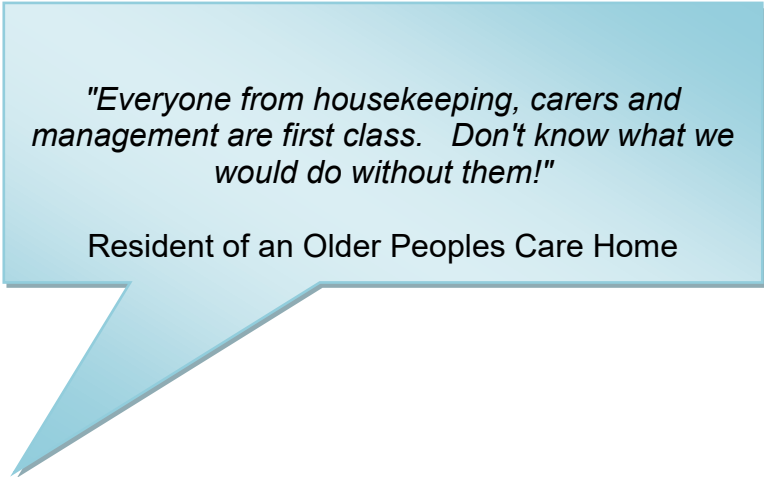
3.5.1. Partnership working forms the foundation of Social Work Resources' approach to supporting and protecting vulnerable adults and children. Legislative duties in establishing the Health and Social Care Partnership also reinforce the importance of joint working; ultimately working towards a more seamless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

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

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

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


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



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

Resident of an Older Peoples Care Home

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



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

Home Care Service User

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

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

Care Inspector Observation

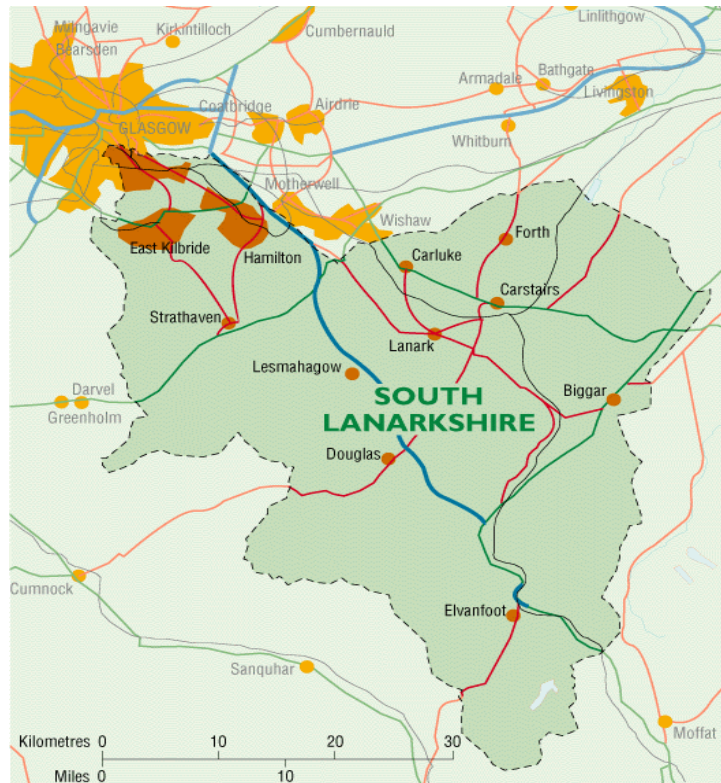
- ◆ A South Lanarkshire Corporate Parenting conference took place with over 200 participants from a range of agencies and including young people. The theme was 'What matters to me' and presentation from personal experience of care were given by two young people. Workshops enabled all participants to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

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

Care of a Day Care Service User

## Section 4.

### Social Services Delivery Landscape



#### 4.1. South Lanarkshire

4.1.1. South Lanarkshire Council is one of the most diverse local authorities in Scotland, covering a geographical area of 1772km<sup>2</sup> hectares and a population of 318,200. Overall, this makes South Lanarkshire the fifth largest local authority in Scotland.

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

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

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

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

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

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

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

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

## 4.2. **South Lanarkshire Social Work Resources**

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

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

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

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

#### 4.3. **Service delivery**

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

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

#### 4.3.2 **Adult and Older People**

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

#### 4.3.3 **Children and Justice**

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

- ◆ prepared 1,489 reports for the Courts

#### 4.3.4 **Across all Service Areas**

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

#### 4.3.5 **Performance Data**

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

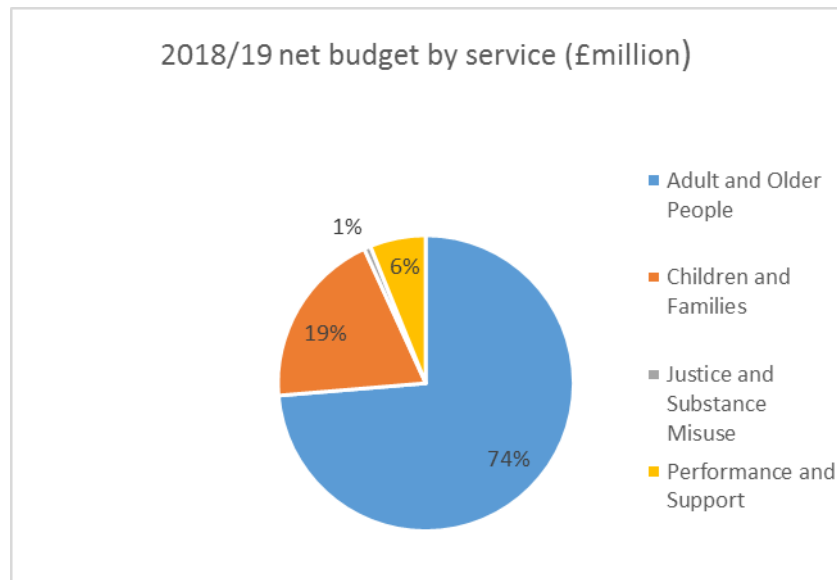


## Section 5.

### Resources

#### 5.1. Finance

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



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

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

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

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

## 5.2. Risk

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

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

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

## Section 6.

### Service Quality and Performance Including Delivery of Statutory Functions

#### 6.1. **Performance**

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

#### 6.2. **Performance Monitoring**

##### 6.2.1. Performance Management Meeting

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

#### 6.3. **Performance Scorecard**

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

#### 6.4. **Accounts Commission**

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

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

## 6.5. **Care Inspectorate**

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

## 6.6. **Gold Status as an Investor in People.**

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

## 6.7. **Carer Positive Employer**

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

## 6.8. **Customer Service Excellence (CSE)**

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

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

## 6.9. **Delivery of Statutory functions**

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

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

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

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

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

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

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

## Section 7.

### Workforce

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

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



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

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

## Care Inspectorate – Inspection Reports

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

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

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

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

How good is our setting? / Environment

How good is our staff team? / Staffing

How good is our leadership? / Management and Leadership

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

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

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

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

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

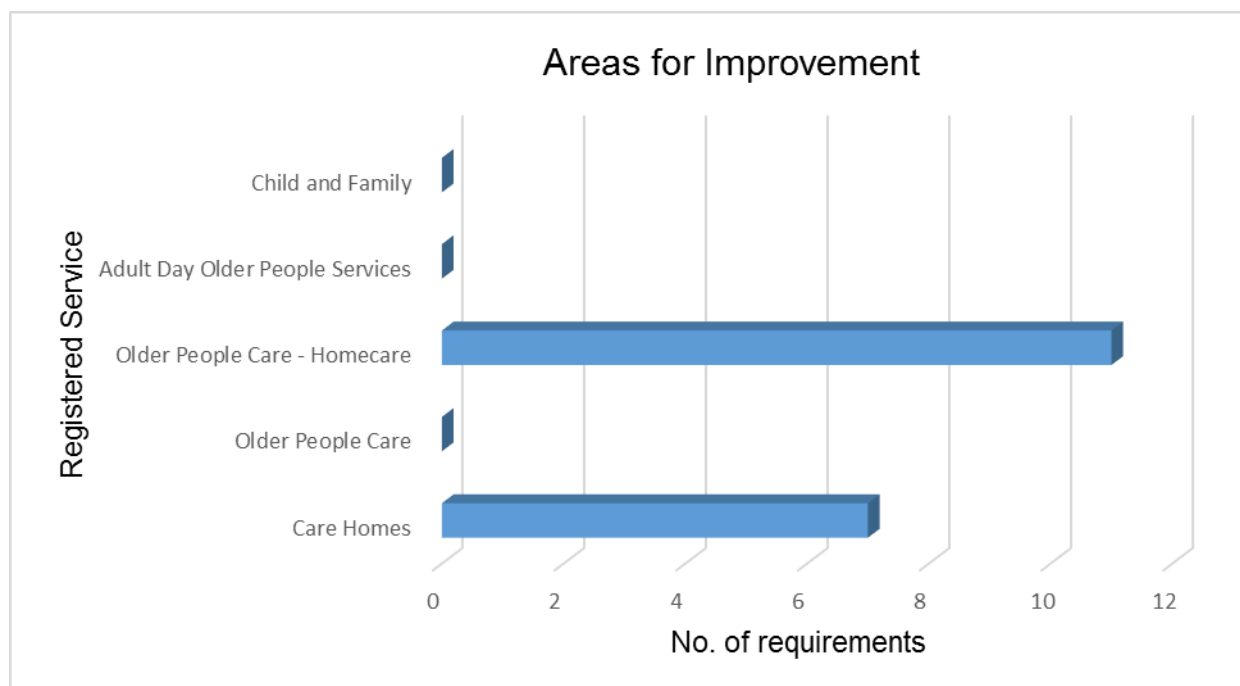
Care Inspectorate - Quality Grades							
Registered Service	Care Service	Lastest Inspections	Care/Support	Environment	Staff	Management & Leadership	People's Wellbeing
Adult Day Services	Fairhill Lifestyles	22/01/2019	5 - Very Good	NA	5 - Very Good	NA	
	Care & Support North	16/11/2018	5 - Very Good	NA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

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

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

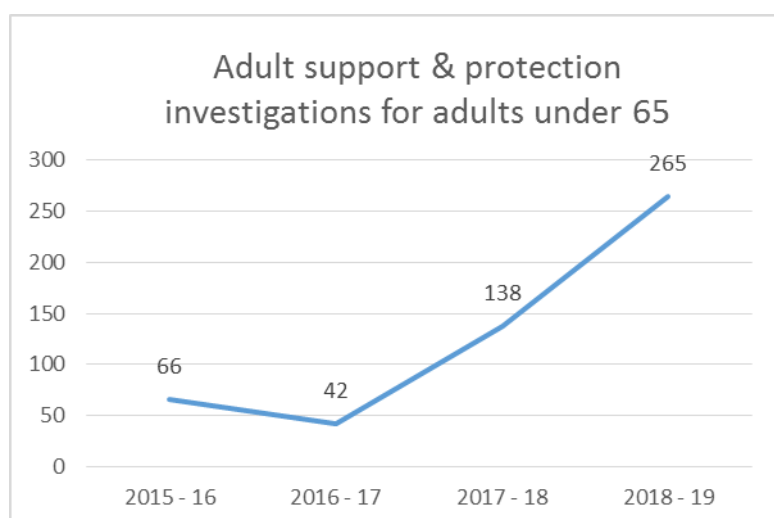
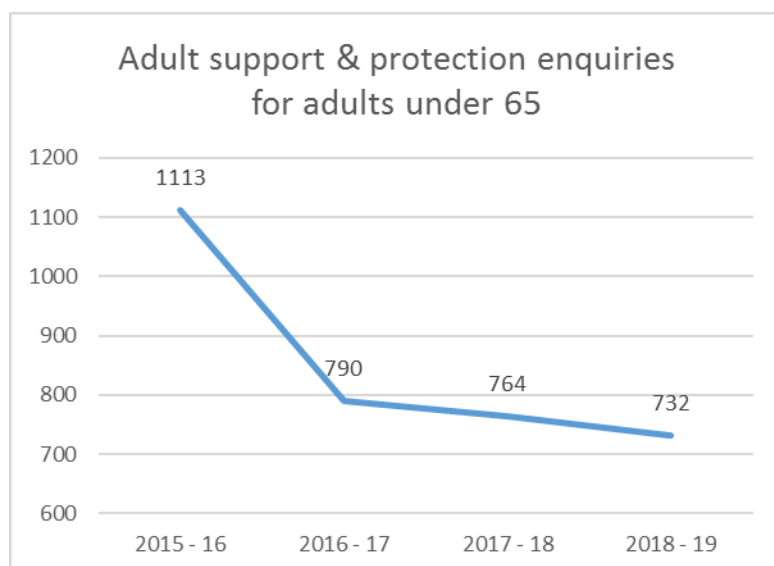
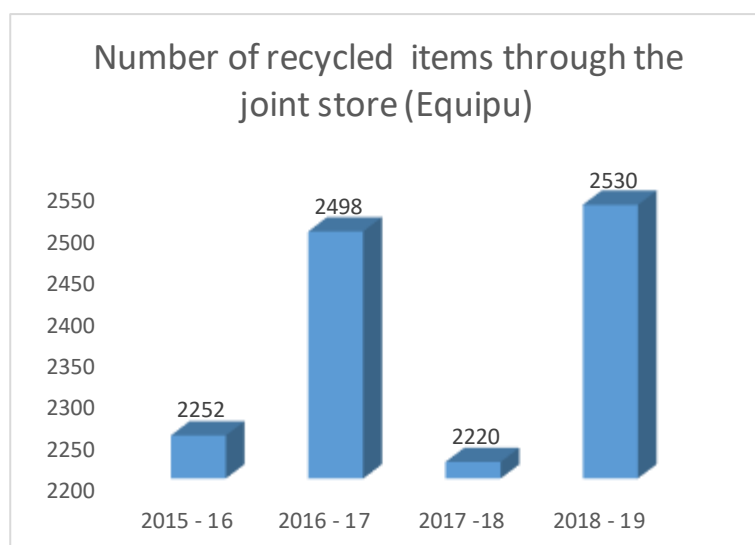
Of the 25 services inspected 20 are in the grade range very good/good, with the remaining 5 in the grade range adequate/weak.

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

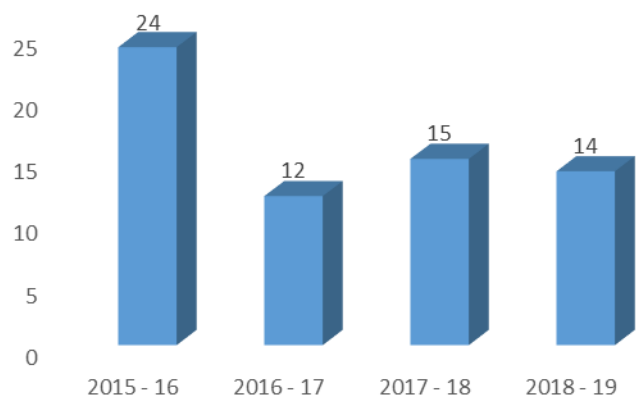


The Care Inspectorate published further guidance “A quality framework for care homes for older people”. The guidance states that from 2018, on an incremental basis, it will roll out a revised methodology for inspecting care and support services starting with care homes for older people. The changes will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

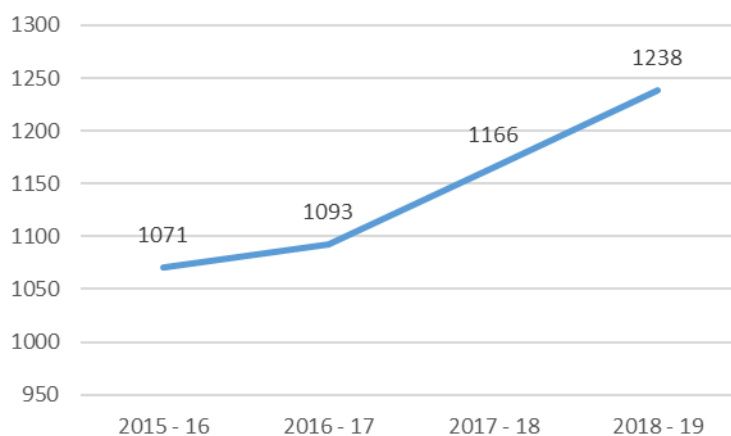
## Performance Data and Trends



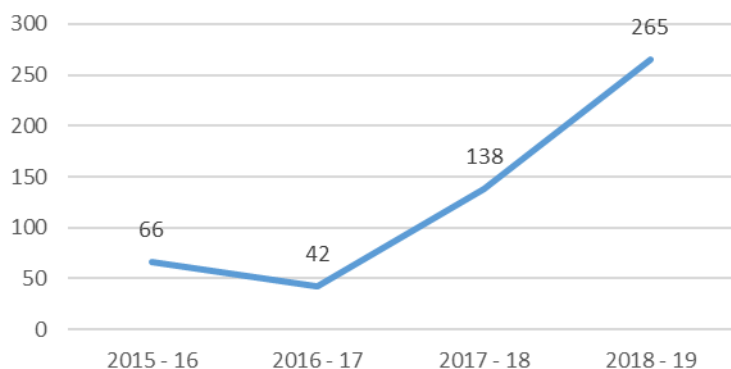
Adult support & protection, protection plans for adults under 65



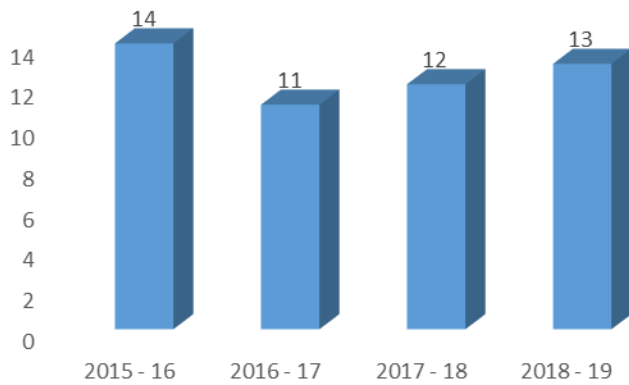
Adult support & protection enquiries for adults over 65



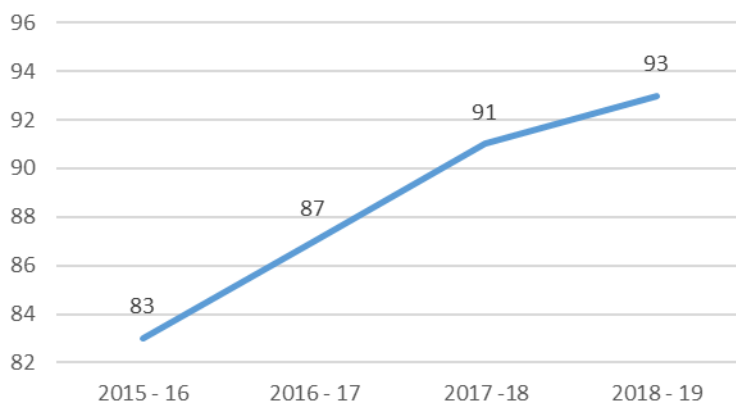
Adult support & protection investigations for adults under 65



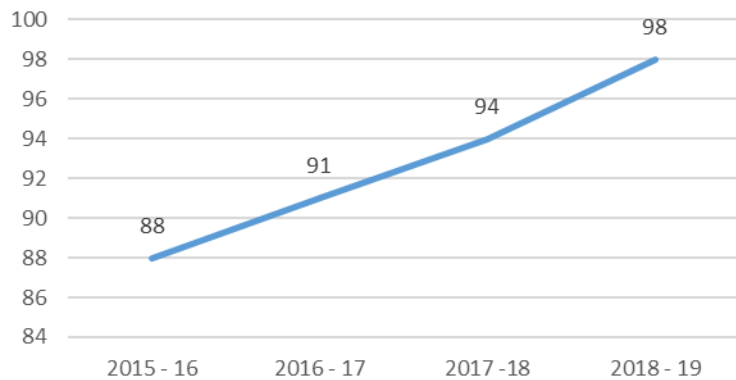
Adult support & protection, protection plans for adults over 65



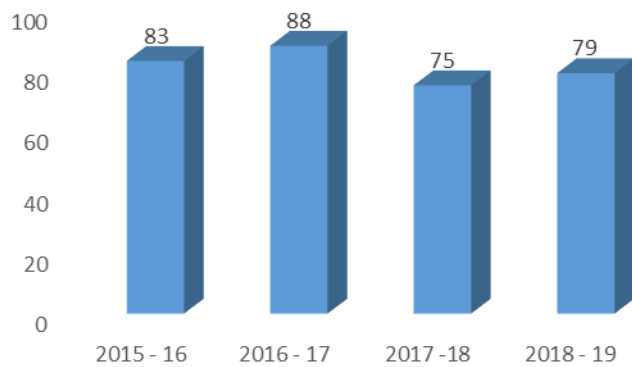
% of statutory supervising officer visits completed within timescales for private welfare guardianship orders



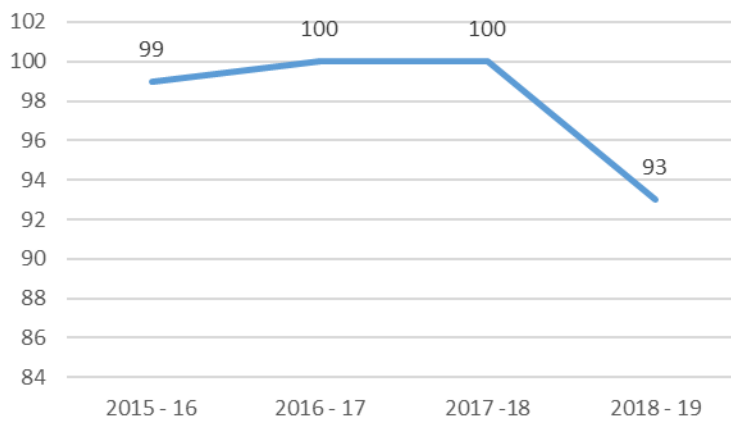
% of statutory supervising officer visits completed within timescale for local authority welfare guardianship



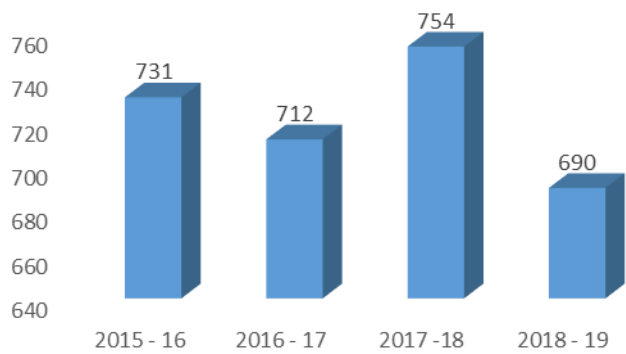
% of reports submitted to the Children's Reporter within 20 days



% of children seen by a supervising officer within 15 days

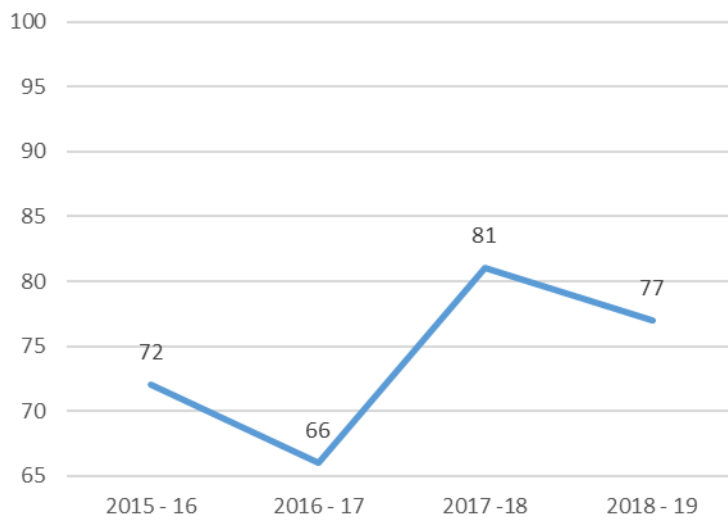


Monitor the number of investigations undertaken (level of child protection activity)

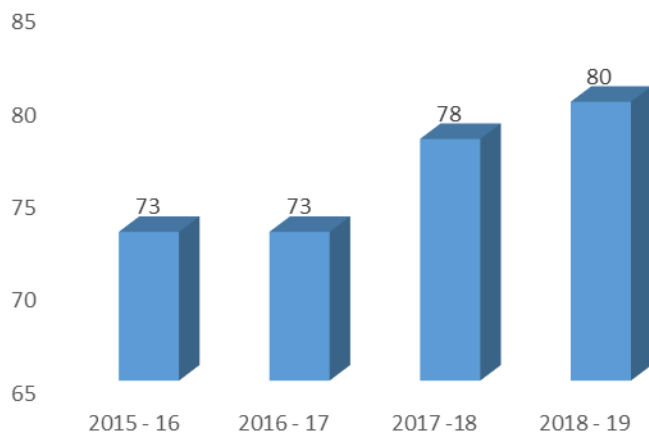




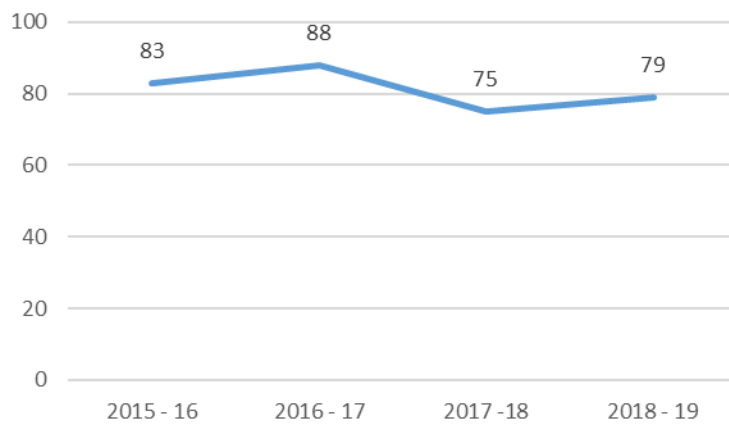
% people starting their placement within 7 days of a CPO unpaid work



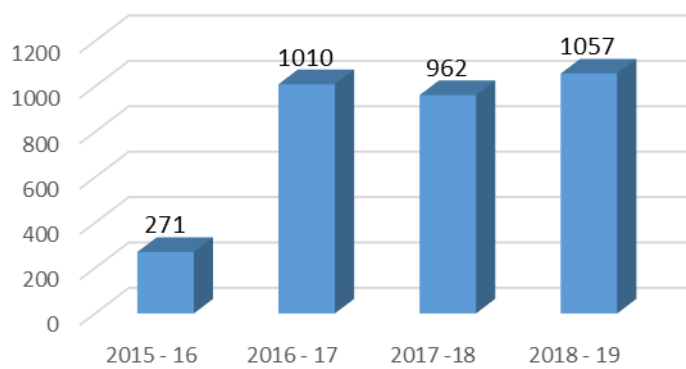
% of offenders on CPO unpaid work requirement seen within 5 working days



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



Carers supported by Welfare Rights  
Officers and amount of benefits  
awarded



# Report

9

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Lanarkshire MAPPA Annual Report 2018/2019</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide a briefing to the Social Work Resources Committee on the Annual Report of the Multi Agency Public Protection Arrangements (MAPPA) for 2018/2019 within the Lanarkshire area

## 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. Sections 10 and 11 of the Management of Offenders etc (Scotland) Act 2005 provide the statutory basis for the operation of MAPPA. MAPPA in itself is not a statutory development but a means of the Local Authorities, Police, Health Boards and Scottish Prison Service to “jointly establish arrangements for the assessment and the management of risks posed by certain categories of offenders”.

3.2. The report highlights key areas of activity undertaken by MAPPA partners in Lanarkshire, provides information on areas of performance and notes local and national developments in relation to the management of sex offenders in the community. It also notes some key challenges and how these have been/will be addressed as well as our priorities for the year 2019/2020.

## 4. Summary of Annual Report

4.1. The preparation and publication of the Annual Report is an important part of the strategic arrangements for the MAPPA and provides a transparent mechanism for raising public awareness and understanding of public protection issues. The analysis of information allows MAPPA performance to be assessed and validated and appropriate action to be taken.

4.2. The Lanarkshire MAPPA Annual Report was formally published on 1 November 2019. This was published on both the North Lanarkshire Council and South Lanarkshire Council website with a national report published on the Scottish Government website the same day.

4.3. The full Lanarkshire MAPPA annual report can be found at the link below:

[https://www.southlanarkshire.gov.uk/downloads/file/8049/mappa\\_annual\\_report\\_2012-2013](https://www.southlanarkshire.gov.uk/downloads/file/8049/mappa_annual_report_2012-2013)

- 4.4. The Scottish Government report can be found at the following link:

<https://www.gov.scot/publications/multi-agency-public-protection-arrangements-mappa-scotland-national-overview-report-2018-2019/>

- 4.5. All staff involved in MAPPA face challenges from the increasing number of offenders being managed. With over 800 Registered Sex Offenders (RSOs) being managed through 2018/2019, this is a two-fold increase since 2007/2008, the first year of MAPPA. In the past year alone there was an increase of 8.5% of those RSOs at liberty in the community.
- 4.6. As detailed in previous reports, this challenge of managing increasing numbers of RSOs in an environment of consistent budget and resource pressures is hugely demanding. A review of the Lanarkshire MAPPA Administration Unit is currently ongoing to examine what, if any, changes are required in light of the increasing demands.
- 4.7. The table below illustrates the total number of Registered Sex Offenders (RSOs) being managed and the continual increase year on year.

Year	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19
Number of RSOs	275	352	343	417	425	450	508	586	675	711	726	823

- 4.8. Further statistical information is included within Appendix 1.

## 5. Report on Business Plan 2018/19 progress

- 5.1. Within the Annual Report, future issues were identified that would be addressed through the business plan to be implemented in 2018/2019. Below is an update on those issues identified.

- 5.2.

Action	What	Success Measure	Who	Update/Criteria
1	Develop an accommodation options approach for older registered sex offenders	Accommodation options approach developed that improves the transition of older adult RSOs from prison to community	Housing Sub-group	The respective Housing Strategy for SLC and NLC now take account of the required considerations. It is also recognised that care needs are often greater with an older population and funding of adaptations or specialist equipment requires to be considered at a national level, to support local authorities and specialist housing

				providers therefore this matter is being progressed further.
2	<p>Conduct training /awareness raising of MAPPA</p> <p>a) for those who work with older adults, and</p> <p>b) for those who work with RSOs with learning disabilities</p>	<p>Improve knowledge and awareness of older adults' staff in working with MAPPA cases.</p> <p>Develop training to assist staff working with RSOs with learning disabilities</p>	Training Sub-group	<p>MAPPA training workshops delivered to SLC Older Adults' staff and NHS personnel in October 2018. Similar training event occurred for NLC staff in February 2019.</p> <p>RSL event took place in SLC in December 2018 where Housing and Police attended and delivered input. Training inputs delivered to Third Sector agencies during March 2019.</p>
3	Improve working practices between Criminal Justice and Adult services within each local authority	Greater understanding and improved co-working of relevant cases	Quality and Assurance Sub-group	MAPPA and ASP Protocol developed and implemented.
4	Improve planning process to include earlier engagement in ICM process	Improved transition from prison into community setting. Increased attendance at annual and pre-release ICM of key agencies, including community based agencies.	<p>SPS Sub-group</p> <p>SOG SPS, Housing, Police, Local Authority CJSW</p>	<p>There was a perception that attendance at ICM was not as good as it could be. SPS reviewed this for NLC / SLC attendance and found that attendance rates were good. Figures were provided to MOG and will continue to be monitored on a regular basis. Arrangements are in place for other MAPPA partner agencies to attend ICM's as/when required and this is operating effectively.</p>

5	Consider future requirements of MAPPA self-evaluation process	Process benchmarked against other public protection disciplines	Quality and Assurance Sub-group	Members of Q&A sub-group met in January 2019 and group concluded that a self-evaluation process would not bring any additional benefit at this point in time. It was agreed that the current arrangements for auditing cases was sufficient and learning from sharing experiences of Serious Case Reviews was robust
6	Develop MAPPA training and awareness programme for staff within Responsible Authorities and Duty to Co-operate (DTC) agencies or third sector.	MAPPA training and awareness programme developed and delivered.	Training Sub-group	Series of MAPPA training events, including training on internet offenders, conducted during Nov/Dec 2018 and early 2019. Training for DTC and Third Sector staff delivered in South Lanarkshire during October 2018 and similar event took place in North Lanarkshire in February 2019
7	Update the MAPPA MOU and ISP documents to take account of new GDPR legislation	Updated 2018 version of MOU and ISP signed off by all relevant partners	SOG  All agencies	MOU and ISP documents updated in June 2018 and signed off by relevant lead officers.

## 6. Future Business Plan 2019/2020

- 6.1. The multi-agency members of the Lanarkshire Management Operational Group (MOG) and Strategic Oversight Group (SOG) worked collaboratively to produce the following business plan to address the key issues for the period 2019/2020.
- 6.2. Lanarkshire MAPPA remains committed to ensuring that best practice and innovation remain at the forefront of managing offenders. All agencies have a firm commitment to work effectively in partnership, to manage offenders and jointly address issues of risk. With the core feature to protect the public through effective work with offenders, the shared aim is to help change offending behaviour and mitigate the risk of re-offending.

6.3.

Action	What	Success Measure	Who	Update/Criteria
1	Offender Behaviour Training to be provided for staff in relation to mental health, learning disability and personality disorders	Training event to be delivered covering topics of Mental Health, Learning Disability and Personality Disorder.	Training Sub Group	
2	Sexual Offences Prevention Order (SOPO) and Order of Lifelong Restriction (OLR) awareness training to be provided to operational staff	Training event to be delivered covering topics of SOPOs and OLRs (including input from SPS and SWS regarding standardised approach to RMP's)	Training Sub Group	
3	Awareness training to be provided on Mentally Disordered Offenders / Restricted Patients	<p>Training event to be delivered covering topic of MDO's -</p> <ul style="list-style-type: none"> <li>◆ pathways of management</li> <li>◆ transition into Justice Services</li> <li>◆ understanding of roles and responsibilities regarding Compulsion Order and Restriction Order's (CORO's)</li> <li>◆ thresholds for Transfer of Treatment Direction (TTD's)</li> <li>◆ Mental Health Officers role</li> </ul>	Training Sub Group	
4	Implement findings of MAPPA Admin Unit review	Recommendations/ Findings from MAPPA Admin Unit Review implemented as necessary.	SLC/ NLC	
5	Outcome of	NHS MAPPA Mangers	NHS	

	national review into NHS and SPS healthcare provision to be monitored and recommendations implemented as necessary.	from Lanarkshire and Greater Glasgow and Clyde to monitor national review and consider recommendations for local implementation.	GGC/ NHSL/ SPS	
6	Improve awareness and learning from local ICR's	Improved awareness, knowledge and learning from ICR's occurring across Lanarkshire with MAPPA staff	MOG	
7	Include links to Care And Risk Management (CARM) process and Child Protection in national MAPPA Guidance	Links with CARM and Child Protection included in National MAPPA Guidance	SOG	

## **7. Employee Implications**

- 7.1. There are no significant future implications as a direct result of the Annual Report being published.

## **8. Financial Implications**

- 8.1. There are no financial implications as a direct result of the Annual Report being published

## **9. Other Implications (Including Environmental and Risk Issues)**

- 9.1. There are no additional risk implications associated with this report.
- 9.2. There are no sustainable development issues associated with this report.

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

- 10.1. The report does not introduce a new policy, function or strategy or recommend an amendment to an existing policy, function or strategy therefore no equality impact assessment was carried out.
- 10.2. In preparing this report, all key partners were consulted

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

19 November 2019



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

- ◆ none

**Previous References**

- ◆ none

**List of Background Papers**

- ◆ appendix one: Statistical Information

**Contact for Further Information**

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

Kenny Dewar, MAPPA Co-ordinator

Ext: 4138 (Phone: 01698 894138)

Email: [kenny.dewar@southlanarkshire.gov.uk](mailto:kenny.dewar@southlanarkshire.gov.uk)

**Table 1: Registered Sex Offenders within Lanarkshire area**

<b>REGISTERED SEX OFFENDERS (RSO's)</b>	<b>NUMBER</b>
<b>a) Number of Registered Sex Offenders:</b>	
i) At liberty and living in your area on 31 March 2019 <sup>1</sup> :	506
ii) Per 100,000 of the population on 31 March 2019 <sup>2</sup> :	(Est. population of 659,200) 66
<b>b) The number of RSO's between 01 April 2017 and 31 March 2018 having a notification requirement who were reported for breaches of the requirements to notify:</b>	31
<b>c) The number of "wanted" RSOs on 31 March 2019<sup>3</sup>:</b>	2
<b>d) The number of "missing" RSOs on 31 March 2019<sup>4</sup>:</b>	0

<sup>1</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities managed by MAPPA.

<sup>2</sup> <https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/council-area-profiles>

<sup>3</sup> A Wanted Registered Sex Offender is defined as those who are subject to the notification requirements of the Sexual Offences Act 2003 and who have a live warrant in force.

<sup>4</sup> A Missing person is defined as anyone whose whereabouts is unknown and:

- where the circumstances are out of character; or
- the context suggests the person may be subject to crime; or
- the person is at risk of harm to themselves or another.

**Table 2: Civil Protection Orders**

<b>The Number of</b>		<b>Applied for by Police</b>
a)	Sexual Offences Prevention Orders (SOPOs) in force on 31 March	26
b)	SOPOs imposed by courts between 1 <sup>st</sup> April and 31 March	8
c)	Risk of Sexual Harm Orders (RSHOs) in force on 31 March	0
d)	Number of sex offenders convicted of breaching SOPO conditions between 1 <sup>st</sup> April and 31 March	3
e)	Number of sex offenders convicted of breaching RSHO conditions between 01 April and 31 March	0
f)	Number of Foreign Travel Orders (FTOs) imposed by courts between 01 April and 31 March	0
g)	Number of Notification Orders (NOs) imposed by courts between 01 April and 31 March	2

**Table 3: Registered Sex Offenders managed under MAPPA**

REGISTERED SEX OFFENDERS (RSO's)	NUMBER OF OFFENDERS	
Number of RSOs managed by MAPPA Category:		
	In the community on 31 March 2019 <sup>5</sup>	In total on 31 March 2019 <sup>6</sup>
i) Level one – Ordinary Risk Management:	493	616
ii) Level two – Local Inter-agency Risk Management:	13	36
iii) Level three – MAPPA:	0	1
b) Number of Registered Sex Offenders convicted of a further Group 1 or 2 crime between 01 April to 31 March.		
i) Level one – Ordinary Risk Management:	10	
ii) Level two – Local Inter-agency Risk Management:	1	
iii) Level three – MAPPA:	0	
c) Number of RSO's returned to custody for a breach of statutory conditions (including those returned to custody because of a conviction of Group 1 or 2 crime):	7	
d) Number of indefinite sex offenders reviewed under the terms of the Sexual Offences Act 2003 (Remedial) (Scotland) Order 2011 between 01 April and 31 March.	0	
e) Number of notification continuation orders issued under the terms of the Sexual Offences Act 2003 (Remedial) (Scotland) Order 2011 between 01 April and 31 March.	0	
f) Number of notifications made to Jobcentre Plus under the terms of the Management of Offenders etc. (Scotland) Act, 2005 (Disclosure of Information) Order 2010 between 01 April and 31 March.	41	
g) Number of RSO's subject to formal disclosure:	0	

<sup>5</sup> These figures are a snapshot of those offenders currently residing in the community. It does not count those offenders within SPS estate or NHS facilities managed by MAPPA.

<sup>6</sup> These figures include all offenders who have been notified to the MAPPA Coordinator by the Responsible Authorities in the community and within the SPS estate or NHS facilities as at 31 March 2019. It should be noted the method of recording these figures in the Lanarkshire Annual Report was altered from 2018 onwards. Previously, these figures included all offenders who had been notified to the MAPPA Coordinator at any point between 1 April and 31 March.

**Table 4: Restricted Patients**

<b>RESTRICTED PATIENTS (RP'S):</b>	<b>NUMBER</b>
<b>a) Number of RP'S:</b>	
i) Living in your area on 31 March 2019:	30
ii) During the reporting year:	35
<b>b) Number of RP's per order on 31 March:</b>	
i) CORO:	26
ii) HD:	0
iii) TTD:	4
<b>c) Number within hospital/community on 31 March:</b>	
i) State Hospital:	9
ii) Other hospital on suspension of detention (SUS):	0
iii) Other hospital with unescorted SUS:	0
iv) Community (Conditional Discharge):	7
<b>d) Number managed by category on 31 March 2019:</b>	
i) Level one – Ordinary Risk Management:	30
ii) Level two – Local Inter-agency Risk Management:	0
iii) Level three – MAPPP:	0
<b>e) Number of RPs convicted of a further Group 1 or Group 2 crime between 01 April 2017 and 31 March 2019:</b>	
i) MAPPA level one:	0
ii) MAPPA level two:	0
iii) MAPPA level 3	0
<b>f) Number of RPs between 01 April 2018 and 31 March 2019:</b>	
i) who did not abscond or offend:	35
ii) who absconded:	0
iii) who absconded and then offended:	0
iv) where absconsion resulted in withdrawal of suspension of detention:	0
<b>g) Number of RPs on Conditional Discharge between 01 April 2018 and 31 March 2019:</b>	
i) who did not breach conditions, not recalled or did not offend:	7
ii) who breached conditions (resulting in letter from the Scottish Government):	0
iii) Recalled by Scottish Ministers due to breaching conditions:	0
iv) Recalled by Scottish Ministers for other reasons:	0

**Table 5: Delineation of RSO'S by age on 31 March 2019.**

Age	RSO Number	RSO Percentage %
18 - 21	20	3
22 - 25	43	6
26 – 30	70	11
31 – 40	135	21
41 – 50	136	21
51 – 60	139	21
61 - 70	71	11
Older than 70	39	6
Total	653	100

It is important to note that this table is in reference to the current age of those subject to MAPPA and not the age when the offence was committed.

**Table 6: Delineation of RSO's by sex on 31 March 2019**

Sex	RSO Number	RSO Percentage %
Male	645	99
Female	7	1

**Table 7: Number of RSO's managed under statutory conditions and/or notification requirements on 31 March 2019**

Number of RSO's:	Number	Percentage %
On Statutory supervision:	229	36
Subject to notification requirements only:	424	64

**Table 8: Number of Other Risk of Serious Harm Offenders managed under statutory conditions on 31 March 2019**

<b>Other Risk of Serious Harm Offenders</b>	<b>Number</b>
a) Number of offenders managed by MAPPA level as at 31 <sup>st</sup> March 2019	
1. Level 2 – Multi-Agency Risk management	2
2. Level 3 - MAPPP	0
b) Number of offenders convicted of a further Group 1 or 2 crime:	
I. MAPPA Level 2	0
II. MAPPP Level 3	0
c) Number of offenders returned to custody for a breach of statutory conditions(including those returned to custody because of a conviction of a Group 1 or 2 crime)	0
d) Number of notifications made to DWP under the terms of the Management of Offenders etc. (Scotland) Act 2005 (Disclosure of Information) Order 2010 between 1 April and 31 March	0

**Lanarkshire MAPPA Mission Statement**

“We will work together to reduce the risk posed by individuals who may cause harm within our communities. Through effective communication and information sharing, we will make our communities a safer place to work and live.”





# Report

**10**

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Update of the Social Work Resources' Risk Register and Risk Control Plan</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ present an update on the Risk Register and Risk Control actions for Social Work Resources

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

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

- (1) that the contents of the Resource Risk Register be noted.

## **3. Background**

- 3.1. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes. The Strategy requires Resources to record and review risk and control actions regularly. Social Work Resources (SWR) follow the guidance in developing, monitoring and updating the Risk Register on an ongoing basis.
- 3.2. The purpose of the Register is to ensure that the Resource is fully aware of its top risks; that these risks are prioritised; and that controls are in place to eliminate or minimise the impact of the risks.
- 3.3. The Resource scores the risks in accordance with the Council scoring mechanism, based on likelihood and impact. This results in risks being scored between one and nine (low – high).
- 3.4. Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls).
- 3.5. The last update of the SWR Risk Register was reported to the Social Work Resources Committee on 20 February 2019.
- 3.6. The Council's top Risk Register and Risk Control Plan has been reviewed. This work was completed in September 2019.
- 3.7. The Central Risk Management Team annually review Resource compliance with the Risk Management Strategy. The outcome of the 2018/2019 review identified that SWR achieved 100% compliance, scoring 42 out of a possible 42.

- 3.8 A separate Strategic Risk Register for South Lanarkshire Integration Joint Board (IJB) has been developed and reported to the IJB (Performance and Audit) Sub-Committee. This is now embedded as part of the overall IJB's Code of Corporate Governance.

#### **4. Resource Risk Management**

- 4.1. Each Resource has a Resource Risk Management Group (RRMG) which has responsibility for the promotion and management of risk.
- 4.2. The SWRRMG reports to the Social Work Governance Group on a quarterly basis. The risk reporting agenda within SWR is co-ordinated through the Senior Management Team (SMT) and supported by the Service Development Manager who attends the Risk Sponsors Group.
- 4.3. The work of the group over the last year has focused on the review and update of the Resource Risk Register, and ensuring that the Register reflected the Council's Plan and Individual Service Plans.

#### **5. Risk Register**

- 5.1. Work has been completed by the Resource Risk Group to finalise the review of the Resource Risk Register. The update gave consideration to risks at a service level, as well as strategic Council risks.
- 5.2. The Resource Risk Register will be monitored on an ongoing basis to allow new risks to be added and for the control measures and scores of the existing risks to be reviewed in light of new information.
- 5.3. Risks can result from internal or external influences, with examples being the impact of projected funding cuts or legislative changes or the impact of internal service changes.
- 5.4. The development process for the Resource Plan requires a risk assessment process to be undertaken as appropriate resulting in some actions within the Resource Plan having a corresponding risk identified within the Risk Register.
- 5.5. SWR Risk Register has been adapted to re-introduce and widen the scope of risks which has resulted in changes as summarised below:
- ◆ newly added risk - failure to evidence sufficient progress against Care Inspectorate requirements
  - ◆ newly added risk - failure to prepare for the analogue to digital switchover
  - ◆ new lower level risk - failure in multi-agency public protection procedures that result in harm to vulnerable children and adults
- 5.5.1. Some risk descriptions for Community Plan and Adverse Weather have been reworded.
- 5.6. Risks scored seven to nine are considered to be high risks and these are monitored closely. The top risks identified for the Resource, which is those that are residually scored as being high, are attached at Appendix 1.
- 5.7. A clear link has now been made to the Council's top risks. Top risk rankings and Resource specific risk implications are noted within the appendix.

- 5.8. Risks evaluated residually as being medium or low risk will be monitored to ensure that they continue to be adequately managed.

## **6. Insurance Hotspots**

- 6.1. A review of claims carried out for the period 1 April 2018 to 31 March 2109 identified the following insurance hotspot areas for SWR:

- ◆ mobile phone security
- ◆ slips, trips and falls, including those in winter weather
- ◆ risks associated with vehicle incidents (reversing)

- 6.2. The following progress has been made with actions included in the hotspot action plan:

- ◆ staff briefing undertaken regarding loss of mobile phones
- ◆ Corporate guidance awaited on 'footwear'
- ◆ driver instruction manual updates (reversing)

## **7. Scope and Appetite for Risk**

- 7.1. South Lanarkshire Council (SLC) aims to be risk embracing, that is it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.

- 7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a high residual risk exposure as this would indicate instability but a low residual risk exposure should also be avoided as this indicates lack of innovation.

- 7.3. SLCs ideal risk exposure should be consistent with an acceptable tolerance of:

- ◆ no more than 20% of residual risks at a high level
- ◆ around 40% to 50% of residual risks at a medium level
- ◆ around 30% to 40% of residual risks at a low level

- 7.4. SWR Risk Exposure is detailed in Table One below:

Table One – SWR Risk Exposure

<b>Residual risk score</b>	<b>2018/2019</b>		<b>2019/20</b>	
	<b>Number of risks</b>	<b>Percentage of risks</b>	<b>Number of risks</b>	<b>Percentage of risks</b>
High (7, 8 or 9)	6	35%	8	40%
Medium (4, 5, or 6)	8	47%	11	55%
Low (1, 2, or 3)	3	18%	1	5%
	17	100%	20	100%

- 7.5. Despite the fact that the risk exposure is outwith the ideal risk exposure defined by the Risk Management Strategy, it has remained similar to the previous year with slight movement in risk scores. This risk exposure is to be expected as these are the highest level risks currently being faced by the Resource.

- 7.6. SWR has ensured that all inherent risks scored at a high level have cost effective control measures in place. Where further control measures are required, these are included within the Resource Risk Control Plan.

## 8. Risk Control Actions

- 8.1. There were no Risk Control Actions due for delivery between April and September 2019.
- 8.2. Two actions due for completion during 2018/2019 have been completed. One hundred per cent (2/2) of these Risk Control Actions were completed on time against an overall Resource target of 75%.
- 8.3. Details of the completion of Risk Control Actions during 2018/2019 and 2019/2020 to date are contained in Table Two below.

Table Two

	2018/19	2019/20 (as at 30 September 2019)
Total number of actions due	2	0
Completed on time	2	0
Completed late	0	0
Due to be completed at a later date	0	0

- 8.4. Progress with completion of Resource Risk Control Actions is monitored on a monthly basis by the Central Risk Management Team. This is also reviewed by the Resource Risk Group.
- 8.5. There are currently no Risk Control Actions due for completion during the remainder of 2019/2020. The Committee is asked to note that the outstanding actions to mitigate risks within the Risk Control Plan will be progressed by the relevant officers.

## 9. Major Projects, Partnerships or Change

- 9.1. Within SWR, 12 partnerships have been identified. One of these is considered to be high risk, that is, the South Lanarkshire Health and Social Care Partnership.
- 9.2. Appropriate risk management arrangements are in place for the high level partnership as detailed at paragraph 3.8.

## 10. Next steps

- 10.1. The RRMG will continue to report on a quarterly basis to the Social Work Governance Group. The Risk Register will be reviewed on an ongoing basis by the group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided to Committee on an annual basis.

## 11. Employee Implications

- 11.1. Time will be required by the RRMG in the management of the Resource Risk Register and Risk Control Plan.

## 12. Financial Implications

- 12.1. During the year, if any new initiatives are identified which would help mitigate any particular risk faced by the Resource, some financial assistance may be available from the Risk Management Fund. This is managed through a bid being submitted and assessed against set criteria.

12.2. There were no bids made in the current financial year by SWR.

**13. Other Implications (Including Environmental and Risk Issues)**

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

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

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

14.1. This report does not introduce a new strategy, policy or function and as such does not require an Equality Impact Assessment to be completed.

14.2. From a consultation and engagement perspective, this report has been through a number of forums prior to being presented at the Social Work Resources Committee, for example the Social Work Governance Group and Senior Management Team.

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

12 November 2019

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

♦ accountable, effective, efficient and transparent

**Previous References**

♦ 2017/2018 Annual Risk Report – 20 February 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:-

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Email: [bernie.perrie@southlanarkshire.gov.uk](mailto:bernie.perrie@southlanarkshire.gov.uk)

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
1	<b>Failure to evidence sufficient progress against Care Inspectorate requirements</b> (Care at Home Service) <ul style="list-style-type: none"> <li>◆ lack of evidence to show improvement and not meeting requirements specified in last inspection report</li> <li>◆ Care Inspectorate follow up visit anticipated in next six weeks</li> </ul>	9	<ul style="list-style-type: none"> <li>◆ Chief Social Work Officer chairs a group tasked with remodelling service to achieve a positive outcome. Group meets weekly</li> <li>◆ transfer Blantyre and Larkhall service users to East Kilbride and Clydesdale localities respectively</li> <li>◆ ongoing regular meetings with Care Inspectorate</li> <li>◆ multi-layered approach to providing evidence involving staff from a number of disciplines</li> <li>◆ Elected Members briefed on issues and consequences</li> <li>◆ External “Critical Friend” identified to review service and provide a report with recommendations</li> <li>◆ additional funding to support capacity in the service</li> </ul>	8
	<b>Failure to prepare for the analogue to digital switchover</b> <ul style="list-style-type: none"> <li>◆ there are currently approximately 9,000 community alarm users in South Lanarkshire</li> <li>◆ the Council's Alarms Receiving Centre (ARC) is based at Pollock Avenue, Hamilton and is not digitally equipped</li> </ul>	9	<ul style="list-style-type: none"> <li>◆ ICT programme Board to co-ordinate future developments</li> <li>◆ South Lanarkshire Health and Social Care Partnership agreed to part fund a post within IT to map out the issues and way forward</li> <li>◆ Ofcom have been predicting that telecommunications providers will stop supporting the public switched telephone network (PSTN) and Integrated Services Digital Network by 2025</li> </ul>	8

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
	<b>Reduction in Council funding resulting in difficulties in achieving savings and maintaining frontline services.</b> (Top Council risk) <ul style="list-style-type: none"> <li>♦ Money Matters mitigating implications of the welfare reform agenda.</li> <li>♦ failure to achieve Resource savings targets</li> <li>♦ failure to collect care and grant income</li> </ul>	9	<ul style="list-style-type: none"> <li>♦ Money Matters service continues to income maximise</li> <li>♦ active participation in the Efficiency agenda</li> <li>♦ annual budget meetings</li> <li>♦ service reviews and redesign</li> <li>♦ assessment and care arrangements and income maximisation opportunities</li> <li>♦ review grants to voluntary organisations</li> <li>♦ review service user and carer prioritisation in terms of accessing service and support</li> <li>♦ support carers in their caring role</li> <li>♦ target resources on those with critical/substantial needs</li> <li>♦ work in partnership with voluntary organisations to provide early intervention and preventative supports.</li> <li>♦ service Reviews including IT solutions to deliver service models</li> <li>♦ reassess 'waiving of charges' SDS in relation to carers Adults Carer Support Plans</li> <li>♦ Procurement of Carers Services, Care at Home and Support Services to those with Learning disabilities</li> <li>♦ Introduction of Eligibility Criteria</li> </ul>	8

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
	<p><b>The Council is significantly affected by the impact of the UK leaving the European Union</b> (Top Council risk)</p> <ul style="list-style-type: none"> <li>♦ there will be a shortage of highly skilled workers in certain professions which currently rely on migrant workers – for example education and healthcare</li> <li>♦ there will be a shortage of entry level workers, including those with lower skills, those who gain their qualifications largely through work based training, and those in less highly-paid sectors</li> </ul>	9	<ul style="list-style-type: none"> <li>♦ the Council's Economic Development Service provides support to businesses within the South Lanarkshire area</li> <li>♦ advice published by the Government and other economic development agencies shared via partners and business networks</li> <li>♦ financial strategy addresses potential changes in funding</li> <li>♦ there is potentially new EU funding that the Council could apply for in the period 2019-2023 totalling £6.5m (ESF Employability Phase 2 bid). This is currently on hold with the SG.</li> <li>♦ the HM Treasury has provided assurances around the current EU funded programme for all projects with a signed agreement in place prior to the UK leaving the EU</li> <li>♦ various reports to Executive Committee highlights implications for Council Services</li> <li>♦ report presented to the CMT on "Brexit and the Implications for the Council's European Funded Projects"</li> <li>♦ UK and Scottish Government Reasonable Worst Case Scenario Planning Assessments in planning updates to CMT</li> <li>♦ Resources have familiarised themselves with the content of the no-deal technical papers</li> <li>♦ brief guide for businesses which signposts the support and guidance that is available and to consider the six areas under which Brexit may affect their business has been published</li> <li>♦ risk workshop held with the Community Planning Partnership (CPP) to examine the potential implications for partners and to identify areas where a joined up approach to Brexit planning can be developed</li> <li>♦ officers have attended various seminars</li> <li>♦ project management structures in place, with lead officers identified</li> <li>♦ Resource Risk Registers reflect Brexit risks</li> <li>♦ Brexit Statement in the Annual Accounts</li> </ul>	8



SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
2	<b>Potential liability arising from claims of historic abuse</b> (Top Council risk) <ul style="list-style-type: none"> <li>◆ perceived failure on the authority and predecessor authority to fulfil its obligations in relation to looked after children</li> <li>◆ potential disclosures to the inquiry which result in the Council as the successor authority being liable</li> <li>◆ claims for compensation</li> <li>◆ damage to the reputation of the Council</li> <li>◆ potential periods of the inquiry uninsured</li> <li>◆ current public consultation (November 2019) inviting views on aspect of the design of the redress scheme, and how those responsible could make a financial contribution</li> </ul>	7	<ul style="list-style-type: none"> <li>◆ Cross Council Steering Group established</li> <li>◆ review of historical records pertaining to current Section 21 notices completed</li> <li>◆ timescales met for Section 21 notices received</li> <li>◆ level of insurance cover exists in relation to predecessor authorities</li> </ul>	7
	<b>Information Management not subject to adequate control</b> (Top Council risk) <ul style="list-style-type: none"> <li>◆ ineffective records management practices could lead to data breaches</li> <li>◆ poor information recording within client index systems</li> <li>◆ systems not geared towards sharing relevant information across partners</li> <li>◆ impact of GDPR</li> </ul>	9	<ul style="list-style-type: none"> <li>◆ regular audits of case file activity undertaken</li> <li>◆ data sharing protocols are in place with partners to ensure appropriate sharing of information about service users</li> <li>◆ Electronic Documents Records Management System (EDRMS) is embedded in case file practice in all localities</li> <li>◆ Resource preparing for Corporate file structure Objective</li> <li>◆ SWiSplus training team dedicated to training staff in use of client index system</li> <li>◆ contract monitoring in place with external providers ensuring their data protection obligation followed</li> <li>◆ annual audit checklists</li> <li>◆ Information Governance Board GDPR action plan</li> </ul>	7

SWR Ranking	Risk	Inherent score	Sample of Controls	Residual score
	<b>Fraud, theft, organised crime and cyber-attacks</b> (Top Council risk) <ul style="list-style-type: none"> <li>♦ employee fraud/theft</li> <li>♦ Resource employs over 3000 staff</li> <li>♦ procurement processes fail to identify suppliers with links to serious organised crime</li> <li>♦ breach in internet security</li> </ul>	9	<ul style="list-style-type: none"> <li>♦ Code of Conduct for all Social Work Staff</li> <li>♦ Scottish Social Services Council accreditation</li> <li>♦ disciplinary procedures in place</li> <li>♦ core clauses in standard model contract with external providers</li> <li>♦ contract monitoring arrangements in place</li> <li>♦ IT systems in place to combat breaches</li> </ul>	7
	<b>The Council fails to deliver the objectives set out in the IJB Strategic Commissioning Plan</b> (Top Council risk) <ul style="list-style-type: none"> <li>• Implications for children and justice services</li> <li>• Governance and accountability arrangements</li> <li>• Locality Planning models</li> <li>• Locality Service delivery models</li> <li>• Budgets and finance</li> <li>• Reputation</li> </ul>	9	<ul style="list-style-type: none"> <li>♦ Chief Officer and Senior Management Team in post</li> <li>♦ Committee structure in place</li> <li>♦ Reports presented to CMT and Executive Committee</li> <li>♦ Integration Board links to the Community Planning Partnership</li> <li>♦ SLC representation on the Integration Board</li> <li>♦ Chief Officer representation on Group</li> <li>♦ SOLAR Guidance</li> <li>♦ Strategic Commissioning Plan 2019-22 approved</li> <li>♦ IJB Directions issued to Council and NHS Board annually</li> <li>♦ National Audit Activity</li> <li>♦ Locality Management Teams approved by the Senior Management Team</li> <li>♦ SMT Work plan re the transformation/change agenda</li> <li>♦ Chief Officers Network facilitated by the Scottish Government</li> <li>♦ Code of Corporate Governance</li> <li>♦ Performance reporting framework</li> <li>♦ Tripartite Joint Chief Executive meetings</li> <li>♦ Chief Officer 1-2-1 meetings with Chief Executives</li> </ul>	7

# Report

11

Report to:	<b>Social Work Resources Committee</b>
Date of Meeting:	<b>11 December 2019</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Social Work Resources - Notification of Contracts Awarded – 1 April to 30 September 2019</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide notification in line with Standing Orders on Contracts to Committee of all contracts awarded by Social Work Resources during the period 1 April to 30 September 2019

## 2. Recommendation(s)

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

- (1) that details of the contracts awarded be noted.

## 3. Background

3.1. It is a requirement of Clauses 21.8 and 22.5 of the Standing Orders on Contracts that details of the acceptance of all tenders above £50,000 be reported retrospectively to the relevant Committee for noting, other than those under Clause 21.3 where the award is not the lowest in a price only tender, or costs exceed the approved financial provision. In these instances a report is submitted to the appropriate Committee and subsequent authority to award is granted by that Committee.

## 4. Contract Awards

4.1. Contracts awarded for the period 1 April to 30 September 2019, on the basis of lowest offer and/or most economically advantageous offer submitted, are detailed in Appendix 1.

## 5. Employee Implications

5.1. Contracts management, including performance appraisal, will be undertaken by both the main service user and the Procurement Team.

## 6. Financial Implications

6.1. Appropriate budgetary provision is available for each of the contracts awarded.

## 7. Other Implications (Including Environmental and Risk Issues)

7.1. There are no direct risks or implications for sustainability in terms of the information contained in this report.

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

- 8.1. This report does not introduce a new policy, function or strategy nor recommend a change to an existing policy, function or strategy and therefore, no 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**

29 October 2019

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

- ◆ Accountable, Effective, Efficient and Transparent

### **List of Background Papers**

- ◆ Standing Orders on Contracts

### **Contact for Further Information**

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

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

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## Appendix 1

### Social Work Resources

Contracts Awarded by Social Work Resources over £50,000 in value (or awarded under Standing Order 9)

<b>Name of Successful Tenderer / Provider</b>	<b>Value of Contract Awarded</b>	<b>Date of Award</b>	<b>Brief Description (include period of contract)</b>
121 Care at Home Ltd.	£32,760	10 August 2019	Negotiated award for Care at Home services under Standing Order 9.3.2 Duration: 01/08/2019-01/02/2020.

