

Report

Report to:	Social Work Resources Committee
Date of Meeting:	1 September 2021
Report by:	Director, Health and Social Care

Subject:	Social Work Resource Plan: Quarter 4 Progress Report 2020-2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Social Work Resource Plan Quarter 4 Progress Report 2020-21, for the period 1 April 2020 to 31 March 2021

2. Recommendation(s)

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

- (1) that the Social Work Resource Plan Quarter 4 Progress Report 2020-21 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted;
- (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 changes in RAG status between Quarter 2 and Quarter 4 as summarised at paragraph 5.5. and detailed at Appendix 3 of this report, be noted.

3. Background

3.1. The Social Work Resource Plan 2020-21 was approved by the Social Work Resources (SWR) Committee on 19 August 2020 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2020-21.

3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements and provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the Priorities set out in the Council Plan Connect 2017-22.

3.3. As Elected Members are aware, due to the COVID-19 Pandemic, the Council was forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for residents and for staff. SWR prioritised providing support to those service users with critical and substantial needs and ensured that core statutory duties were fulfilled. The Pandemic has unavoidably caused backlogs in relation to Assessment and Care

Management functions and in particular, service reviews. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. There has been an inevitable impact on performance in some areas.

4. Resource Objectives 2020-21

- 4.1. The Resource has established a number of objectives to support the delivery of the Connect Priorities in 2020-21. These are detailed at Appendix 1.

5. Quarter 4 Progress Report 2020-21

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 4 Progress Report 2020-21, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

- 5.2. 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.

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

Status	Measures			
	Statistical	Project	Total	%
Blue	0	6	6	17%
Green	11	16	27	75%
Amber	1	0	1	3%
Red	2	0	2	5%
Report later/Contextual	0	0	0	0%
Totals	14	22	36	100%

(Data correct as at 20 April 2021)

5.3. Key achievements for 2020-21, to date, are noted below:

5.3.1.

Connect Priority	Ensure communities are safe, strong and sustainable
Resource Objective	Achievement
Progress the Community Justice Outcome Improvement Plan	The Unpaid Work Service has adapted group work programmes to ensure the Service can continue in the face of the current social distancing restrictions in place. Services are being run virtually or in smaller groups where possible. In addition, in 2020-21 100% of Drug Treatment and Testing Order clients were seen with two days of their Order commencing.
Provide access to timely support and interventions for people/groups who are disadvantaged	In 2020-21, 636 out of 654 (97%) of drug and/or alcohol clients who were referred for treatments and/or psychosocial intervention started treatments within three weeks of being referred.
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	In 2020-21, 996 out of 1,023 (97%) of Criminal Justice Social Work reports requested were submitted to the court by the due date.
Connect Priority	Promote sustainable and inclusive economic growth and tackle disadvantage
Resource Objective	Achievement
Strengthen engagement with service users and carers	The Social Work Participation and Involvement Strategy 2020-23 is available to download by staff and service users. Throughout the Covid Pandemic effort has continued to involve service users and identify their views individually and collectively. Where possible, staff have maintained contact with individuals and families by a range of electronic systems enabling continued involvement. Consultation has continued to take place, most recently in relation to Home Care, Adult Support and Protection and Advocacy.
Contribute to the tackling poverty agenda	The Money Matters Advice Service have continued to deliver support to service users; to 3,288 new cases have been awarded benefits, backdated benefits, and/or assisted with debt in 2020-21.
Connect Priority	Get it right for children and young people
Resource Objective	Achievement
Care and protect vulnerable children and young people	In 2020-21, 88% of all reports submitted to the Scottish Children's Reporter Administration were submitted within the 20-day timescale, performance in the measures continues to improve from last year.

	The Resource continues to ensure that all looked after children and young people are looked after in the appropriate setting, with 92% of our looked after children being cared for in a community setting.
Connect Priority	Improve health, care and wellbeing
Resource Objective	Achievement
Deliver better health and social care outcomes for all	<p>Although, data for January to March 2021 is not available yet, data to end of 2020 shows improvement across the six areas identified in the Health and Social Care delivery plan from 2019-20; A&E attendances are down by 27%; emergency admissions down by 23%*; unscheduled acute bed days down by 25%; unscheduled care bed days acute/geriatric long stay/mental health down by 32%; delayed discharge non-code nine bed days down by 53%.</p> <p>*(NB emergency admissions and unscheduled care bed days will increase as episodes of care are completed.)</p> <p>The improved performance in delayed discharge has continued in SLHSCP alongside the whole system roll out of Planned Date of Discharge multi-disciplinary approach.</p>
Promote, choice, control and flexibility in social care	In 2020-21, 546 new carers were supported by dedicated Welfare Rights Officers via the Money Matters Advice Service.
Care and protect vulnerable adults	In 2020-21, 93% of all local authority welfare guardianship order supervising officer visits were undertaken within timescales, and 94% of all private welfare guardianship orders were undertaken on time.

5.3.2. In addition to working towards these Priorities, 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.

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Develop improvement activity and promote scrutiny	<p>All statutory returns to the Scottish Government were submitted within requested timescales.</p> <p>There are 40 registered Care Services across South</p>

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
	Lanarkshire, Social Work Resources, 37 of these services were graded good or above in their most recent inspection results.

5.4. Areas for improvement

- 5.4.1. 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.

Ensure communities are safe, strong and sustainable		
Resource Objective: Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all		
Measure	Comments/Progress	Action by Manager (where applicable)
75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	In 2020-21, 57% (134 out of 1236) of Unpaid Work inductions were held within the 5-day timescale following commencement of a CPO.	The Unpaid Work Service cannot operate group activity at usual levels as a result of the Pandemic therefore some placements could not start within timescales. Face to face contact will resume on 26 April 2021 and performance should see improvement following this date.
75% of people starting their placement within 7 days of a CPO unpaid work	In 2020-21, 47% (111 out of 236) of Unpaid Work placements started within the 7-day timescale.	The Unpaid Work Service cannot operate group activity at usual levels as a result of the Pandemic therefore some placements could not start within timescales. Face to face contact will resume on 26 April 2021 and performance should see improvement following this date.
Get it right for children and young people		
Resource Objective: Care and protect vulnerable children and young people		
Measure	Comments/Progress	Action by Manager (where applicable)
75% of children seen by a supervising officer within 15 days	In 2020-21, 70% of children made subject to a Compulsory Supervision Order following a hearing were seen within timescales, 30% did not meet timescales due to self-isolating guidance and phone contact was made regularly until visits were safe to undertake.	Performance will continue to be monitored by the operational teams.

5.5. Scrutiny of Change in RAG status

- 5.5.1. A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. On analysis of the measure falling into this category, the narrative update input into the system clearly explains the reason for the change in status which illustrates the improved quality of the comments in the quarterly updates. A summary of the measures falling into this category of further scrutiny is included 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.
- 6.2. Absence statistics are monitored and reported through the Council-wide Workforce monitoring report which is presented to each Resource Committee and the Employees Issues Forum. For your information, the absence performance results as at Quarter 4 is attached at Appendix 4.

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. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

- 9.1. The Community Plan 2017-27 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.
- 9.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

10. Equality Impact Assessment and Consultation Arrangements

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

Soumen Sengupta
Director, Health and Social Care

2 June 2021

Link(s) to Council Values/Objectives

- ◆ The Resource Plan has been structured upon the Vision, Values and Priorities in the Council Plan Connect 2017-22

Previous References

- ◆ Social Work Resources Quarter 2 Progress Report 2019-20: 20 January 2021

List of Background Papers

- ◆ Council Plan Connect 2017-22 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017: mid-term review of Connect endorsed by the Executive Committee 24 June 2020
- ◆ Social Work Resources Plan 2020-21 – approved by Social Work Committee on 19 August 2020

Contact for Further Information

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

Colette Brown, Planning and Performance Manager

E-mail: colette.brown@southlanarkshire.gov.uk

Ext: 3447 (Phone: 01698 453447)