

South Lanarkshire Council

Chief Social Work Officer Annual Report

2020-2021

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Introduction

The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and to supporting local people to maximise their potential, maintain their independence and improve outcomes.

The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO), who must be registered with the Scottish Social Services Council (SSSC), is contained within Section 3 of the Social Work (Scotland) Act 1968. The role of the CSWO is to provide professional advice and guidance to the local authority's Elected Members and Officers in the provision of commissioned and directly provided Social Work Services. The CSWO also has responsibility for overall performance improvement and the identification and management of corporate risks, insofar as these relate to Social Work Services.

The CSWO is also 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.

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.

Self-Directed Support (SDS) is Scotland's mainstream approach to Adult Social Care. The Social Care (Self-Directed Support) Scotland Act 2014 aims to put the person at the centre of the support planning process enabling them and their carers and families to make informed choices about the Social Care support they require and how it is delivered. It gives the individual better control of their care through four funding options. Our assessments are modelled on the co-produced assessment directed by our SDS assessment tools, offering individuals choice and control over their personal outcomes. The Children and Young People (Scotland) Act 2014 places Getting It Right for Every Child at the centre of assessing the wellbeing needs of children and young people.

In addition to assessment, Social Work Resources commission a wide range of local private, not for profit and voluntary sector providers together with a range of specialist services from outwith the South Lanarkshire area. There are 40 independent care homes for older people, 13 care homes for adults with a range of support needs and a small number of children's care homes in the Council area. Additionally, we have a range of Care at Home, Day Care and Supported Living providers operating across our localities.

Throughout 2020/21 Social Work Resources activities included:

- ◆ providing assessment, specialised assessment and support
- ◆ providing targeted services for vulnerable children young people, adults and their carers
- ◆ providing care at home
- ◆ day, respite and residential support services

- ◆ supervision and monitoring in the protection of vulnerable children and adults and wider public protection services
- ◆ working with those subject to requirements within Justice and Mental Health legislation

Those who use our services and the wider workforce have all experienced the impact of the global COVID-19 Pandemic. As we look forward to the gradual reintroduction of services as restrictions ease, we will assess and amend our plans, embrace our creativity and capitalise on the many innovations that have arisen in response to the Pandemic.

As CSWO for South Lanarkshire I will continue, whilst pursuing COVID-19 recovery, to progress our priorities in areas including:

- ◆ 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)
- ◆ community justice
- ◆ children and young people's legislation
- ◆ Carer's (Scotland) legislation
- ◆ care inspectorate announced and unannounced inspections and follow up improvement action plans
- ◆ developing and supporting our profession and workforce

The ongoing development of Social Work Services and our achievements rely on the continued commitment of our staff, statutory and third sector partners, the local community and support of the Council's Elected Members across all parties, who continue to advocate for the Service.

I would like to thank everyone for their efforts during the exceptional circumstances of 2020-21 and I look forward to working together on shared agendas during the year ahead.

Liam Purdie
Chief Social Work Officer
30 September 2021

Section 1. Governance and Accountability

1.1 Community Planning Partnership

1.1.1 South Lanarkshire Council is part of the South Lanarkshire Community Planning Partnership (CPP) and the Partnership Board has a key role in progressing Community Planning in this area. Board partners include:

- ◆ NHS Lanarkshire
- ◆ Police Scotland
- ◆ Scottish Enterprise
- ◆ Scottish Fire and Rescue Service
- ◆ Scottish Government
- ◆ Skills Development Scotland
- ◆ Strathclyde Partnership for Transport
- ◆ University of the West of Scotland
- ◆ VASLan (Community and Voluntary Sectors)

1.1.2 The agreed vision for Community Planning in South Lanarkshire is:
"To improve the quality of life for all in South Lanarkshire by ensuring equal access to opportunities and to services that meet people's needs".



1.2 South Lanarkshire Council

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

Scottish Labour Party	Scottish National Party	Conservative /Unionist	Scottish Liberal Democrats Party	Independent	Independent Group
17	25	12	3	1	6

1.2.2 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.



1.2.3 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.

- 1.2.4 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 2021-2022 - [SWR Resource Plan 2021 22 \(1\).pdf](#)

1.3 Social Work Resources

- 1.3.1 The principal 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. Unfortunately, due to the statutory nature of our work, many of our service users do not engage with us on a voluntary basis.
- 1.3.2 The CSWO role is understood and valued within the Council and Partnership. 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 extend 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 Council Leader, the Chief Executive and the five Directors of the Corporate Management Team.
- 1.3.3 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 Integration Joint Board (IJB). The role is integral in the supervision and monitoring of the protection of vulnerable children and adults and serving as a conduit between the IJB and public protection activity and reporting annually on the discharge of statutory duties.
- 1.3.4 Social Work Committee consists of 26 Elected Members and deals with most of the business relevant to the CSWO role, as well as strong links to other key member groups including relevant audit, scrutiny, equality, and member officer working groups.
- 1.3.5 The CSWO actively participates in a number of influential decision-making forums providing a significant leadership role in shaping the overall strategic direction of services, including:

Table - CSWO Membership of Decision-Making Bodies	
Structure	Role
Council	<ul style="list-style-type: none"> ◆ Social Work Committee ◆ Social Work Governance Group ◆ Good Governance Group ◆ Learning and Development Boards ◆ Corporate Management Team
Integrated Joint Board (IJB)	<ul style="list-style-type: none"> ◆ IJB Board ◆ IJB Performance and Audit Sub Committee ◆ Health and Care Senior Management Team ◆ Support, Care and Governance Group

Table - CSWO Membership of Decision-Making Bodies	
Structure	Role
Children's Services	<ul style="list-style-type: none"> ◆ GIRSLC Partnership Board ◆ GIRSLC Strategy Group
Public Protection	<ul style="list-style-type: none"> ◆ Chief Officer's Group ◆ Child Protection Committee ◆ Adult Protection Committee ◆ MAPPA Strategic Oversight Group
Community Planning	<ul style="list-style-type: none"> ◆ Community Planning Partnership Board ◆ Safer South Lanarkshire Steering Group ◆ South Lanarkshire Community Justice Partnership ◆ Lanarkshire Alcohol and Drugs Partnership ◆ Gender based Violence Group

1.3.6 In addition to these regular forums, the CSWO has engaged in a strategic command centre throughout the COVID-19 Pandemic, established by the South Lanarkshire Health and Social Care Partnership (SLHSCP) to make daily decisions in response to the fast-paced guidance issued by the UK and Scottish Governments, Public Health and other organisations.

1.4 SLHSCP

1.4.1 Within the SLHSCP, the Director, Health and Social Care has a lead role for Social Work functions, supported by the CSWO.

1.4.2 Child and Family and Justice Social Work Services are not included in the South Lanarkshire Integration scheme and lie outside the SLHSCP. A Performance and Audit Sub-Committee assists with the governance and accountability arrangements in key areas of work which are led by the IJB, including:

- ◆ the approval and implementation of the Strategic Commissioning Plan (SCP)
- ◆ the establishment of locality planning
- ◆ governance and accountability arrangements
- ◆ the production of an annual performance report

1.4.3 South Lanarkshire locality planning areas develop local profiles and identify local priorities which in turn shape commissioning intentions and the Strategic Commissioning Plan.
(www.southlanarkshire.gov.uk/slhscp/download/downloads/id/194/sl_hscp_strategic_commissioning_plan_2019-2022.pdf)

1.4.4 The CSWO has responsibility for ensuring there are recognised governance and decision-making arrangements in place that support the SCP ambitions. The CSWO provides professional leadership and ensures the SLHSCP delegated statutory functions are being delivered through the chairing of groups such as, the Social Work Governance Group and the Social Work Learning and Development Boards alongside the scrutiny and monitoring of performance and standards within the Senior Management Team.

1.4.5 The Scottish Government outlined new arrangements in May 2020 for HSCPs to enhance professional clinical and care oversight of care homes within their area. The CSWO is central to the multi-disciplinary group that monitors and discusses the

quality of care within care homes across South Lanarkshire. This requires daily support and oversight and includes arrangements for testing and infection prevention control arrangements and PPE, through an established Care Home Clinical and Care Professional Oversight (CHCCPO) team comprising of the following professional roles:

- ◆ The NHS Director of Public Health
- ◆ Executive Nurse Lead
- ◆ Medical Director
- ◆ Chief Social Work Officer
- ◆ HSCP Chief Officer: providing operational leadership

1.4.6 Alongside this is the responsibility for tracking and reporting to Scottish Ministers and the implementation of emergency powers, outlined in the Coronavirus (No 2) (Scotland) Act 2020), to intervene as the nominated officer to secure the health and safety of people living in care homes should this be necessary.

1.4.7 Below is the structure chart that the Health and Social Care Partnership operate within.

Social Work Resources/Health and Social Care Organisational Structure

Director of Health and Social Care

Head of Health and Social Care x 2

2193 Staff
(Whole Time Equivalent)

Each Head of Service is responsible for delivering Social Work Services for Adult and Older People in two localities including:

- Care and protection of vulnerable adults and children
- Assessment
- Physical disability and Learning disability
- Mental Health Services
- Drug and Alcohol Services
- Carers Support Services
- Care Home Services
- Care at Home Services
- Health Improvement Services
- Day Services
- Respite Services
- Occupational Therapy Services
- Reablement Services – Equipment and Telecare/Health
- Commissioning of Services
- Integrated Community Support Team
- Palliative Care
- Primary Care

Chief Financial Officer

The Chief Financial Officer is responsible for monitoring and regulating the financial performance of the resources available to the Integration Joint Board. This post covers North and South Lanarkshire IJBs

Head of Commissioning and Performance

244 Staff
(Whole Time Equivalent)

Commissioning of Services

- Strategic Planning
- Performance Management
- Property and Assets
- Information Technology
- Communication
- Complaints
- Money Matters
- Health Improvement
- Winter Planning

Nurse Director

Community Nursing: 406 staff

Children's Services: 159 staff

Specialist and Hosted Services: 134 staff

Associate Nurse Directors

- Health Visiting
- Community Nursing
- Hosted Services (Palliative Care, Health and Homeless, Out of Hours, Primary Care Improvement Plan)

Medical Director

Associate Medical Director and four locality lead GPs

Primary Care Improvement Team (5TE) – Pan-Lanarkshire

Professional input and liaison for Primary Care Services, all GP practices, Community Pharmacies, Opticians Dentists Pan-Lanarkshire

Head of Children and Justice Services / CSWO

536 Staff
(Full time Equivalent)

- Care and protection of children and young people
- Assessment
- Children's Houses
- Fostering and Adoption Services
- Corporate Parenting
- Getting It Right for Every Child
- Family Support
- Throughcare and Aftercare
- Youth Justice
- Learning Disability
- Counselling
- Working with Offenders
- Community Payback
- Restorative Justice
- Multi Agency Public Protection Arrangements (MAPPA)
- Court Services
- Drug Testing and Treatment Orders (DTTO)
- Substance misuse services
- Gender based violence
- Justice Throughcare

Section 2 Service Quality and Performance

2.1 Service Overview

- 2.1.1 Throughout 2020-21, Social Work Services have responded positively to the global Coronavirus Pandemic, ensuring that the most vulnerable citizens in our communities and our employees remain supported and protected.
- 2.1.2 Service delivery models have been reorganised to adhere to government guidance, and restrictions with social distancing resulted in an immediate reduction in footfall within our workplaces. The introduction of agile working and the use of key IT solutions such as Microsoft Teams and Near Me have been invaluable to service delivery and to the recovery process. Working arrangements put in place to deliver services during this public health crisis continue to be reviewed on an ongoing basis as we recover.
- 2.1.3 In direct response to the COVID-19 Pandemic, a PPE Hub was established immediately to support the needs of over 200 care providers including care homes, Care at Home providers, paid carers, unpaid carers, and charitable organisations, operating 24 hours daily, 365 days per year. Asymptomatic Testing Centres also opened in the area in March 2021.
- 2.1.4 The Council's Community Engagement Team has worked alongside Third Sector Interface (VASLan) in response to the Coronavirus Pandemic to collate the activity happening within communities and establish contact with new groups and networks that have developed in response to the current situation. This included setting up a helpline to assist people to access food and other essential supplies.
- 2.1.5 Engagement with service users and the community remains strong across the Partnership and is supported by the South Lanarkshire Health and Social Care Forum. This is an independent group of community volunteers who work to engage Health Service and Social Care users, carers and communities to improve local Health and Social Care Services. The Forum also supports wider public involvement in planning and decision-making about local services, and keeps local people informed about the range and location of services.
- 2.1.6 The IJB's second Strategic Commissioning Plan 2019-22 (SCP), continues to provide the SLHSCP with direction of travel by responding to:
- ◆ public and key stakeholder consultation and engagement activity
 - ◆ strategic needs profiling of the population of South Lanarkshire
 - ◆ delivery of the nine 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
- (www.southlanarkshire.gov.uk/slhscp/downloads/file/194/south_lanarkshire_health_and_social_care_partnership_strategic_commissioning_plan_2019-2022)
- 2.1.7 Social Work Resources continues to play a key role in operationally delivering a number of the 13 strategic priorities identified within the SCP and supporting the most vulnerable people who may be at risk of harm.
- 2.1.8 A strategic priority for the SLHSCP is the implementation of the Rapid Rehousing Transition Plan (RRTP) 2019/2024 which sets out how the Partnership will work to

reduce homelessness and improve outcomes for people experiencing homelessness. A Homelessness Strategy Group has been established to take forward the priority outcomes set out in the South Lanarkshire's Local Housing Strategy (LHS).

- 2.1.9 Adult and Older People Services work with other Council Resources as well as partners in health, the voluntary and independent sector. Staff fulfil duties under the law and the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered. Assessment and Care Management Services work with service users and their carers to help plan services to meet their needs.
- 2.1.10 Adult and Older People's Services carried out a range of activity throughout 2020-21 examples of which include:
- ◆ working with 2,436 people to promote independence as part of the Supporting Your Independence approach
 - ◆ providing 14,199 items of equipment to people to enable people to stay within their home
 - ◆ supporting up to 2,200 older people at any time in long term care placements
 - ◆ our Adult Support and Protection activity showing this year, for adults under 65 we supported inquiries for 875 people which led to 340 investigations and for adults 65+ we supported 2071 inquiries leading to 824 investigations
 - ◆ for local authority Welfare Guardianship Orders, visits have been maintained at a good level over the course of the year, with 94% within timescale
 - ◆ for private Welfare Guardianship Orders, demand remained high; however, despite the COVID-19 outbreak and social distancing measures, the number of visits completed within timescales was 94%
 - ◆ supporting 1,085 people with a learning disability to live in their own communities
 - ◆ working with 5,405 adults with a physical disability who were referred to the physical disability teams
 - ◆ working with 788 individuals with a mental health problem who were referred to Community Mental Health Teams
- 2.1.11 Care at Home Services continued to offer support to the most vulnerable individuals throughout the Pandemic. The Service benefitted from initial support from colleagues redeployed from other Council Resources to enable the creation of a Community Meals Service and welfare check for those with lower-level need. This released valuable Home Carer hours to focus on those with greater complex needs and offered additional support to those discharging from hospital.
- 2.1.12 A challenge for the Service during this period was the impact of staff absence, with a significant number of staff shielding, self-isolating or absent from work due to sickness. Fortnightly meetings were held with external Care at Home providers to offer support, share information and ensure appropriate responses were in place to meet emerging issues.
- 2.1.13 Communication with carers was paramount and agreement to extend Microsoft 365 accounts to all Home Carers, provided access through organisational email addresses and MS Teams. This has transformed the way in which we can engage with staff who work in the community in a more responsive, efficient, and safe way.

- 2.1.14 The Service also remained focussed on areas of improvement which had been previously highlighted by the Care Inspectorate. Two locality teams were placed in voluntary moratorium to enable local managers and staff the opportunity to address the areas of concern. Following positive feedback from the Care Inspectorate, the moratoria have now been removed.
- 2.1.15 Meanwhile the Service has introduced a sector leading IT system called Total Mobile to transform the way that it schedules and allocates work and communicates with staff and service users. The system will bring efficiencies to the scheduling process, be more responsive to changes in service user circumstances and offer improved continuity with a more personalised care service.
- 2.1.16 Care homes for older people were required to adapt rapidly to the outbreak of COVID-19, and the Service has since been consistent in its application of the changing guidance, implementation of enhanced infection prevention and control measures and additional scrutiny and oversight.
- 2.1.17 In response to the Crown Office and Procurator Fiscal Service's dedicated COVID-19 Death Investigation Team (CDIT), the CSWO has established a Governance Oversight Group to support Operation Koper. Further, the Care Home Outbreak Management Oversight Group has been established to review and assure the management of COVID-19 outbreaks in Lanarkshire care homes. The Group reviews active outbreaks and monitors the impact of preventative and mitigating actions. Common themes and lessons learned are collated and identify further action for improvement.
- 2.1.18 At the outset of the Pandemic a Discharge Pathway was developed in-line with national COVID-19 step-down guidance to support the discharge of patients' home from acute hospital sites. Care home capacity was created within three new sites where adults from hospital and community received intermediate care before returning home. As testing capacity increased, a decision was taken to close the additional sites and establish COVID-19 admission zones within our care homes.
- 2.1.19 A network of support has been established for the care home sector during this period. The Care Home Providers forum includes representation from independent, voluntary, and local authority care homes. Chaired by a Social Work Manager, the forum provides the opportunity to share and signpost providers to emerging guidance and reporting requirements, whilst sharing an understanding of the pressures and identifying solutions.
- 2.1.20 The Pandemic interrupted the programme of transformation of the existing model of residential care. With the programme recommencing in the spring of 2021, work on the £18 million investment from the Council's capital fund is fully underway.
- 2.1.21 Planning permission was granted in December 2019 for a new care facility to be built with four distinct elements including:
- ♦ 20 transitional care apartments for adults and older people. Transitional care offers short term support with the objective of allowing people to return home following a period of ill health or crisis. Transitional care can also be preventative, preventing hospital admission.

- ◆ a Centre of Excellence specialising in training and development of Health and Social Care staff. Although unique to the proposed Hamilton/Blantyre facility, this will support all localities.
- ◆ a community-facing hub featuring: a café; demonstration site showcasing our Telehealth Technology and how that can improve lives; guidance and support for unpaid carers; linkage and signposting into a raft of community-based voluntary and third sector support.
- ◆ 20 technology enabled homes for adults and older people designed and equipped with technology to support older people requiring a higher level of support and those with complex disabilities to live independently in a family home rather than moving to residential care.

2.1.22 This model of care will enhance our ability to meet changing care needs and respond to what people have told us, particularly in light of significant population changes over the last 20 years. It offers individuals more choice and options to be maintained at home and in the community.

2.1.23 Care and Support arrangements have remained under review throughout the Pandemic. The Service, offering support to adults with a learning disability to live safely within their own home in the community was established in 2004 and has seen little change since its inception. The need to embed policy directives such as SDS, South Lanarkshire's Eligibility Criteria and the Carers (Scotland) Act 2016 were considered drivers to review the Service, alongside a recognition of the diminishing number of ageing service users, with increased levels of dependency. It is anticipated the review will provide individuals with greater choice and control over their care and support to achieve outcomes that matter to them and ensure there is sufficient capacity to continue to meet those outcomes going forward.

2.1.24 Adult and Older People's Day Service buildings were required to close on 19 March 2020, in response to government COVID-19 guidance. An Outreach Service was established immediately to ensure those most vulnerable, who had been attending day services were offered individualised support at home. Working closely with Care at Home Services, steps were taken to reduce the footfall within service users' homes, with day services seeking a service variation to enable them to also carry out personal care tasks within service users' homes.

2.1.25 Prior to the Pandemic, an evidence-based review of adult and older people's day services was underway. The review emerged in response to changes in national policy direction to provide personalised support and better understand the reasons for decline in the number of individuals attending traditional day services.

2.1.26 An appreciative inquiry approach was taken to consult fully with all stakeholders during 2019 and early spring 2020, to gain views and opinions about what works well in the current day service model and where there is scope to improve. Review activity has now recommenced and, whilst there is steady progression to resume some building-based service, Outreach support will continue during the period of recovery.

2.1.27 Technology Enabled Care (TEC) has seen an unprecedented rise in services accessing technology enabled care as an option to provide care and support since early March 2020, as a result of restrictions on travel, shielding and social distancing. Consultations have risen from 75 in the month of February 2020 to a

current average of over 1,800 consultations per week (SLIJB Annual Report 2019/20).

- 2.1.28 Services are now redesigning their care pathways to include video consulting, Near Me, following its regular use by a wide range of health, social care and independent providers to maintain the quality-of-care provision throughout the Pandemic.
- 2.1.29 **Telecare (assistive technology)** review was completed at the end of January 2020, with recommendations to streamline the assistive technology pathway and improve efficiency and effectiveness including:
- ◆ the development of tech hubs in three SLC care homes
 - ◆ the development of an assistive technology assessment on Social Work information system
 - ◆ the collation and submission of telecare benchmarking data to the national TEC programme
- 2.1.30 This development programme was paused at the start of the COVID-19 Pandemic but quickly restarted except for the tech hubs in care homes. The focus of training has moved to online assistive technology training for assessors.
- 2.1.31 The number of assistive technology requests dramatically reduced at the start of lockdown. However, demand for assistive technology installations quickly bounced back with 382 assistive technology items being installed in service users' homes between September and November 2020, a 137% increase on those installed during the same period in 2019.
- 2.1.32 The assistive TEC team continues to be involved in a range of COVID-19 related activities. One notable example is that the team procured, configured and distributed tablets to all South Lanarkshire Council care homes and children's houses at the start of lockdown. Care homes have used the tablets to enable video consultations between residents and health professionals using NHS Near Me, together with enabling residents to keep in contact with their loved ones.
- 2.1.33 Children Services work to provide family support to promote the welfare and development of children, young people and their families. Children's Services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities.
- 2.1.34 Social Work Resources has a duty to protect children. Whilst this is a shared responsibility with other agencies and the community, Social Work has particular responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures.
- 2.1.35 In response to the Pandemic, South Lanarkshire Council's Meals at Home Programme was established to support vulnerable families with current involvement with Children and Families Resources. Hot meals and desserts were delivered seven days per week during the periods of lockdown, to enhance the existing Care Plans for over 120 families.
- 2.1.36 An Inspection of Services for Children in Need of Care and Protection was undertaken in 2019. The Care Inspectorate published the Inspection Report on 16

June 2020, following a short delay in light of the priorities surrounding the COVID-19 Pandemic.

Summary of Evaluations:

How good is our leadership?	Good
How well do we meet the needs of our stakeholders	Good
Impact on children and young people	Adequate
Improvements in the safety, wellbeing and life chances of vulnerable children and young people	Adequate

2.1.37 An integral part of any inspection undertaken is the development of an Improvement Action Plan based on the Care Inspectorate's findings. The Improvement Plan has continued to progress but with revised timelines due to the Pandemic to ensure all pertinent areas identified within the inspection report are addressed. The five key themes were:

- ◆ corporate parenting arrangements;
- ◆ care leavers transitions;
- ◆ outcome data;
- ◆ views of children, young people and their families; and
- ◆ kinship care

2.1.38 Each theme has several actions and associated measures to track progress. The actions within the plan are linked back to existing strategic plans and incorporated into new ones to ensure there is clear governance and reporting.

2.1.39 The Corporate Parenting Group, Children Services Continuous Improvement Group and the Children's Services Strategy Group will take ownership of the themes identified in the Action Plan and report on progress.

2.1.40 Residential Children's Services have maintained a settled environment during the period of COVID-19. Staff continue to deliver high quality care whilst observing and applying public health guidance during wellbeing activities and family contact. This has merited meticulous planning and organising involving key stakeholders across the Corporate Parenting landscape within SLC placing particular emphasis on contingency situations to ensure our young people remained safe.

2.1.41 Corporate Parenting Board (Promise Board) and a Champions Board were established in 2020 to sit alongside the Getting It Right for South Lanarkshire's Children Partnership Board. These two newly formed Boards will lead on the change agenda and hold all partners to account, providing the foundation for achieving best practice in implementing the Promise and The Plan.

2.1.42 The Corporate Parenting Board's vision is to make sure everyone plays their part in supporting care experienced children and young people as they grow and develop and assists the Council and partners in continuing to fulfil its legal obligations and responsibilities towards looked after children and children leaving care. The inaugural meeting took place on the 24 April 2021 and was chaired by the Chief Executive of South Lanarkshire Council. The Board, known as the Promise Board in recognition of the vision of the Independent Care Review findings, includes representation of all key partners and senior officers. The Promise Board reports directly to the Community Planning Partnership (CPP) and operates to a set of

principles on which to lead and challenge the progress of the Corporate Parenting agenda and meet collective, Corporate Parenting responsibilities.

2.1.43 Three subgroups report to the Promise Board including:

◆ **Engagement and Participation**

The aim of the Engagement and Participation subgroup is to ensure that care experienced people in South Lanarkshire help to shape the decision-making processes that affect their daily lives by ensuring participation and involvement is embedded into agency practice across the Children's Partnership of South Lanarkshire. The Engagement and Participation Sub-group upholds the values of relationships, growth, inclusion, learning, opportunities and voice for care experienced children and young people.

◆ **Redesigning Services for children looked after in the community**

This group brings together representatives from Children's Services throughout South Lanarkshire to build a broader understanding of the needs of children looked after in the community and to develop proposals for service redesign. The focus of the group are those children and young people who are subject to a Compulsory Supervision Order, and who are looked after at home or in Kinship Care that is with a person who is related to them or a person with whom they have a pre-existing relationship. Initial work will focus on improving the data that is available on the scale and changing demographic of children looked after in the community and the services currently provided to them.

◆ **Throughcare, continuing care and aftercare**

The Throughcare and Aftercare Sub-group act in the best interests and promote the physical and mental health and well-being of care leavers, ensuring that care leavers are engaged and regularly consulted. The areas of improvement for the group include;

- ◆ assessment, planning and review
- ◆ health and wellbeing
- ◆ housing and accommodation pathways
- ◆ education, employment, and training

2.1.44 Champions Board is a group of young care experienced people who are supported to come together to engage directly with those who make key decisions about the care system. The vision for Champions Boards is one where Corporate Parents build genuine, trusting relationships with care experienced young people in their area. By combining the expertise of care experienced young people and the power and responsibility of decision makers, Champions Boards aim to improve the quality of care and support for care experienced young people.

2.1.45 The South Lanarkshire's Champions Board is supported by Who Cares? Scotland and was launched in December 2019 at an event that brought together Corporate Parents and care experienced young people from throughout the area. In addition to Who Cares? Scotland, the Champions Board will recruit two dedicated Participation Workers jointly funded by NHS and South Lanarkshire Council Social Work Resources. These posts advertised for young people with care experience and are specifically focussed on increasing the participation of care experienced young people.

- 2.1.46 The Champions Board links directly with the Promise Board and the three strategy sub-groups ensuring the voice of care experienced young people is central to decision making.
- 2.1.47 Justice Services work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime.
- 2.1.48 Justice offers a wide range of services in courts, local offices and specialised teams to people referred by the Crown Office and Procurator Fiscal Service, courts, the Scottish Prison Service and other agencies. Specialised teams have been developed to work with women, young people, people leaving custody (throughcare), men convicted of domestic abuse and their families (Caledonian system), adults involved in substance related offending (the drug treatment and testing order service). Justice employee's work with individuals to address the factors associated with their challenging and harmful behaviours to reduce the likelihood of these behaviours recurring and to promote community safety. Justice Services undertake a relationship-based approach which maximises opportunities to reduce criminality. Justice Services maximise opportunities for individuals to be diverted from prosecution where possible and to remain in the community rather than custody with required levels of supervision. Work delivered includes maximising opportunities for young people (16–21year-olds) to undertake a structured deferred sentencing programme which is tailored to their age and stage of development.
- 2.1.49 The Caledonian Programme for persons convicted of domestic abuse offences and the moving forward making changes programme for persons convicted of sexually harmful behaviour. A holistic approach is taken to ensure programmatic work addresses inappropriate behaviour but also ensures the safety of persons harmed. The Caledonian Programme is a good example of this as it is delivered in partnership with CIRCLE and Women's Aid who support the women and children impacted by the behaviour of men.
- 2.1.50 The Coronavirus Act 2020 allowed for the emergency early release of prisoners sentenced to 18 months or less, with 90 days or less of their sentence to serve if necessary. Those released are not subject to supervision and are offered support on a voluntary basis.
- 2.1.51 A fortnightly multi-agency meeting was quickly established with key contacts from Police (Scotland) SPS, Housing, Health and Addictions, Adult and Childcare Services and the local third sector, to assist in the management of any public protection, Housing or Health issues that may require attention. The Justice Service has seen an increased demand in the number of clients presenting with welfare needs. The service responded by providing food, meals, and essential items.
- 2.1.52 There has been significant impact on the courts system, whilst the three courts within Lanarkshire are operational, their delivery has been impacted by lockdown, social distancing and infection control measures. The introduction of virtual courts for persons appearing from custody has required Court Social Work Services to introduce and access digital communication to ensure service provision. Challenges arising from virtual communication are fed into Social Work Scotland

and reported to the National Justice Board. Court reports have continued to be delivered however, have been undertaken virtually where possible. For individuals with complex needs and risks, interviews have continued to be undertaken in person in approved office arrangements.

2.1.53 Unpaid Work (UPW) was suspended at the outset of the Pandemic, in response to renewed public health guidance. Service delivery adapted to changing government guidance and when permitted, resumed with appropriate infection control measures and social distancing. The required health and safety measures have led to a reduction in the volume of service users who can attend the UPW Service at any one time. New ways of working also led to creative and imaginative solutions such as the delivery of UPW at home leading to for example, safety blankets being made from crisp packets for homeless people. Reduced service capacity has led to a backlog of UPW hours. The backlog in hours is monitored closely and reported nationally via Social Work Scotland who are reporting this to the Justice Board at Scottish Government. A recovery plan has been developed and both Sacro and Action for Children who have existing contractual arrangements with South Lanarkshire are working in partnership with us to reduce the backlog in hours. Nevertheless, current restrictions have limited the ability to progress work as planned however, we are continuing to explore innovative solutions with regards to what can be delivered remotely in advance of one-to-one work resuming.

2.1.54 Children and Justice Services carried out a range of activity throughout 2020-21 examples of which include:

- ◆ protected children through 811 child protection investigations. On 31 July 2019, there were 118 children on the Child Protection Register
- ◆ prepared 473 reports for children who were supported through the Children's Hearing system
- ◆ as of 31 July 2021, 760 children were looked after by the Council. Of these children: 476 or 63% were looked after at home; (352 of these with friends and relatives); 204 or 27% were looked after by foster carers/prospective adopters. 69 or 9% children were in residential and/or secure school accommodation.
- ◆ supported 501 people to complete a Community Payback Order, including providing the opportunity for personal development or learning opportunities
- ◆ 571 individuals were supported by substance misuse services, following a referral for alcohol or drug misuse

2.1.55 **Performance and Support Services** support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance; Personnel; Workforce Planning; Corporate Governance; Information Governance; and Asset Management. Administration Services providing effective administration and communication support to all the service areas across the Resource. Money Matters Advice Service offers benefits and money advice. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, risk management which involves the provision of a range of information which meets the following resource planning requirements, Scottish Government returns and statutory performance indicators; information to support planning, for example demographic profiles and trends, management information requests as required by services and business needs.

2.1.56 Activity across all service areas included:

- ◆ during the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £33.2 million in benefits and over £4.7 million in backdated payments. As well as this, Money Advisors have helped people to deal with over £8.6 million debt
- ◆ we supported 4,011 carers through our two carers' organisations (Lanarkshire Carers Centre and South Lanarkshire Carers Network) in 2019-20

2.2 Performance monitoring

- 2.2.1 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 2021-2022](#) 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.
- 2.2.2 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, Social Work risks and financial performance.
- 2.2.3 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 from the Social Work Resources Management Team is required to attend and explain the performance and potential improvement activity.
- 2.2.4 The performance management system (IMPROVe) supports frontline Managers with real time management information. This system allows Managers to look at detailed caseload or timescale information for aspects of service such as guardianship visits and reviews 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.
- 2.2.5 Some key performance trend data is recorded at Appendix 1 that supports some examples of the areas of work identified above.
- 2.2.6 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.
- 2.2.7 Accounts Commission, as part of their statutory responsibilities, 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.

- 2.2.8 The Care Inspectorate continue to regulate and inspect our 39 Registered Care Services which include: six care homes for older people; 13 Day Services for older people; six care homes for children and young people; three Child and Family Services (Fostering, Adoption and Supported Carers); six Adult Lifestyles Services; one Adult Community Support Service and four Home Care Services. Attached in Appendix 2 are the most up-to-date grades in respect of our Registered Services.
- 2.2.9 As a result of the COVID-19 Pandemic, the Care Inspectorate has duties placed upon it by the Coronavirus (Scotland) (No.2) Act and subsequent guidance, to evaluate infection prevention control and staffing levels within care homes and report inspection activity fortnightly to the Scottish Parliament. The Care Inspectorate therefore adapted its inspection programme and augmented the existing quality framework for care homes for older people and the quality framework for care homes for adults.
- 2.2.10 South Lanarkshire Council has achieved Gold Status as an 'Investor in People'.
- 2.2.11 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.
- 2.2.12 Customer Service Excellence (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 areas of 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 57 criteria.

Customer Service Excellence Service Area	Compliant Plus 2020/21
Adult Mental Health Services	10
Older Peoples Day Care Services	23
Older Peoples Residential Care	24

2.3 Delivery of Statutory functions

- 2.3.1 Our priority is to ensure effective delivery of critical services, complying with statutory legislation to protect vulnerable children, young people and adults in our communities. Services have continued to be delivered to those assessed as most at risk with the focus on public protection.
- 2.3.2 Supplementary guidance issued by the Scottish Government for Child Protection and Adult Support and Protection in April 2020 remains in place to support CSWOs, local managers and Child Protection and Adult Protection Committees during the COVID-19 Pandemic. South Lanarkshire Adult Protection Committee (SLAPC) issued Adult Support and Protection briefings during the COVID-19 Pandemic to

offer advice and guidance to front line Managers and practitioners about how to effectively manage high risk situations during this challenging time.

- 2.3.3 A COVID-19 communication strategy was established with partner agencies to ensure regular public protection messages were disseminated to support both staff and the public. Daily communication bulletins were circulated to Managers for the first two months of the Pandemic, and weekly thereafter, to ensure they were fully informed of change in policy and guidance. Adult Support and Protection and Child Protection Case Conferences and other key meetings have been arranged virtually, together with face-to-face contact where necessary. Other services have also continued to be delivered with minimal cover arrangements, to reduce footfall or through agile means.
- 2.3.4 Duty Workers and Council Officers carry out home visits where the risk to the adult or child is deemed critical. Pre-visit checks and screening are undertaken to establish the health of all those within the household and public health guidance is followed in relation to social distancing and the use of personal protective equipment (PPE).
- 2.3.5 Transitional arrangements from Children's Services to Adult Services remains a priority for the Social Work Resources and the SLHSCP. A review of transition arrangements has taken place with key improvement areas being identified. The Social Work Governance Group is overseeing the improvement plan.
- 2.3.6 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. 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.
- 2.3.7 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). South Lanarkshire's Council's Code of Conduct for Social Work staff has drawn on this framework; all staff, regardless of qualification agree to adhere to specific professional codes that guide their practice.
- 2.3.8 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 within the GIRFEC Framework. A Carers' Support Plan and Young Carers Statement are in operation.
- 2.3.9 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. A 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.

- 2.3.10 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.
- 2.3.11 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.
- 2.3.12 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.
- 2.3.13 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 Committee.
- 2.3.14 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.

2.4 Key Challenges to Service Delivery

- 2.4.1 In addition to the continuing demands presented by COVID-19, there are several factors which present specific challenges to Social Work Resources in relation to the demand for service provision. In the coming year, Social Work Resources will take forward all necessary actions, where reasonable and appropriate, to mitigate or reduce the Resource's exposure to these risks including:
- ◆ affordability of services as a result of new financial pressures brought about by the global Pandemic
 - ◆ 32% rise in the number of children looked after over the last three years
 - ◆ 14% rise in the last three years in the number of people on Guardianship Orders with the consequential impact of a 15% increase in the number of statutory visits to be undertaken
 - ◆ Increased Adult Support and Protection activity over last three years with an 80% increase in the number of adult protection plans being agreed to support vulnerable adults

- ◆ an increasing ageing population (this is most pronounced in the 75+ age group). Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services
- ◆ increasing prevalence of Dementia. The prevalence rates were 8 per 1,000 of the population in 2012/13 and are projected to be 9.7 per 1,000 of the population for 2020/21
- ◆ rising numbers of people living with long term health conditions and requiring Social Care Services. For example, the number of people living with depression or anxiety is projected to grow from 224 to 281 per 1,000 of the population in 2020/21
- ◆ the impact of deprivation. South Lanarkshire has a significant deprivation issue, the publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics highlights persistent levels of deprivation within a number of South Lanarkshire communities
- ◆ the effect of health inequality. Many factors combine to affect the health and wellbeing of individuals and communities. Whether people are healthy or not, is determined by their social and economic circumstances and the wider environment all of which contribute to health inequalities. The Pandemic will accentuate these inequalities and service provision will continue to be targeted at the most vulnerable in our communities.

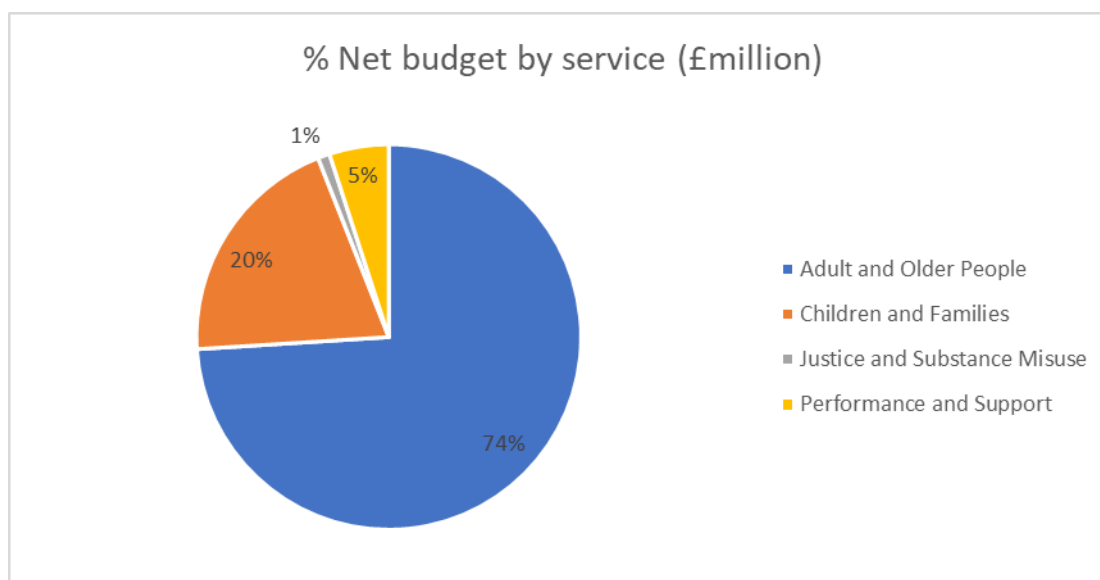
2.4.2 Independent Review of Adult Social Care was an action taken from the Programme for Government Protecting Scotland, Renewing Scotland. The Review examined how Adult Social Care can most effectively be reformed to deliver a national approach to Care and Support Services. This Review will include consideration of a National Care Service. The aim of the Review was to recommend improvements to Adult Social Care in Scotland, in terms of the outcomes achieved by, and with people who use services, their carers and families, and the experience of people who work in Adult Social Care. The Review takes a human-rights based approach with a focus on the views of those with lived experience, about what needs to change to make real and lasting improvements. The recommendations of the Review were published in February 2021 and are likely to impact significantly on how Adult Social Care Services are delivered in the future.

Section 3 Resources

3.1 Finance

3.1.1 Social Work Resources had a net revenue budget of £171,811 million for 2020/21 which was allocated as follows:

Table - % net budget by service (£million)	
Adult and Older People	74
Children and Families	20
Justice and Substance Misuse	1
Performance and Support	5



3.1.2 There are a number of financial challenges which Social Work Resources continue to manage including:

- ◆ the financial impact of demographic growth and an ageing population
- ◆ the increasing numbers of people supported in their community with long-term health conditions
- ◆ an increase in Adult Support and Protection activity
- ◆ an increase in the number of children looked after
- ◆ service user and carer expectations
- ◆ the Council's requirement to achieve ongoing savings.
- ◆ the impact of the COVID-19 Pandemic

3.2 Risk

3.2.1 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.

3.2.2 Social Work Resources follows the Council's guidance in developing, monitoring and updating the Resource Risk Register on an ongoing basis. The 2020/21 top service risks identified for the Resource are detailed below and these are reviewed and monitored on a regular basis. In the coming year, Social Work Resources will take forward all reasonably necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these risks.

Risk Description	
1.	Failure in multi-agency public protection procedures that result in harm to vulnerable children and adults.
2.	Failure to evidence delivery of actions necessary to achieve the objectives set out in the IJB Strategic Commissioning Plan.
3.	Reduction in Council funding resulting in difficulties in achieving savings and maintaining frontline services.
4.	Potential liability arising from claims of historic abuse.

5.	Information Management not subject to adequate control.
6.	Failure to evidence sufficient progress against Care Inspectorate requirements for the Care at Home Service.
7.	Failure to prepare for the analogue to digital switchover.
8.	Lack of capacity and skills to provide and meet increased service demands.

3.2.3 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 4 Workforce

4.1 Workforce

- 4.1.1 The Social Care workforce is one of the largest employment groups in South Lanarkshire with 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.
- 4.1.2 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.
- 4.1.3 Social Work Resources has 2,944 employees as at March 2021. Employees are supported to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees (per headcount) by Service is as follows:

Service	Number of employees
Adult and Older Peoples Services	2,116
Children and Justice Services	538
Performance and Support	290
Total	2,944

- 4.1.4 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.
- 4.1.5 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.
- 4.1.6 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.
- 4.1.7 The impact of COVID-19 on the wider workforce is recognised and a number of initiatives are available through the Employee Assistance Programme (EAP), which offers practical and emotional support for all Council employees, including early intervention, counselling or financial support. As well as the usual supports, a number of new initiatives have been developed to support the mental health and wellbeing of staff. The COVID-19 recovery - Service Re-introduction Toolkit July

2021 encourages Service Managers to adopt a flexible approach that will improve service delivery whilst supporting the resilience of the workforce.

- 4.1.8 Assessment of risk is undertaken to protect those staff who continue to work on site and for those working agile at home or within another location. Equipment requests can be made to support the creation of a safe and secure workplace. Well established trade union and employee forums are in place that enable regular monitoring and resolution of issues.

4.2 Workforce Planning

- 4.2.1 The CSWO supports possible successors through the CSWO Award offered by Glasgow Caledonian University.
- 4.2.2 The CSWO has a key role in preparing the Resource for delivering the transformation agenda for care facilities, Adult and Older People's Day Services and Care at Home Services.
- 4.2.3 A significant number of staff are projected to reach retirement age over the next 10 years and this together with high turnover of staff in residential and Care and Support Services and an ongoing requirement to retain and increase numbers of Mental Health Officers presents particular challenge which is addressed through our Workforce Plan 2017-2020.

4.3 Learning and Development

- 4.3.1 Health and Social Care Integration work continues, and locality planning groups are established that report into the IJB and inform local priorities.
- 4.3.2 The Social Work Workforce Planning and Learning Development 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 contributes to supporting a learning culture. Throughout COVID-19, the ongoing learning and development needs of the workforce has remained a priority with a robust learning and development programme adapted to virtual platforms during the Pandemic.
- 4.3.3 Each Social Work Service area has a learning and development pathway which highlights the specific learning and development needs for individual staff. In addition to the pathways there are service priorities for all staff within Social Work. These highlight any newly required or ongoing training needs and are presented at the Learning and Development workforce planning boards. This includes inhouse training (virtual, e-learning and only, if necessary, classroom learning) and any externally purchased courses.
- 4.3.4 Learning and development requirements of individual staff members are identified through supervision and reflected in an Annual Performance Appraisal meeting. Additional training requirements are identified through the Corporate Learning and Development Team for Social Work Resources.
- 4.3.5 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. Six individuals are studying for the Post Graduate

Certificate in Adult Support and Protection and five staff will complete the Post Graduate Certificate in Child Welfare and Protection in October 21.

- 4.3.6 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 continues to incorporate new members of staff and includes colleagues from other Council Resources and Health.
- 4.3.7 Access to Management and Leadership Development training is available through Personnel Services to all Social Work staff, in consultation with their Line Managers. Those who are either first time Managers or who are looking to be promoted to a management post, can also make use of the SSSC Step into Leadership Course.
- 4.3.8 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.
- 4.3.9 All newly qualified Social Workers meet with the relevant Staff Development Officer for a learning and development/Post Registration Training and Learning (PRTL) induction meeting to draw attention to the relevant learning and development 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.
- 4.3.10 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.
- 4.3.11 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.
- 4.3.12 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. Mentoring arrangements are in place for newly qualified MHOs. Three members of staff enrolled in the Mental Health course in 2020/21.
- 4.3.13 A recruitment strategy is in place 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.

Section 5 Covid-19

5.1 Early indications of impact on workforce and services

- 5.1.1 Throughout 2020/21, the Council responded to the global Pandemic, ensuring that essential services could be delivered safely. A Strategic Command Centre met daily to take decisions for the Partnership in response to the fast-paced guidance issued by the UK and Scottish Governments, Public Health and other organisations
- 5.1.2 Our priorities are to continue to ensure safe, effective delivery of critical services that support and protect vulnerable children, young people, and adults in our communities, complying with statutory legislation.
- 5.1.3 The introduction of agile working for employees and the use of key IT solutions such as Microsoft Teams and Near Me, have been invaluable to the maintenance of service delivery and to the recovery process.
- 5.1.4 The exponential rise in the use of IT has also provided a safe and effective method of continuing assessment and treatment where physical contact has not been essential. It has been of particular value where families have been able to be included in care discussions remotely. Many services are actively re designing previous care pathways to include video consultations as a standard where possible.
- 5.1.5 Services have continued to be delivered to those assessed as most at risk with our focus on public protection. Adult Support and Protection and Child Protection supplementary guidance issued by the Scottish Government is supported by Child and Adult Protection Committees and made available to Chief Officers, local Managers and front-line staff. Case Conferences and key meetings have been arranged virtually or with face-to-face contact where necessary.
- 5.1.6 Temporary amendments for Mental Health Services under the Coronavirus Act 2020 were available to support in situations of severe staff and resource shortage, however, the Partnership has maintained business as usual to meet its statutory duties and did not require to enact.
- 5.1.7 Care at Home, Residential Childcare and Residential Older People's Services continue to deliver care, supported by a rigorous COVID-19 testing and vaccination programme.
- 5.1.8 The introduction of Key Question 7 within the Care Inspectorate Quality Indicators Framework afforded the services to evaluate against: How good is our care and support during the COVID-19 Pandemic
- 5.1.9 As a direct response to the COVID-19 Pandemic, a PPE Hub was established immediately to ensure all care providers could work safely and protect their workforce and service users. Housing and Technical Resources colleagues have been integral to the development of the Hub, providing the logistics for the delivery of PPE to internal and external care providers across the SLHSCP. As COVID-19 guidelines have changed, the Hub has expanded to also include distribution to Corporate and Education Resources. The Hub operates a delivery only model Monday to Friday with an Emergency Service out with normal business hours, ensuring it is fully operational 365 days of the year including public holidays.

- 5.1.10 Other services have continued to be delivered with minimal cover arrangements to reduce footfall, or through agile means such as Money Matters Advice, Administration Services, Strategy, Planning and Performance, Children, Justice, Court Services and Adult And Older People Assessment and Care Management.
- 5.1.11 Other staff from across South Lanarkshire Council Resources have provided essential support to Social Work in response to the challenges of the COVID-19 Pandemic. South Lanarkshire Leisure and Culture employees were instrumental in their support of care homes, becoming involved in a range of work including domestic duties, care and befriending. In addition, their links with community groups have supported the delivery of social welfare to the most vulnerable in our society, supporting with food parcels and prescription collection/delivery for those living at home.
- 5.1.12 Access to IT equipment and links to communication software have enabled home/agile working at an unprecedented level. The incidence of employees working from home long term (over 28 days) has increased from 26 in March 2020 to 823 by late August 2020.
- 5.1.13 Social Work Resources staff have also been affected by COVID-19 and there were 231 long term self-isolations (over 28 days) across the Resource from the beginning of lock down until August 2020.
- 5.1.14 Care at Home Services has been most affected by self-isolation with over half of all staff self-isolations. Within Children and Justice Services most of the staff self-isolating are employed within Children's residential units.
- 5.1.15 COVID-19 has had a significant effect on staff sickness levels showing a 2.8% reduction from March 2020 to July 2020. This was replicated across all Service areas within Social Work and is evident particularly in those areas where employees could work from home. Short Term absence, which was falling, has fluctuated over the same period. Long term absence, however, has continued to decrease from March to July.
- 5.1.16 Throughout the COVID-19 Pandemic Social Work staff have received regular email communications to advise them of a range of self-care and support services and techniques which could be accessed without referral, including the National Wellbeing Hub and Helpline.

5.2 Key priorities for recovery

- 5.2.1 The challenges facing both local and national Government are expected to continue throughout the recovery phase of the COVID-19 Pandemic. Notwithstanding the financial constraints, the Council continues to do everything in its power to protect and maintain vital services, keep people safe, save lives, and protect our National Health Services.
- 5.2.2 Delivery models have been reorganised in order to adhere to social distancing, to reduce the footfall in offices while at the same time supporting our most vulnerable people. Care Homes and Care at Home Services have introduced revised guidance and procedures to ensure enhanced infection prevention control standards are met.

- 5.2.3 The Council began its process of recovery from COVID-19 in June 2020 with the publication of the COVID-19 Recovery Plan, which continues to be reviewed whilst the virus remains within the community. It does acknowledge that changes to priorities were forced upon Resources and consideration will be given to future service delivery in-line with new innovative practice adopted during the emergency period.
- 5.2.4 As the management of COVID-19 moves through the recovery phases there remains a need to continue reviewing all operational risk assessments to determine if further actions are needed. A change in staffing levels or new ways of working can introduce new risks to the workplace and the Health and Safety Risk Assessment Guide is now available to support staff review current risks and include some of the factors linked to the special working arrangements associated with COVID-19.

Appendix 1 Performance Data and Trends

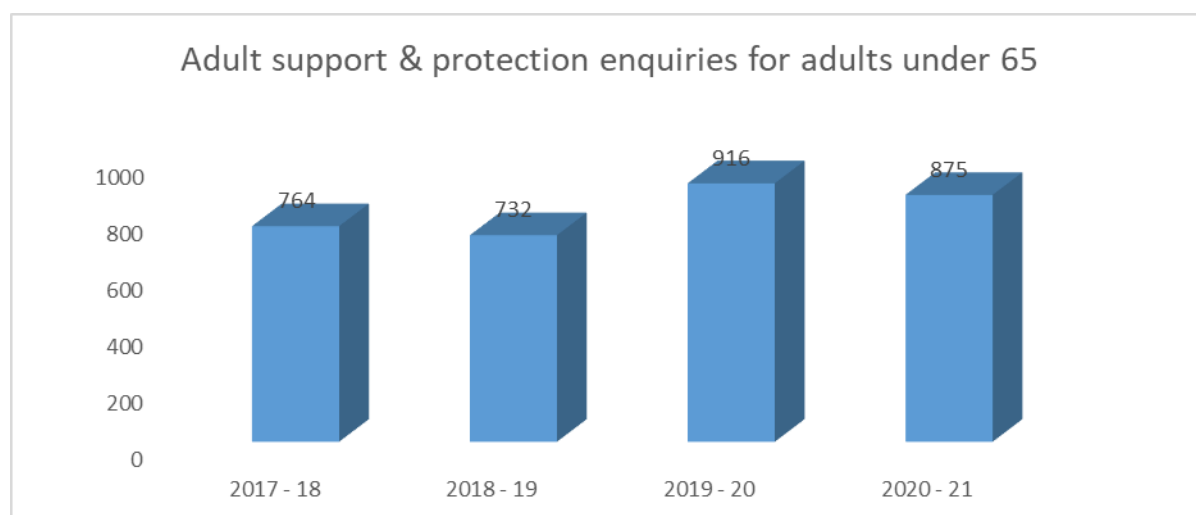


Table - Adult support and protection enquiries for adults under 65	
2017 - 2018	764
2018 - 2019	732
2019 - 2020	916
2020 - 2021	875

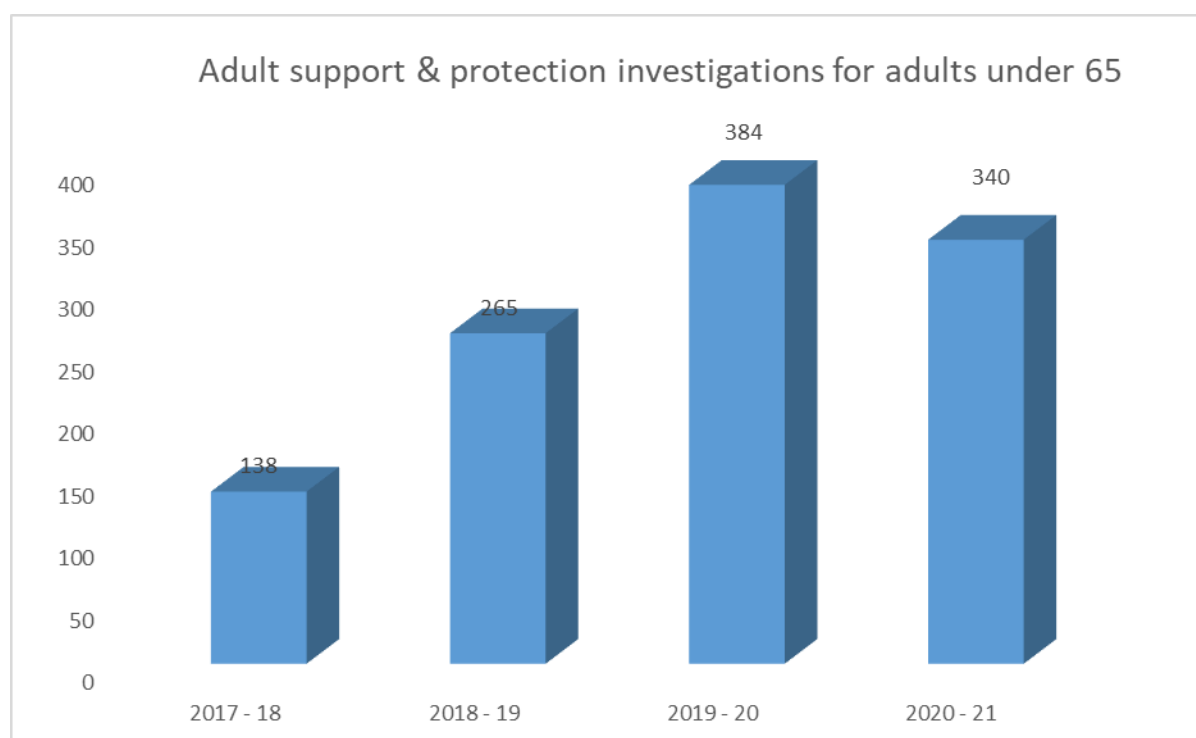


Table - Adult support and protection investigations for adults under 65	
2017 - 2018	138
2018 - 2019	265
2019 - 2020	384
2020 - 2021	340

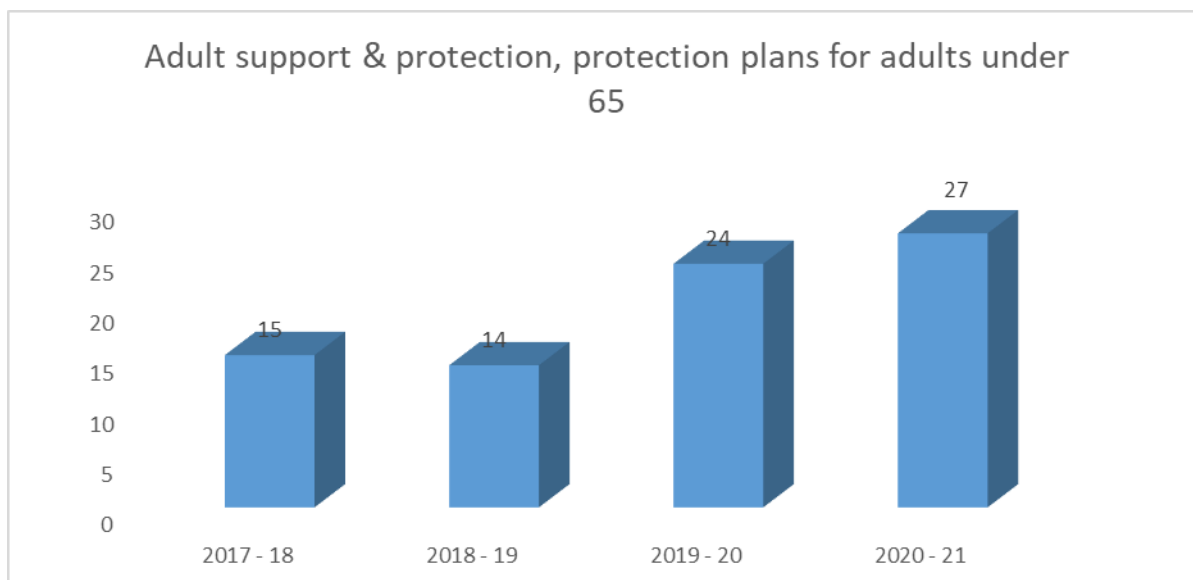


Table - Adult support and protection, protection plans for adults under 65	
2017 - 2018	15
2018 - 2019	14
2019 - 2020	24
2020 - 2021	27

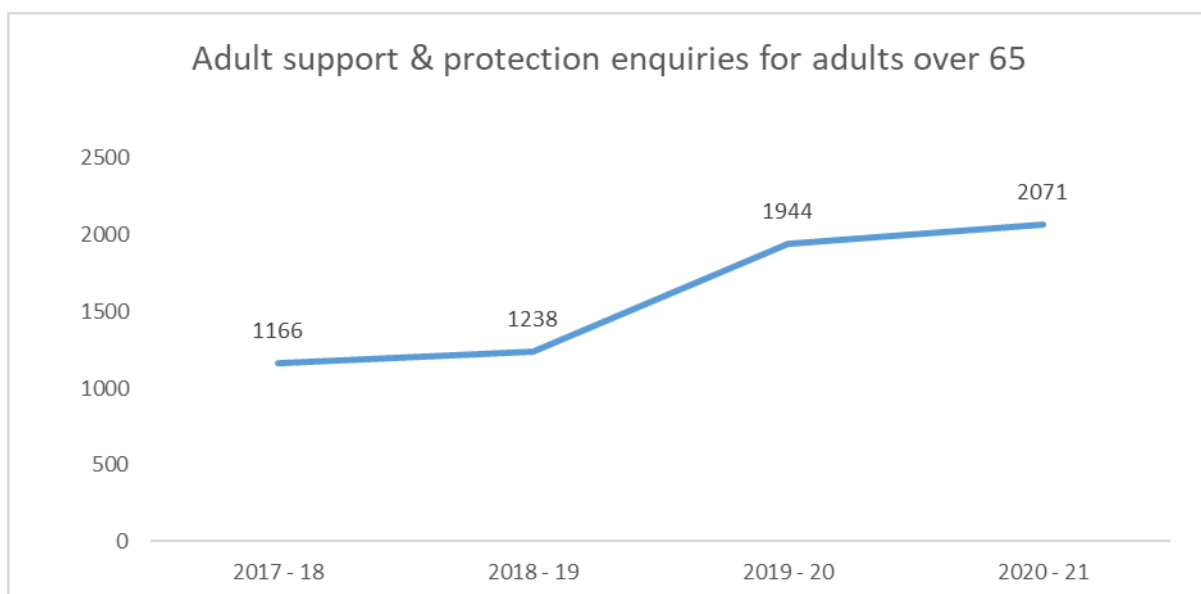


Table - Adult support and protection enquiries for adults over 65	
2017 - 2018	1166
2018 - 2019	1238
2019 - 2020	1944
2020 - 2021	2071

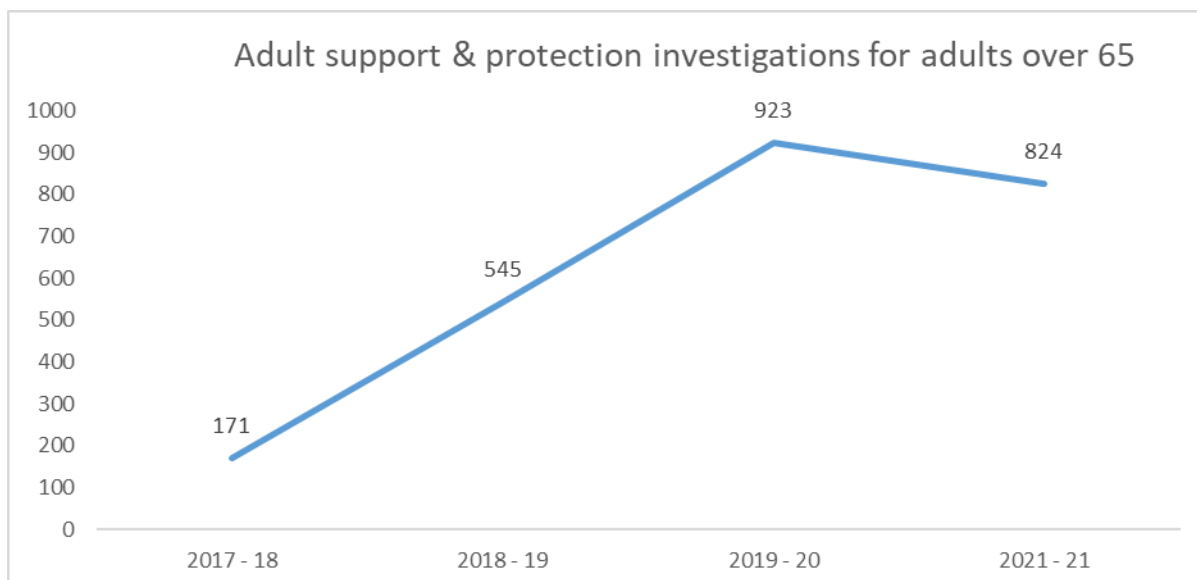


Table - Adult support and protection investigations for adults over 65	
2017 - 2018	171
2018 - 2019	545
2019 - 2020	923
2020 - 2021	824

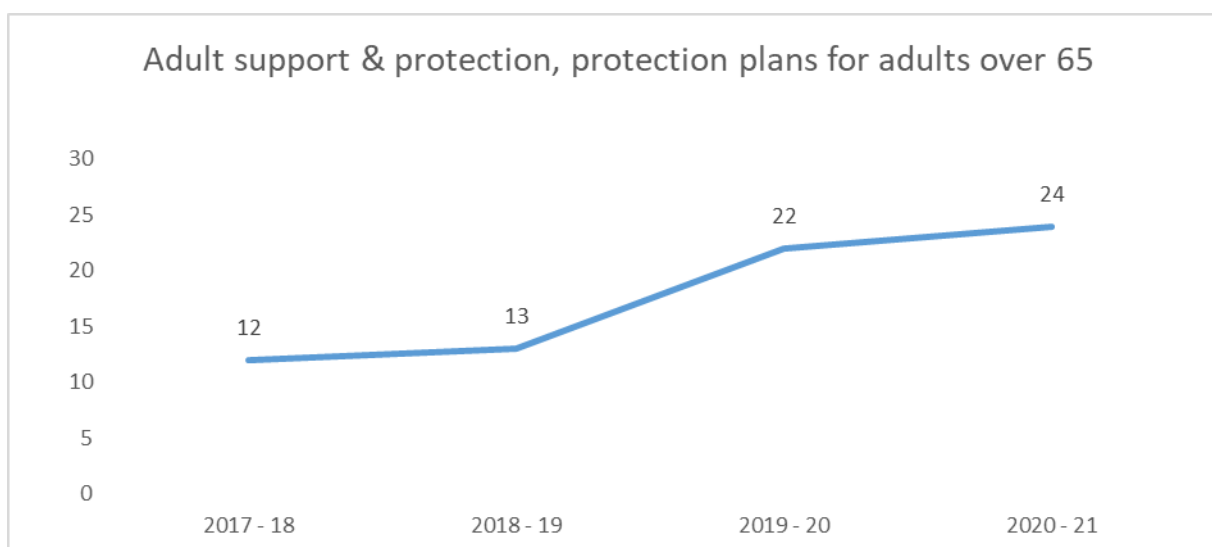


Table - Adult support and protection, protection plans for adults over 65	
2017 - 2018	12
2018 - 2019	13
2019 - 2020	22
2020 - 2021	24

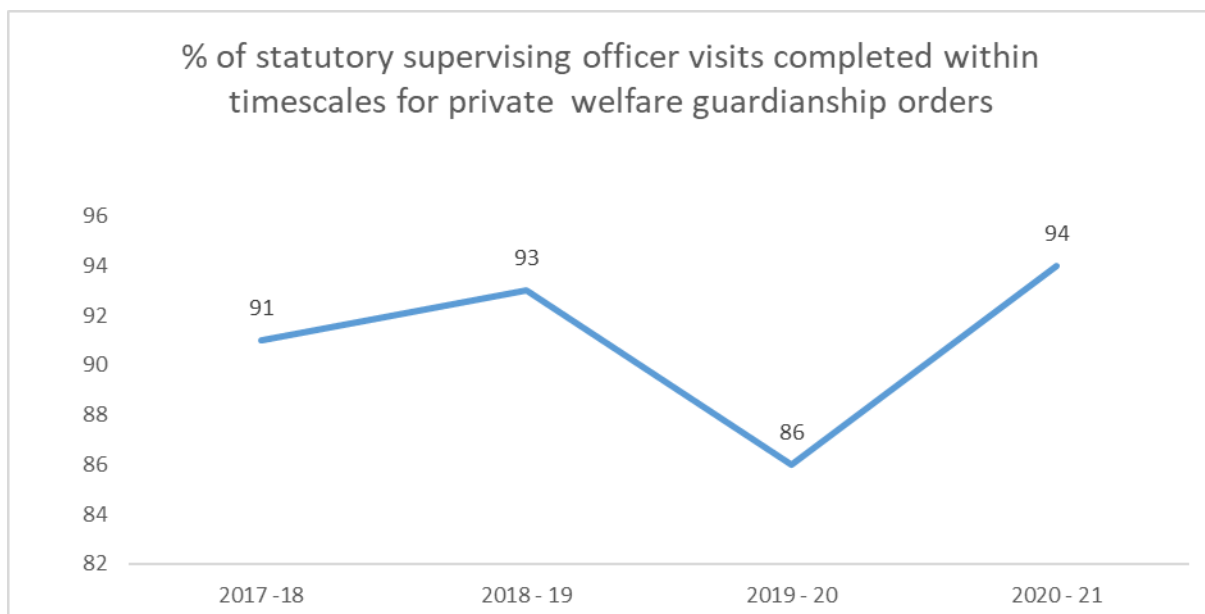


Table – percentage of statutory supervising officer visits completed within timescales for private welfare guardianship orders

2017 - 2018	91
2018 - 2019	93
2019 - 2020	86
2020 - 2021	94

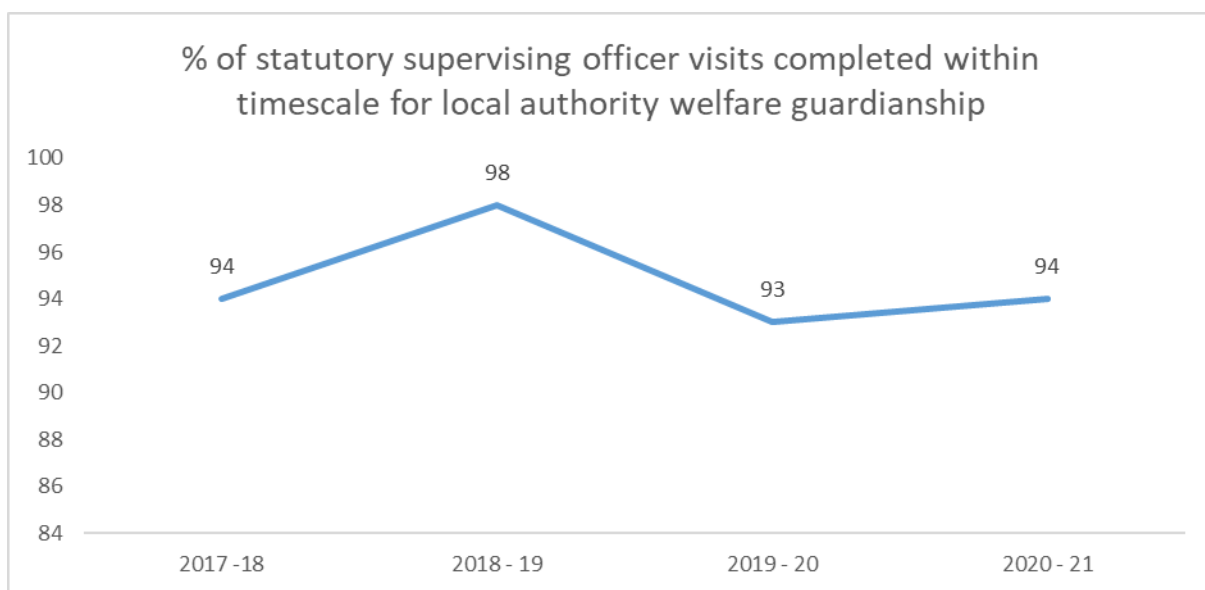


Table – percentage of statutory supervising officer visits completed within timescales for local authority welfare guardianship orders

2017 - 2018	94
2018 - 2019	98
2019 - 2020	93
2020 - 2021	94

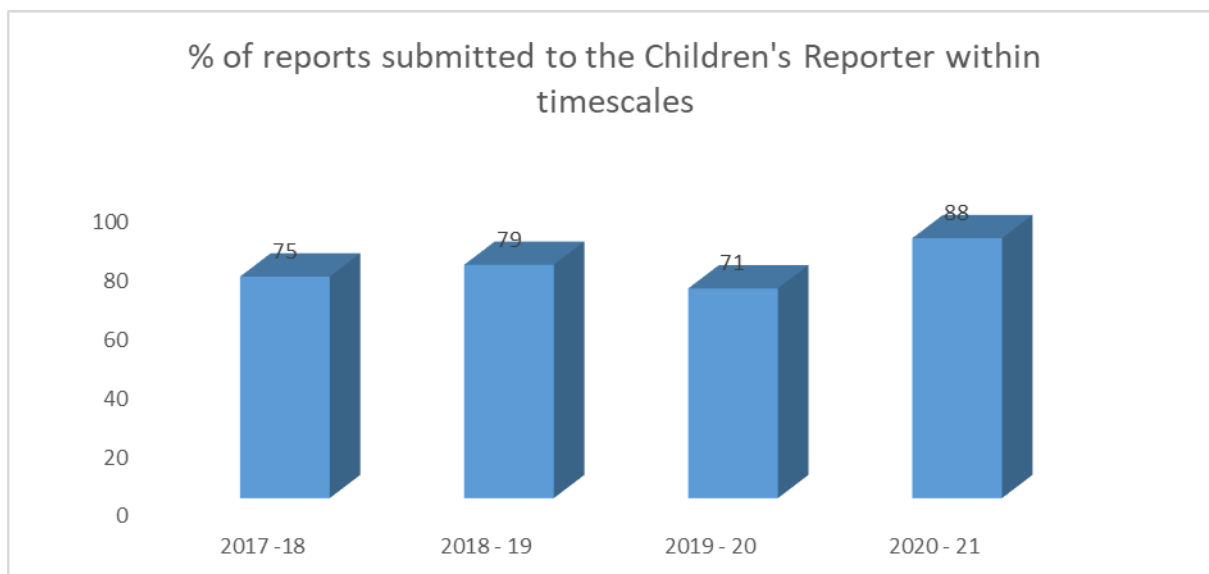


Table – percentage of reports submitted to the Children's Reporter within timescales	
2017 - 2018	75
2018 - 2019	79
2019 - 2020	71
2020 - 2021	88

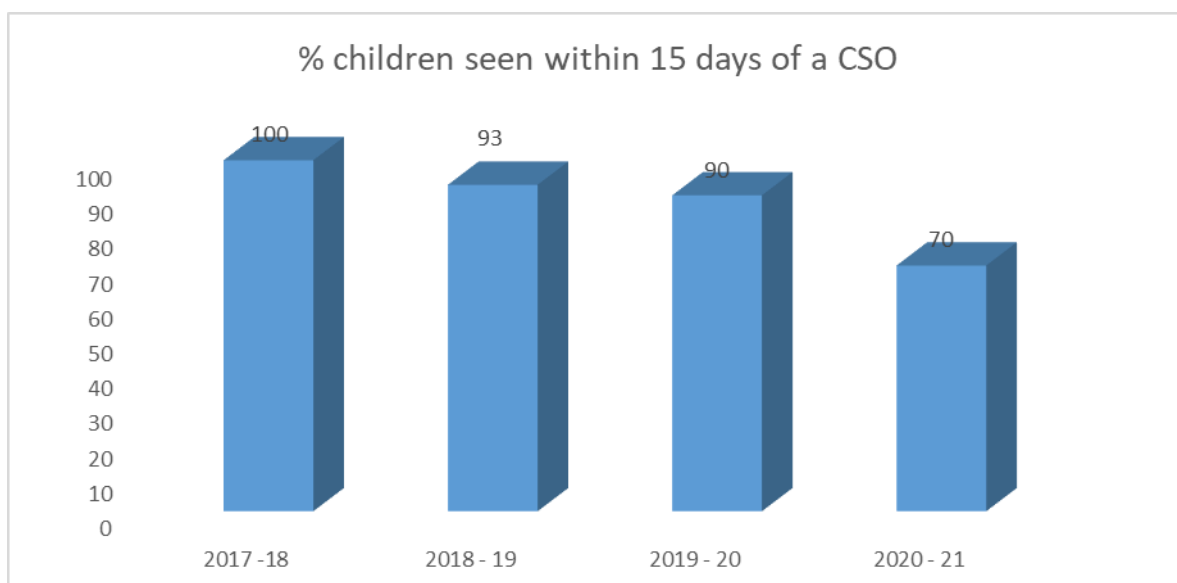


Table – percentage of children seen within 15 days of a CSO	
2017 - 2018	100
2018 - 2019	93
2019 - 2020	90
2020 - 2021	70

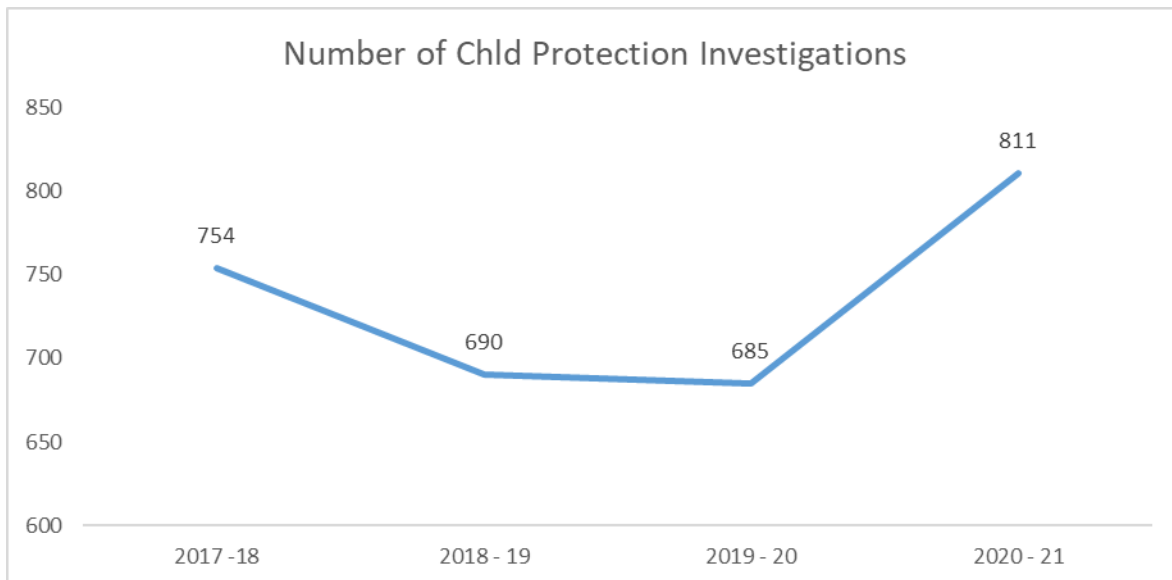


Table –Number of Child Protection Investigations)	
2017 - 2018	754
2018 - 2019	690
2019 - 2020	685
2020 - 2021	811

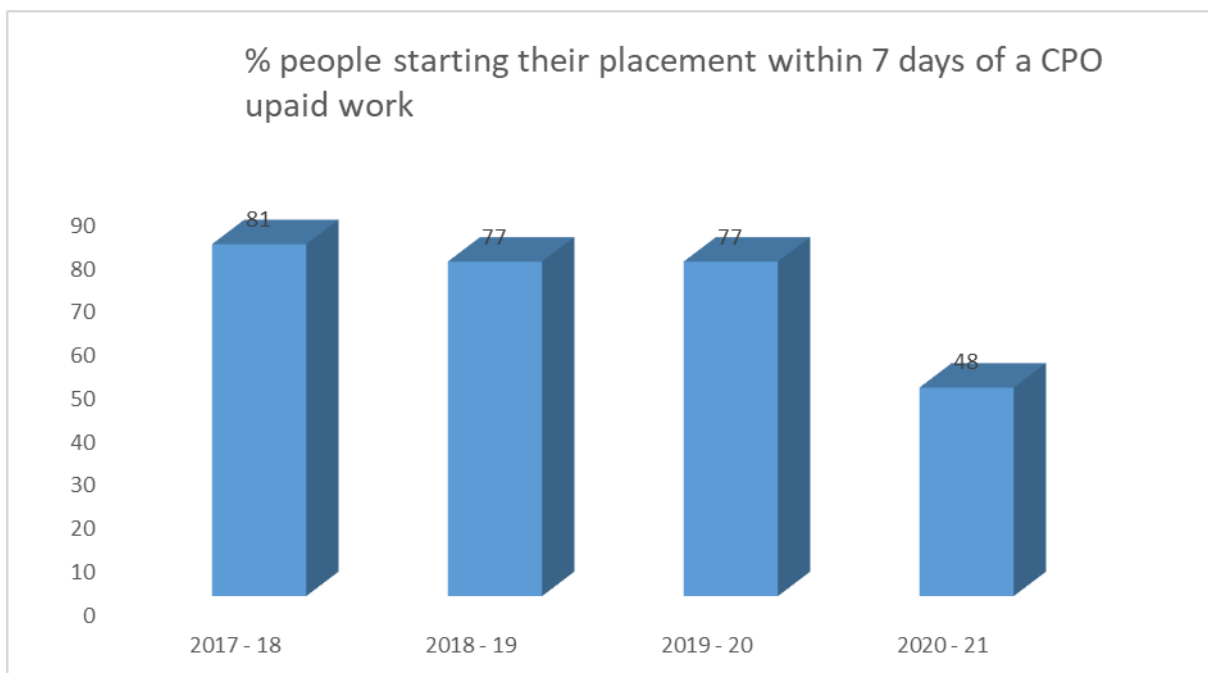


Table – percentage of people starting their placement within 7 days of a CPO unpaid work	
2017 - 2018	81
2018 - 2019	77
2019 - 2020	77
2020 - 2021	48

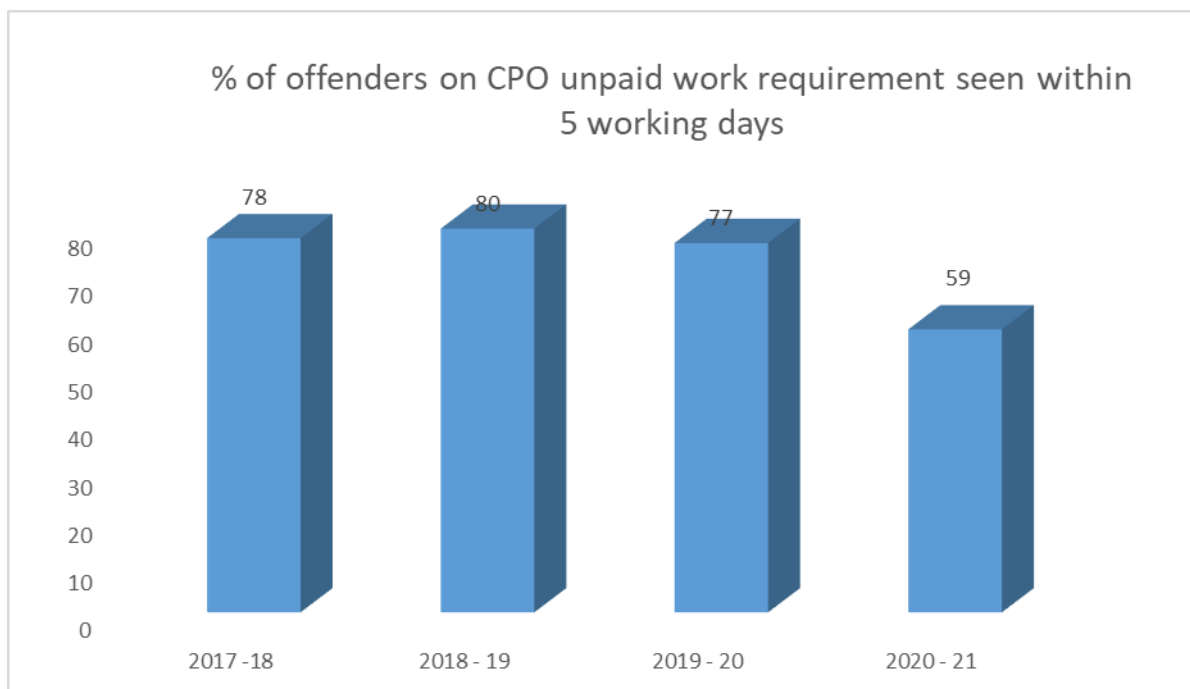
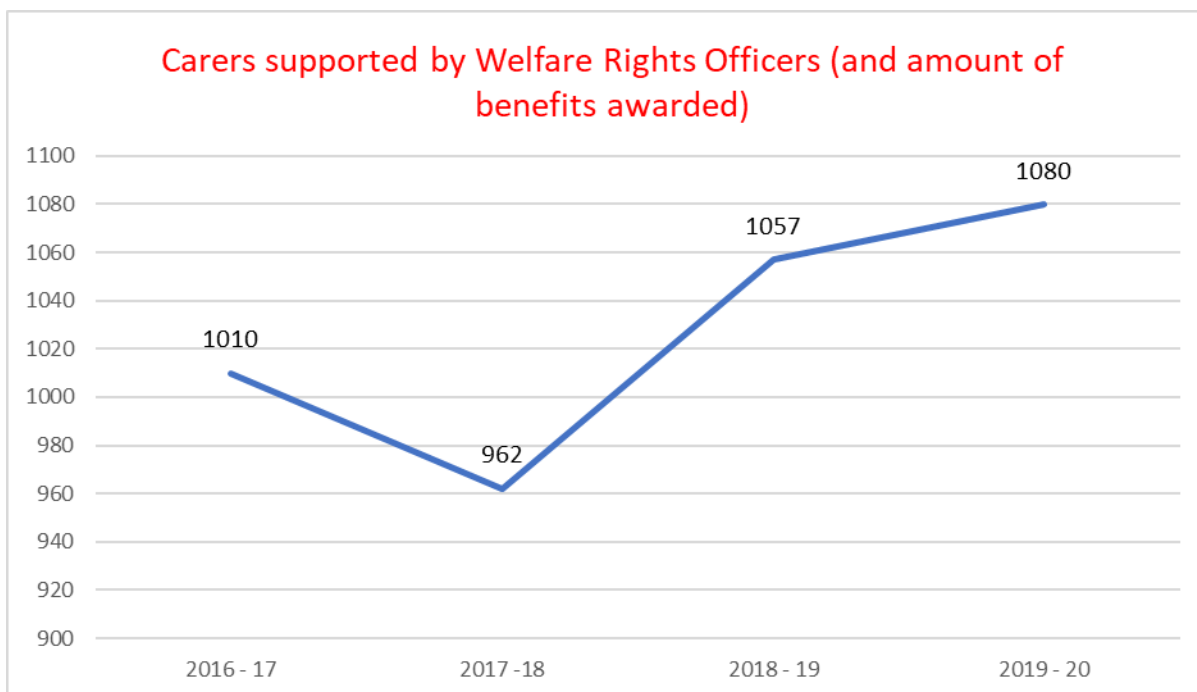
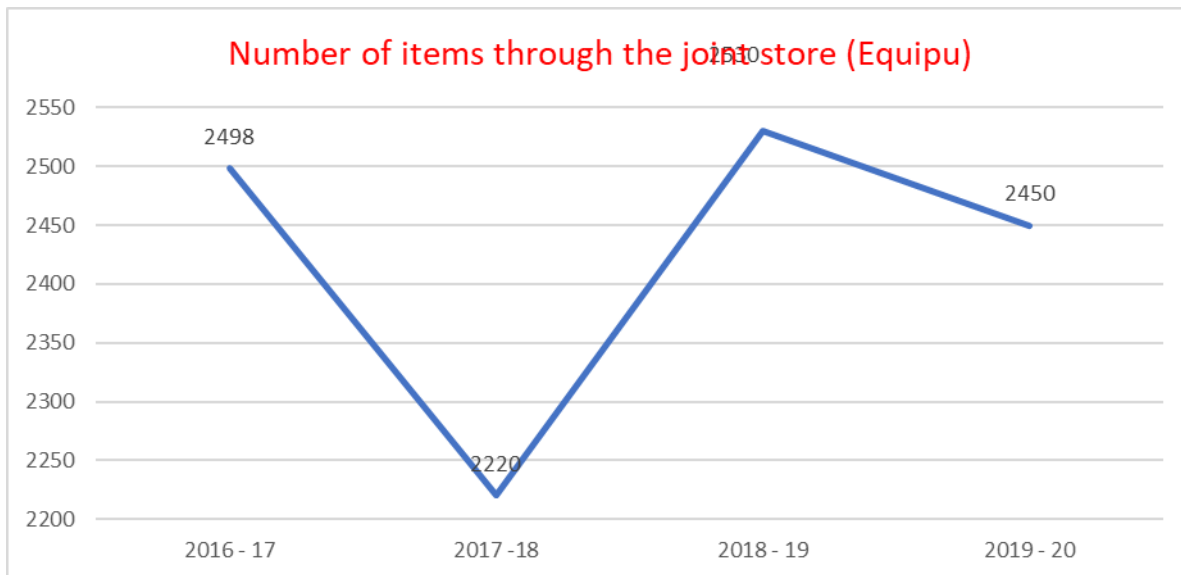


Table – percentage of offenders on CPO unpaid work requirements seen within 5 working days	
2017 - 2018	78
2018 - 2019	80
2019 - 2020	77
2020 - 2021	59



In total for 19-20, the outcomes for carers, supported by dedicated Welfare Rights officers were:

Weekly benefits: £106,837

Backdated benefits: £920,109

Annual benefits: £6,475,633

Appendix 2 – Care Inspectorate Gradings for Registered Services

			Care & Support Planned	Setting	Staffing	Leadership	People's Wellbeing
	Care Service	Latest Inspections	Care/Support	Envir	Staff	Man/Lead	
1	Canderavon House	15/08/2019	4	4	5	4	5
2	David Walker Gardens	19/11/2019	5	NA	NA	NA	5
3	Dewar House	05/12/2019	3	NA	NA	NA	3
4	McClymont House	09/01/2020	5	NA	NA	NA	5
5	McKillop Gardens	28/01/2020	5	NA	NA	NA	5
6	Meldrum Gardens	01/11/2019	4	5	3	5	4
7	Canderavon NC	16/02/2016	4	5	5	5	
8	Harry Heaney Centre	10/05/2019	5	NA	5	NA	
9	Jenny McLachlan Centre	19/01/2017	6	NA	5	NA	
10	Jimmy Swinburne RC	15/05/2018	5	NA	4	NA	
11	Lesmahagow NC	07/02/2017	5	NA	5	NA	
12	McClymont RC	05/08/2019	5	NA	5	NA	
13	Meldrum House	05/06/2017	5	NA	5	NA	
14	Newberry Rooney	22/11/2016	5	NA	NA	4	
15	Nisbet Centre	18/06/2019	5	NA	5	NA	
16	Parkhall	03/08/2018	5	NA	5	NA	
17	Saltire	22/05/2018	5	NA	5	NA	
18	St Andrews	24/07/2019	4	NA	NA	NA	5
19	Whitehill	24/07/2018	5	NA	5	NA	
20	Clydesdale/Larkhall Homecare	26/10/2018	5	NA	4	NA	
21	East Kilbride Homecare	24/01/2020	4	NA	5	5	
22	Hamilton / Blantyre Homecare	17/06/2021	3	NA	NA	NA	3
23	Rutherglen Homecare	24/11/2020	3	NA	4	4	4
24	Carlisle Lifestyles	19/05/2017	5	NA	NA	5	
25	Eastfield Lifestyles	15/11/2017	5	NA	NA	4	
26	Fairhill Lifestyles	22/01/2019	5	NA	5	NA	
27	Lanark Lifestyles (HSC)	12/08/2015	6	6	6	6	
28	East Kilbride Lifestyles (MO)	13/12/2016	5	NA	5	NA	
29	Stonehouse/Larkhall	26/05/2017	5	NA	NA	5	
30	Care & Support South	20/05/2019	4	NA	NA	4	
31	Bardykes Road	02/05/2019	5	5	NA	NA	
32	Hillhouse Road	03/07/2019	5	NA	NA	NA	5
33	Hunters Crescent	17/05/2019	5	5	NA	NA	
34	Langlea Avenue	26/07/2018	5	NA	5	NA	
35	Rosslyn Avenue	23/07/2018	4	NA	4	4	
36	Station Road	12/02/2020	5	NA	NA	NA	5
37	Supported Carers	22/01/2019	5	NA	NA	5	
38	Fostering Services	12/02/2018	5	NA	NA	4	
39	Adoption Services	12/02/2018	5	NA	NA	5	
	Grades guide:						
	1 Unsatisfactory	2 Weak	3 Adequate	4 Good	5 Very Good	6 Excellent	