



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 01 February 2022

Dear Councillor

Social Work Resources Committee

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

Date: Wednesday, 09 February 2022
Time: 10:00
Venue: By Microsoft Teams,

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

Yours sincerely

Cleland Sneddon
Chief Executive

Members

John Bradley (Chair), Maureen Chalmers (Depute Chair), Walter Brogan, Robert Brown, Archie Buchanan, Janine Calikes, Andy Carmichael, Margaret Cowie, Maureen Devlin, Mary Donnelly, Allan Falconer, Eric Holford, Mark Horsham, Richard Lockhart, Katy Loudon, Joe Lowe, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, Carol Nugent, John Ross, Margaret B Walker, David Watson

Substitutes

Alex Allison, Gerry Convery, Margaret Cooper, Isobel Dorman, Fiona Dryburgh, Geri Gray, Graeme Horne, Ann Le Blond, Martin Lennon, Eileen Logan, Davie McLachlan, Jared Wark, Josh Wilson

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 14
Minutes of the meeting of the Social Work Resources Committee held on 10 November 2021 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 3 **Social Work Resources - Revenue Budget Monitoring 2021/2022** 15 - 24
Joint report dated 17 January 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 4 **Social Work Resources - Capital Budget Monitoring 2021/2022** 25 - 28
Joint report dated 19 January 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 5 **Social Work Resources – Workforce Monitoring – September to November 2021** 29 - 36
Joint report dated 17 December 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached)
- 6 **Social Work Resource Plan: Quarter 2 Progress Report 2021-22** 37 - 62
Report dated 20 January 2022 by the Director, Health and Social Care. (Copy attached)

Item(s) for Decision

- 7 **Staffing Establishment** 63 - 68
Joint report dated 21 January 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Home First Approach** 69 - 76
Joint report dated 20 January 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources). (Copy attached)
- 9 **Rates for Social Care Services 2022/2023** 77 - 78
Report dated 28 January 2022 by the Director, Health and Social Care. (Copy attached)

Item(s) for Noting

- 10 **Social Care Services for 2021/2022: Winter Uplift** 79 - 82
Report dated 20 December 2021 by the Director, Health and Social Care. (Copy attached)
- 11 **Strategic Commissioning Plan**
Presentation by the Head of Commissioning and Performance.

12 Self Directed Support: Progress Update

83 - 88

Report dated 20 January 2022 by the Director, Health and Social Care. (Copy attached)

Urgent Business

13 Urgent Business

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name:	Tracy Slater
Clerk Telephone:	01698 454719
Clerk Email:	tracy.slater@southlanarkshire.gov.uk

SOCIAL WORK RESOURCES COMMITTEE

2

Minutes of meeting held via Microsoft Teams on 10 November 2021

Chair:

Councillor John Bradley

Councillors Present:

Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Eric Holford, Councillor Mark Horsham, Councillor Richard Lockhart, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Richard Nelson, Councillor Carol Nugent, Councillor Margaret B Walker, Councillor David Watson

Councillors' Apologies:

Councillor Janine Calikes, Councillor Hugh Macdonald, Councillor John Ross (ex officio)

Attending:

Finance and Corporate Resources

M M Wilson, Legal Services Manager; H Goodwin, Finance Manager; E McPake, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser

Health and Social Care/Social Work Resources

S Sengupta, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); M Kane, Service Development Manager; B Perrie, Planning and Performance Manager; L Purdie, Head of Children and Justice Services

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 1 September 2021 were submitted for approval as a correct record.

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

3 Social Work Resources – Revenue Budget Monitoring 2021/2022

A joint report dated 12 October 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 10 September 2021 against budgeted expenditure for 2021/2022 for Social Work Resources.

As at 10 September 2021, there was an overspend of £0.984 million against the phased budget, of which £0.892 million was Covid-19 related and £0.092 million non Covid-19 related. The financial forecast for the revenue budget to 31 March 2022 was an overspend of £0.5 million prior to the completion of the annual probable outturn exercise.

The Council continued to incur expenditure in relation to Covid-19 and in order to separate those costs from the Council's normal activities, a Covid-19 Service had been included for Social Work Resources and detailed in Appendix B to the report. The Covid-19 related expenditure incurred for Adult and Older People Services was expected to be funded by Covid-19 reserves and through the Scottish Government Mobilisation Plan funding.

Other impacts on the revenue budget included loss of income from services not being provided during the pandemic, increased demand within the Care at Home and Care Home services and pressures within supported living, direct payments and unachieved savings.

Information was provided on the risk, should pressures continue into 2022/2023. It was also highlighted that the Covid-19 related expenditure for Children and Families Services would not be funded through the Mobilisation Plan, as those services were not delegated to the Integration Joint Board.

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

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

The Head of Children and Justice Services offered to arrange a members' awareness session covering foster care and kinship care issues.

The Committee decided:

- (1) that an overspend of £0.092 million, excluding Covid-19 costs, on the Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2022 of an overspend of £0.5 million, excluding Covid-19 costs, be noted; and
- (3) that the proposed budget virements be approved.

[Reference: Minutes of 1 September 2021 (Paragraph 4)]

Councillors Brogan and McGavigan joined the meeting during this item of business

4 Social Work Resources – Capital Budget Monitoring 2021/2022

A joint report dated 20 October 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2021/2022 and summarising the expenditure position at 10 September 2021.

The revised capital programme for Social Work Resources for 2021/2022 was £6.554 million. Anticipated spend to date was £2.043 million and spend to 10 September 2021 amounted to £1.715 million. This represented a position of £0.328 million behind profile and mainly reflected progress made on the Blantyre Care Facility project, which was slightly behind schedule due to delays experienced with the delivery of materials.

The Committee decided: that the Social Work Resources' capital programme of £6.554 million, and expenditure for the year of £1.715 million, be noted.

[Reference: Minutes of 1 September 2021 (Paragraph 6)]

5 Social Work Resources – Workforce Monitoring – July and August 2021

A joint report dated 11 October 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period July and August 2021:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 12 June 2021

The attendance information contained within the report included absences as a result of Covid-19. Employees were being supported through this difficult time to maintain attendance levels, where possible.

The Committee decided: that the report be noted.

[Reference: Minutes of 1 September 2021 (Paragraph 7)]

6 Care Support and Services

A joint report dated 26 October 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of the provision of additional funding by the South Lanarkshire Integration Joint Board through the Carers (Scotland) Act 2016 to enhance operational services for Carers in the community and resource the ongoing strategic planning requirements of the Act.

The Carers (Scotland) Act 2016 came into effect on 1 April 2018 and introduced statutory requirements on local authorities and health boards in relation to:-

- ◆ Adult Carer Support Plans and Young Carer Statements
- ◆ Local Eligibility Criteria
- ◆ provision of support to Carers
- ◆ Carer involvement (including hospital discharge)
- ◆ local Carer strategies
- ◆ information and advice (including short breaks)

Information was provided on the progress of those statutory requirements.

Covid-19 had impacted all aspects of life and had led to support for Unpaid Carers changing significantly. This required services to be paused or delivered differently and for pathways to access primary care services to be changed. Demands on Carers increased as they were less able to rely on wider networks of support and, at the same time, the circumstances of their caring role often increased in complexity. Recent research published provided evidence that Carers lacked confidence, felt isolated, drained, alone, responsible and not able to care for themselves.

As services and supports moved to a recovery stage and restrictions eased, there should be increased opportunity for Carers to access the right supports at the right time. The Independent Review of Adult Social Care had a specific focus on Unpaid Carers, identifying that they required more support.

The service specification developed for South Lanarkshire Commissioned Services, addressed the duties of the Carers Act through new contracts with Lanarkshire Carers and Action for Children. There had been consistent growth in referrals over a number of years and the current funding to Lanarkshire Carers did not provide for this growth or allow for a staffing complement to support the current level of referrals.

Information was provided on the staffing establishment within Lanarkshire Carers, together with the changes that would be required to allow Carers to be supported and deliver the requirements of the Strategic Commissioning Plan, which included:-

- ◆ additional Carer support staffing to support the voluntary sector provide Carer supports and services to localities and acute sites
- ◆ a flexible support fund for Carers
- ◆ building capacity into the Advocacy tender to deliver on Carers' advocacy
- ◆ the establishment of Resource Worker posts within Social Work Resources' Planning and Performance team to drive forward the whole system of support for adult and young Carers and the statutory requirements of the Carers Act

It was, therefore, proposed that 2 posts of Resource Worker on Grade 3, Level 2, SCP 63-65 (£32,994 to £33,943) be added to Social Work Resources' staffing establishment within the Health and Social Care Partnership structure.

The cost of the proposal would be met from the Carers Act funding.

The Committee decided:

- (1) that the content of the report be noted; and
- (2) that 2 posts of Resource Worker, as detailed in the report, be added to Social Work Resources' staffing establishment within the Health and Social Care Partnership structure.

7 Gender-Based Violence

A report dated 6 October 2021 by the Director, Health and Social Care was submitted on the work of South Lanarkshire Gender-Based Violence (GBV) Partnership.

GBV, often referred to as gender-based abuse or violence against women and girls, was an umbrella term that encompassed a spectrum of abuse experienced mostly by women and girls and perpetrated mainly by men.

Tackling GBV remained a key priority within Scotland. Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls set out a clear vision of 'a strong and flourishing Scotland, where all individuals were equally safe and respected, and where women and girls lived free from all forms of violence and abuse and the attitudes that helped perpetuate it.'

The GBV Partnership was the mechanism to deliver on Equally Safe at a local, strategic level. The Partnership was committed to working collaboratively with key partners in the public, private and third sector to prevent and eradicate all forms of violence against women and girls in South Lanarkshire. The Partnership recognised that no agency alone had the resources, skills or reach to achieve the aims of Equally Safe. It was only by working between agencies, across all areas of life, that the vision and aims of Equally Safe would be achieved.

Information was provided on the following areas:-

- ◆ the Crime and Justice Annual Report 2019/2020
- ◆ National Violence Against Women Network and Scottish Women's Aid Position paper on Restorative Justice, attached as an appendix to the report
- ◆ the Safe and Together model

The GBV Partnership and Child Protection Committee began the implementation of the Safe and Together model to the multi-agency workforce in 2019. As part of the implementation plan, the need for a larger scale roll-out of training had been identified to enable the model to be fully embedded in practice. The Partnership was recently successful in its application to the Delivering Equally Safe Fund to secure additional funding from the Scottish Government to further the roll-out of training on the Model in South Lanarkshire.

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

The Committee decided:

- (1) that the statistics in the Crime and Justice Annual Report 2019/2020, highlighted at Section 4 of the report, be noted;
- (2) that the position, as stated in the Position Statement on Restorative Justice, attached as an appendix to the report, be noted; and
- (3) that the implementation of the Safe and Together model and roll-out of Safe and Together training across the multi-agency workforce, as outlined at Section 6 of the report, be endorsed.

8 Care Inspectorate Updates for Registered Social Work Services

A report dated 6 October 2021 by the Director, Health and Social Care was submitted providing an update on inspections that had been undertaken by the Care Inspectorate on registered social work services.

South Lanarkshire had 39 registered services, which included 6 care homes for older people, 13 day centres for older people, 6 adult lifestyles centres, 1 adult community support service, 6 care homes for children and young people, 3 child and family services (fostering, adoption and support carers) and 4 home care services. Since March 2021, 2 inspections had taken place and details were provided in the Social Work Registered Care Service inspection summary, attached as Appendix 1 to the report.

It was highlighted that, due to the Covid-19 pandemic, inspection activity had significantly reduced and the attached appendix, therefore, showed the most recent inspection dates and grades.

Officers responded to members' questions in relation to the improvements that had been made since the inspections of the Hamilton/Blantyre and Rutherglen Care at Home Services.

The Committee decided: that the content of the report be noted.

[Reference: Minutes of 17 March 2021 (Paragraph 14)]

9 Family Centre Provision

A report dated 5 October 2021 by the Director, Health and Social Care was submitted on the work undertaken by Family Centres.

The Council's Social Work Resources had 2 Family Centres, one in Cambuslang and the other in Burnbank, Hamilton, which were central to the Resources' early intervention response based on the Getting it Right for Every Child Framework.

Family Centres worked to divert children and families away from statutory measures of intervention and reduce the number of child protection referrals by offering early effective support to parents and children, through intensive family support. The Cambuslang and Burnbank Family Centres were purpose built and offered a caring and nurturing environment where family support was offered.

Staffing within the Family Centres consisted of Team Leader, Social Workers, Family Support Workers and administrative support. Social Workers and Family Support Workers worked with Service Users offering individual support and/or groupwork support. Referring issues predominately centred around:-

- | | |
|---------------------------|-------------------------|
| ◆ poverty | ◆ mental health |
| ◆ alcohol and drug misuse | ◆ parenting |
| ◆ pregnancy | ◆ learning disabilities |
| ◆ housing | ◆ domestic violence |
| ◆ homelessness | ◆ isolation |
| ◆ finance | ◆ offending |
| ◆ education | |

Covid-19 had impacted on the delivery of groupwork programme services. The centres had embraced technology and offered a scaled down groupwork programme using Microsoft Teams. The feedback received from service users was that they preferred face to face groupwork and the centres were beginning to resume groupwork programmes in keeping with safe systems of work and national guidance.

Members commended the services provide by the Family Centres.

The Committee decided: that the report be noted.

Councillor Nugent left the meeting during this item of business

10 Winter Planning Arrangements 2021/2022

A report dated 29 October 2021 by the Director, Health and Social Care was submitted on the planning arrangements being put in place to ensure that services were prepared for winter 2021/2022.

Planning for winter 2021/2022 commenced in July and, as in previous years, was a multi-agency approach across NHS Lanarkshire, North and South Lanarkshire Councils and the respective supports such as Specialist and Associate Specialist (SAS) Doctors and Dentists and NHS 24. The plan was a dynamic document and would be updated and revised to take account of the level of unpredictability in the wider NHS and social care services, in particular, the scarcity of staff at all grades. The plan was also likely to form part of the meeting with Scottish Government officials on winter planning as part of the wider understanding of the Health Board and Health and Social Care Partnership Mobilisation Plan. The self-assessment for winter preparedness had also been submitted to the Scottish Government and was attached as an appendix to the report.

Specific workstreams had been established to take forward the following work areas:-

- ◆ Flu and Covid Vaccine Programme – Public
- ◆ Flu and Covid Vaccine Programme – Health and Social Care Staff
- ◆ Provision of Urgent Care Flow Hub – Flow Navigation Centre
- ◆ GP and Pharmacy Opening
- ◆ Planning for Additional Deaths
- ◆ Staffing
- ◆ Well-Being of Staff
- ◆ Adverse Weather
- ◆ Overall Resilience Planning
- ◆ Communications

The Scottish Government advised that the content of the Winter Plan and associated costs had to be included as part of the wider mobilisation plan. The cost of the Winter Plan 2021/2022 would be refined to reflect the progress made in recruiting the respective staff. The cost would be met from within the financial envelope available which would include both core budgets and additional Scottish Government funding as necessary.

The Committee decided:

- (1) that the planning arrangements, which had been put in place to ensure services were prepared for the coming winter months and the associated costs, be noted; and
- (2) that the work ongoing with the Scottish Government to confirm the financial arrangements be noted.

11 Update of the Social Work Register and Risk Control Plan

A report dated 22 October 2021 by the Director, Health and Social Care was submitted on the Risk Register and Risk Control Actions for Social Work Resources.

The Resource had followed Council guidance in developing, monitoring and updating its Risk Control Register on an ongoing basis. The Register had been developed to ensure that the Resource was fully aware of the main risks that it had, was able to prioritise those risks and had controls in place to eliminate or minimise the impact of risk.

The scoring matrix and definitions for likelihood and impact were outlined in Appendix 1 to the report. This had resulted in risks being scored between 1 to 25 (low to very high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

The Risk Register had been developed and was monitored on an ongoing basis to add any new risks and to review the scores of existing risks. The main changes to the Social Work Resources' register were:-

- ◆ risk descriptions, controls and actions had been updated as required on individual risks, following discussion with risk owners
- ◆ the risk description for 'death or injury to employees, service users or members of the public affected by Council operations' had been amended to capture wider health, safety and wellbeing issues
- ◆ the Council had introduced a new (very high) risk with the Independent Review of Adult Social Care and this was captured as a new high risk for Social Work Resources
- ◆ the residual risk score for 'Covid-19 Pandemic' remained very high as part of wider implications to Health and Social Care Services' challenges in Residential Services, Day Care, Care at Home and localities with increased demand, and associated capacity issues
- ◆ Care Inspectorate grades remained as a high risk as there were 39 registered Care Services
- ◆ progress Care Inspectorate Action Plan for children and young people in need of care and protection in South Lanarkshire
- ◆ future Adult Support and Protection Care Inspection risk due to staffing capacity as a result of vacancies and recruitment challenges associated with pay differentials and increased absence levels
- ◆ the UK leaving the European Union remained a high risk as the Council experienced supply chain issues with component parts for assistive technology and increased demands to deliver services to vulnerable individuals with staff shortages and added competition with retail and hospitality sectors

Risks scored 15 to 25 were considered very high and risks scored 8 to 12 were considered high risks. The top risks identified for the Resource were detailed in Appendix 2 to the report.

100% of Risk Control Actions for 2020/2021 were completed on time against a Resource target of 90%. This was monitored on a monthly basis by the Central Risk Management Team. 6 Risk Control Actions had been identified for completion during 2021/2022 and those actions to mitigate risks would be progressed by the relevant officers.

The Committee decided:

- (1) that the contents of the Resource Risk Register be noted; and
- (2) that it be noted that the outstanding Risk Control Actions would be progressed by relevant officers.

[Reference: Minutes of 21 January 2021 (Paragraph 12)]

12 Chief Social Work Officer Report 2020/2021

A report dated 12 October 2021 by the Director, Health and Social Care was submitted on the content of the Chief Social Work Officer Annual Report 2020/2021.

There was a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer (CSWO) who must be registered with the Scottish Social Services Council (SSSC).

The role of the CSWO was to provide professional advice and guidance to local authorities, elected members and officers in the provision of social work services. The CSWO also had responsibility for overall performance improvements and the identification and management of corporate risk insofar as those related to social work services.

The CSWO was required to prepare an annual report of activity, which followed a standardised reporting framework, for submission to the Chief Social Work Advisor for Scotland.

Information was provided on the content of the CSWO's Annual Report which was attached as an appendix to the report.

The Committee decided: that the Chief Social Work Officer's Annual Report 2020/2021, attached as an appendix to the report, be noted.

13 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Executive Director (Finance and Corporate Resources) Executive Director (Social Work Resources)

Subject:	Social Work Resources - Revenue Budget Monitoring 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2021 to 31 December 2021 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2022

2. Recommendation(s)

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

- (1) that the overspend of £2.219 million on the Social Work Resources revenue budget, as detailed in Appendix A of the report, be noted;
- (2) that the forecast to 31 March 2022 of £3.147m overspend position, be noted; and
- (3) that the proposed budget virements be approved.

3. Background

3.1. This is the third revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2021/2022.

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

4. Employee Implications

4.1. There are no employee implications as a result of this report.

5. Financial Implications

5.1. **Probable Outturn:** As at 31 March 2022, there is a forecast overspend of £3.147m against the annual budget (see appendix A), of which £2.542m relates to an additional COVID related expenditure for Children and Families Services (appendix B), £1.009m in respect of Children and Family Services core budget (appendix C), offset in part by an underspend of £0.404m in Performance and Support Services (appendix E). It is anticipated that the pressures being experienced in 2021/2022 within the Children and Families Services revenue budget will continue into 2022/2023.

- 5.2. The Adult and Older People position at Appendix D shows an underspend of £0.030m offset by an overspend of £0.030m for Substance Misuse within Justice Services, resulting in an overall breakeven on delegated services. Included within this position is a commitment in relation to the Integrated Joint Board (IJB). The budget delegated to the IJB has underspent by £0.495m and the Executive Committee is being asked to approve, at its meeting on 2 February 2022, that the IJB retains this non-recurring underspend within their reserves, earmarked for future care costs in line with the approach to integrating health and social care.
- 5.3. In November 2021 the Scottish Government announced recurring investment funding nationally of £300m, and the Council/Health and Social Care Partnership have now been notified of its share of these funds. It is unlikely that the funding for 2021/2022 will be spent in full by 31 March 22 and any underspend will be carried forward in the same way as the underspend of £0.495m at 5.2 above. The value of the underspend will be confirmed at year end and is estimated to be approximately £4m.
- 5.4. An update on the IJB financial strategy for 2022/2023 was presented to the IJB Board meeting on 25 January 2022. This included an update on recurring funding; an estimate of remaining financial pressures for 2022/2023 and the requirement to bridge any remaining budget gap.
- 5.5. There is a continued assumption that this year's additional costs of COVID-19 faced by services devolved to the IJB will be fully funded by Covid reserves and the Scottish Government Mobilisation Plan funding, via Health. The additional cost includes expenditure on beds to facilitate discharge from hospital, PPE equipment, staff overtime and sustainability and additional cost being incurred by Social Care providers and other costs associated with the remobilisation of service and the forecast outturn for 2021/2022 at Appendix B, includes a breakeven position for these costs.
- 5.6. Appendix B also includes additional Covid related expenditure for Children and Families Services (£2.350m), which will not be funded by the Scottish Government via the Mobilisation Plan, as these services are not delegated to the IJB. These additional costs mainly related to residential and external placements for young people arising from the pandemic and will be met from the Councils Covid funding that forms part of a separate report to the Executive Committee. The balance of £0.192m is made up of items being funded from Financial Insecurity, the Flexible fund and Winter funding held centrally.
- 5.7. **Period 10:** as at 31 December 2021, there is an overspend of £2.219m against the phased budget, of which £1.923m is Covid related and £0.296m non Covid related.
- 5.8. The Council continues to incur expenditure in relation to Covid-19 and in order to separate these costs from the Council's normal activities, a Covid-19 Service has been included within Social Work Resources (Appendix B).
- 5.9. The Covid related expenditure incurred by Social Work Resources for Adults and Older People Social Care included at Appendix B is £12.729m. In addition to extra costs, Social Work Resources has lost income from services which are not being provided during the emergency and this totals £0.776m at period 10 and is included at Appendix D. Taking the two figures together gives additional cost to the Council of £13.505m.

- 5.10. Appendix B also includes additional Covid related expenditure for Children and Families Services (£1.923m), mainly in relation to residential and external placement. These placements are unlikely to be temporary and there is an estimated cost in excess of £2.7m into 2022/2023 for these placements, including the Education element of these placements.
- 5.11. An overspend of £0.690m is reported in respect of Children and Family Services and is offset in part by an underspend in Performance and Support Services.
- 5.12. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

Soumen Sengupta

Director, Health and Social Care

17 January 2022

Link(s) to Council Values/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 30 December 2021

Contact for Further Information

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

Hazel Goodwin, Finance Manager

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Email: Hazel.goodwin@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 December (No.10)

Social Work Resources Summary

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/12/21	Actual 31/12/21	Variance 31/12/21	% Variance 31/12/21	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	100,890	104,654	(3,764)	(3,764)	67,617	70,469	(2,852)	over	-4.2%
Property Costs	2,609	2,933	(324)	(324)	1,902	2,189	(287)	over	-15.1%
Supplies & Services	5,269	6,963	(1,694)	(1,694)	3,581	4,524	(943)	over	-26.3%
Transport & Plant	4,542	4,601	(59)	(59)	4,058	4,100	(42)	over	-1.0%
Administration Costs	1,718	1,692	26	26	950	878	72	under	7.6%
Payments to Other Bodies	22,769	24,398	(1,629)	(1,629)	16,584	18,007	(1,423)	over	-8.6%
Payments to Contractors	111,876	126,190	(14,314)	(14,314)	74,099	84,117	(10,018)	over	-13.5%
Transfer Payments	3,125	3,690	(565)	(565)	2,604	3,062	(458)	over	-17.6%
Financing Charges	337	409	(72)	(72)	251	311	(60)	over	-23.9%
Total Controllable Exp.	253,135	275,530	(22,395)	(22,395)	171,646	187,657	(16,011)	Over	-9.3%
Total Controllable Inc.	(66,790)	(86,038)	19,248	19,248	(55,975)	(69,767)	13,792	over recovered	-24.6%
Net Controllable Exp.	186,345	189,492	(3,147)	(3,147)	115,671	117,890	(2,219)	Over	-1.9%

Variance Explanations

Variance explanations are shown in Appendices B -F.

Budget Virements

Budget virements are shown in Appendices B-F.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 December (No.10)

Covid-19

	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/12/21	Actual 31/12/21	Variance 31/12/21		% Variance 31/12/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Budget Category										
Employee Costs	0	5,624	(5,624)	(5,624)	0	4,270	(4,270)	over	n/a	1
Property Costs	0	534	(534)	(534)	0	465	(465)	over	n/a	2
Supplies & Services	0	1,656	(1,656)	(1,656)	0	961	(961)	over	n/a	3
Transport & Plant	0	180	(180)	(180)	0	127	(127)	over	n/a	
Administration Costs	0	83	(83)	(83)	0	13	(13)	over	n/a	
Payments to Other Bodies	0	1,476	(1,476)	(1,476)	0	1,379	(1,379)	over	n/a	4
Payments to Contractors	0	12,915	(12,915)	(12,915)	0	9,035	(9,035)	over	n/a	5
Transfer Payments	0	52	(52)	(52)	0	39	(39)	over	n/a	
Financing Charges	0	0	0	0	0	1	(1)	-	n/a	
Total Controllable Exp.	0	22,520	(22,520)	(22,520)	0	16,290	(16,290)	Over	n/a	
Total Controllable Inc.	0	(19,978)	19,978	19,978	0	(14,367)	14,367	Over recovered	n/a	6
Net Controllable Exp.	0	2,542	(2,542)	(2,542)	0	1,923	(1,923)	Over	n/a	

Variance Explanations**1 Employee Costs**

These costs relate to the response to COVID-19 to maintain existing service delivery and to support hospital discharge and includes the £500 payment to Social Care staff.

2 Property Costs

These costs related to expenditure on hygiene products in response to COVID-19 and the operation of the PPE hub for supplies to all Social Care providers.

3 Supplies & Services

These costs mainly relate to an increase in demand for equipment and adaptations as services are remobilised.

4 Payments To Other Bodies

This expenditure relates to costs incurred by South Lanarkshire Leisure in respect of providing COVID-19 vaccination venues, additional supports required for fostering, adoption and services where the service user has chosen a direct payment.

5 Payment to Contractors

This expenditure relates to the response to COVID-19 to provide capacity in the system, payments to external providers in respect of sustainability, the Social Care Support Fund and additional costs incurred on PPE and infection and prevention control measures. It also includes the expenditure in relation to residential schools and external placements for young people as a result of the pandemic.

6 Income

This over recovery of income is currently offsetting the expenditure incurred in response to COVID-19 and the cost of the £500 payment to Social Care staff.

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 December (No.10)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/12/21	Actual 31/12/21	Variance 31/12/21		% Variance 31/12/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	17,125	16,626	499	499	12,332	11,912	420	under	3.4%	1
Property Costs	328	323	5	5	269	287	(18)	over	-6.7%	
Supplies & Services	509	519	(10)	(10)	385	385	0	-	0.0%	
Transport & Plant	628	619	9	9	452	452	0	-	0.0%	
Administration Costs	299	297	2	2	212	212	0	-	0.0%	
Payments to Other Bodies	9,812	9,731	81	81	7,603	7,528	75	under	1.0%	
Payments to Contractors	4,832	6,150	(1,318)	(1,318)	3,344	4,265	(921)	over	-27.5%	2
Transfer Payments	3,112	3,608	(496)	(496)	2,595	3,000	(405)	over	-15.6%	3
Financing Charges	19	28	(9)	(9)	14	21	(7)	over	-50.0%	
Total Controllable Exp.	36,664	37,901	(1,237)	(1,237)	27,206	28,062	(856)	over	-3.1%	
Total Controllable Inc.	(2,321)	(2,549)	228	228	(1,888)	(2,054)	166	over recovered	-8.4%	4
Net Controllable Exp.	34,343	35,352	(1,009)	(1,009)	14,235	14,486	(690)	over	-2.7%	

Variance Explanations**1. Employee costs**

The underspend relates to vacancies and the receipt of a credit for statutory maternity pay.

2. Payment to Contractors

This overspend is a result of the increased requirement for children's residential school and external placements.

3. Transfer Payments

This overspend relates to additional demand for kinship care.

4. Income

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

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 December (No.10)

Adults and Older People Services

Budget Category	Annual Budget £000	Forecast for Year BEFORE Transfers £000	Annual Forecast Variance BEFORE Transfers £000	Annual Forecast Variance AFTER Transfers £000	Budget Proportion 31/12/21 £000	Actual 31/12/21 £000	Variance 31/12/21 £000		% Variance 31/12/21	Note
Employee Costs	69,410	68,556	854	854	45,129	44,567	562	under	1.2%	1a,c,d,e,f
Property Costs	1,613	1,421	192	192	1,071	890	181	under	16.9%	2
Supplies & Services	4,149	4,086	63	63	2,831	2,761	70	under	2.5%	
Transport & Plant	3,571	3,521	50	50	3,299	3,272	27	under	0.8%	
Administration Costs	453	448	5	5	324	318	6	under	1.9%	d,f
Payments to Other Bodies	12,299	12,399	(100)	(100)	8,362	8,412	(50)	over	-0.6%	b,c,f
Payments to Contractors	106,960	107,040	(80)	(80)	70,736	70,797	(61)	over	-0.1%	
Transfer Payments	7	27	(20)	(20)	5	21	(16)	over	-320.0%	
Financing Charges	42	43	(1)	(1)	32	33	(1)	over	-3.1%	
Total Controllable Exp.	198,504	197,541	963	963	131,789	131,071	718	under	0.5%	
Total Controllable Inc.	(56,055)	(55,122)	(933)	(933)	(48,187)	(47,509)	(678)	under recovered	1.4%	3
Net Controllable Exp.	142,449	142,419	30	30	83,602	83,562	40	under	0.0%	

Variance Explanations**1. Employee Costs**

The underspend is a result of vacancies for Social Workers, residential staff and home carers offset in part by turnover being less than budgeted for within other staff categories.

2. Property Costs

This underspend is in respect of utilities across a range of day care building which are not fully operational in line with Covid guidance.

3. Income

The under recovery has arisen mainly from the recognition of debt from previous years, where there is little prospect of recovery.

Budget Virements

- Incorporation of Mental Health Recovery and Renewal Funding £0.160m: Employee Costs £0.160m.
- Incorporation of additional funding Adult Social Care pay uplift £3.902m: Payment to Contractors £3.902m.
- Incorporation of Care at home and interim care funding £6.023m, Employee Costs £3.661m, Payment to Contractors £2.362m.
- Realignment of Carers Act funding, Net Effect £0: Employee Costs £0.629m, Payment to other Bodies (£0.629m)
- Transfer of Employability Budget to Finance and Corporate (£0.664m): Employee Costs (£0.664m)
- Realignment for home care services Net Effect £0: Payment to Contractors £0.907m, Employee Costs (£0.5m), Payment to Other Bodies £0.407m

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 December (No.10)

Performance and Support Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/12/21	Actual 31/12/21	Variance 31/12/21		% Variance 31/12/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	6,998	6,614	384	384	5,055	4,708	347	under	6.9%	1
Property Costs	531	497	34	34	438	400	38	under	8.7%	
Supplies & Services	504	558	(54)	(54)	289	316	(27)	under	-9.3%	
Transport & Plant	251	191	60	60	239	183	56	under	23.4%	
Administration Costs	432	322	110	110	322	242	80	under	24.8%	
Payments to Other Bodies	35	28	7	7	19	14	5	-	26.3%	
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	262	318	(56)	(56)	194	242	(48)	over	-24.7%	
Total Controllable Exp.	9,013	8,528	485	485	6,556	6,105	451	Under	6.9%	
Total Controllable Inc.	(1,045)	(964)	(81)	(81)	(428)	(361)	(67)	under recovered-	15.7%	
Net Controllable Exp.	7,968	7,564	404	404	6,128	5,744	384	under	6.3%	

Variance Explanations**1. Employee Costs**

The underspend is a result of vacancies which are actively being recruited.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 December 2021 (No10)

Justice Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/12/21	Actual 31/12/21	Variance 3/12/21		% Variance 31/12/21	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	7,357	7,234	7,234	123	5,101	5,012	89	under	1.7%	
Property Costs	137	158	158	(21)	124	147	(23)	over	-18.5%	
Supplies & Services	107	144	144	(37)	76	101	(25)	over	-32.9%	
Transport & Plant	92	90	90	2	68	66	2	under	2.9%	
Administration Costs	534	542	542	(8)	92	93	(1)	over	-1.1%	
Payments to Other Bodies	623	764	764	(141)	600	674	(74)	over	-12.3%	
Payments to Contractors	84	85	85	(1)	19	20	(1)	over	-5.3%	
Transfer Payments	6	3	3	3	4	2	2	under	50.0%	
Financing Charges	14	20	20	(6)	11	14	(3)	over	-27.3%	
Total Controllable Exp.	8,954	9,040	9,040	(86)	6,095	6,129	(34)	over	-0.6%	
Total Controllable Inc.	(7,369)	(7,425)	(7,425)	56	(5,472)	(5,476)	4	over recovered	-0.1%	
Net Controllable Exp.	1,585	1,615	1,615	(30)	623	653	(30)	over	-4.8%	

Variance ExplanationsBudget Virements

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Capital Budget Monitoring 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ provide information on the progress of the capital programme for Social Work Resources for the period 1 April 2021 to 31 December 2021

2. Recommendation(s)

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

- (1) that the Social Work Resources capital programme of £5.354 million, and expenditure to date of £2.897 million, be noted.

3. Background

3.1. This is the third capital monitoring report presented to the Social Work Resources Committee for the financial year 2021/2022.

3.2. As noted in the last report to this Committee (10 November 2021), the budget for Social Work Resources for financial year 2021/2022, including carry forward, was £6.554 million.

3.3. This report includes adjustments to the budget totalling a decrease of £1.2 million which will be presented to the Executive Committee (2 February 2022) for approval. The details are shown in Appendix A. If approved, this takes the Social Work Resources programme for 2021/2022 to £5.354 million.

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

4. 2021/2022 Capital Programme Update

4.1. As detailed in Section 3.3, the revised capital programme for Social Work Resources for 2021/22 is £5.354 million. Anticipated spend to date was £3.088 million and spend to 31 December 2021 amounts to £2.897 million. This represents a position of £0.191 million behind profile and mainly reflects the timing of payments on the Blantyre Care Facility project.

5. Employee Implications

5.1. There are no employee implications as a result of this report.

6. Financial Implications

6.1. The financial implications are detailed in section 4 of the report.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

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

8.2. The Coronavirus (COVID-19) Pandemic has led to materials shortages, longer lead times and steep price increases and this will continue to impact the supply chain for the foreseeable future. The impact of this will be monitored through the four weekly investment management meetings. Further updates will be reported in the coming months with any significant increases in contract values being brought to members' attention.

9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

9.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Soumen Sengupta

Director, Health and Social Care

19 January 2022

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Social Work Resources Committee, 10 November 2021
- Executive Committee, 2 February 2022

List of Background Papers

- Financial ledger to 31 December 2021

Contact for Further Information

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

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**South Lanarkshire Council
Capital Expenditure 2021-2022
Social Work Resources Programme
For Period 1 April 2021 – 31 December 2021**

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Anticipated Spend £000	Actual Expenditure £000
Care Facilities	6,200	-	(1,200)	5,000	3,007	2,821
Other	568	-	(214)	354	81	76
TOTAL	6,768	-	(1,414)	5,354	3,088	2,897

For Information Only

Budget Adjustments presented to Executive Committee 2 February 2022:

Budget Adjustments

Replacement Care Facilities - Blantyre

(£1.200m)

Total Budget Adjustments

(£1.200m)

Report

5

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources – Workforce Monitoring – September to November 2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for September to November 2021 relating to Social Work Resources

2. Recommendation(s)

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

(1) that the following employment information for September to November 2021 relating to Social Work Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 12 June 2021

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for September to November 2021.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of November 2021 for Social Work Resources.

The Resource absence figure for November 2021 was 7.7%, which is a decrease of 0.7% when compared to the previous month and is 0.8% higher than the Council-wide figure. Compared to November 2020, the Resource absence figure has increased by 0.3%.

Based on the absence figures at November 2021 and annual trends, the projected annual average absence for the Resource for 2021/2022 is 7.4%, compared to a Council-wide average figure of 5.2%.

For the financial year 2021/2022, the projected average days lost per employee equates to 16.2 days, compared with the overall figure for the Council of 12.6 days per employee.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. As this report was being prepared, at 22 December 2021, the Council overall absence level was 8.17% with 3.0% of this relating to Covid-19 for sickness and special leave.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 396 referrals were made this period, an increase of 36 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were 38 accidents/incidents recorded within the Resource this period, an increase of 16 when compared to the same period last year.

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

There were 14 disciplinary hearings held within the Resource this period, which is an increase of 7 when compared with the same period last year. There were 4 grievances raised within the Resource this period, which is an increase of 3 when compared with the same period last year. One Dignity at Work complaint was raised within the Resource this period, which remains unchanged when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 45 leavers in the Resource this period who were eligible for an exit interview, which is an increase of 21 when compared with the same period last year. Exit interviews were held with 44% of employees, compared with 17% for the same period last year.

4.6. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from four options:

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

4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period September to November 2021, 95 posts (72.80 FTE) employees in total left employment and managers indicated that 92 posts (70.49 FTE) are being replaced, 1 post (1.00 FTE) was due to the end of a fixed term contract and 2 posts (1.31 FTE) are being held pending service reviews.

5. Staffing Watch (Appendix 3)

- 5.1. There has been a decrease of 24 in the number of employees in post from 12 June 2021 to 11 September 2021

6 Employee Implications

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

- 8.1 There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

- 10.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Soumen Sengupta

Director, Health and Social Care

17 December 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Social Work Resources – 1 September 2021

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

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

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Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	5.0	5.5	4.5	April	6.9	10.2	9.6	April	5.6	7.1	6.2	April	4.0	4.4	4.3				
May	5.6	4.4	5.0	May	7.7	8.1	9.3	May	6.3	5.7	6.5	May	4.4	3.1	4.9				
June	5.8	3.9	3.9	June	6.9	7.6	7.6	June	6.2	5.2	5.2	June	4.4	2.7	4.7				
July	5.1	3.7	6.1	July	7.7	6.3	10.3	July	5.9	4.6	7.5	July	3.4	2.3	4.0				
August	5.9	4.4	7.3	August	6.7	6.7	10.2	August	6.2	5.2	8.2	August	3.7	3.1	4.7				
September	6.2	5.4	7.6	September	6.8	7.5	10.3	September	6.4	6.1	8.5	September	4.5	4.2	6.4				
October	6.1	5.9	6.9	October	6.5	8.2	11.3	October	6.2	6.7	8.4	October	4.6	4.8	6.3				
November	6.8	6.6	6.2	November	6.8	8.9	10.8	November	6.8	7.4	7.7	November	5.5	5.8	6.9				
December	6.9	6.5		December	8.7	10.3		December	7.5	7.7		December	5.7	5.6					
January	6.2	5.8		January	9.5	13.1		January	7.3	8.3		January	5.3	4.8					
February	6.8	5.1		February	8.8	12.6		February	7.5	7.6		February	5.6	4.8					
March	6.8	4.6		March	8.5	10.6		March	7.4	6.6		March	6.2	4.9					
Annual Average	6.1	5.2	5.8	Annual Average	7.6	9.2	10.5	Annual Average	6.6	6.5	7.4	Annual Average	4.8	4.2	5.2				
Average Apr-Nov	5.8	5.0	5.9	Average Apr-Nov	7.0	7.9	9.9	Average Apr-Nov	6.2	6.0	7.3	Average Apr-Nov	4.3	3.8	5.3				
No of Employees at 30 November 2021				1841	No of Employees at 30 November 2021				1063	No of Employees at 30 November 2021				2904	No of Employees at 30 November 2021				16192

For the financial year 2021/22, the projected average days lost per employee equates to 16.2 days.

SOCIAL WORK RESOURCES

	Sep - Nov 2020	Sep - Nov 2021
MEDICAL EXAMINATIONS		
Number of Employees Attending	134	134
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	20	23
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	100	126
REFERRALS TO EMPLOYEE SUPPORT OFFICER	100	112
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	6	1
TOTAL	360	396

CAUSE OF ACCIDENTS/INCIDENTS	Sep - Nov 2020	Sep - Nov 2021
Specified Injuries*	1	0
Over 7 day absences	2	2
Over 3 day absences**	0	4
Minor	7	13
Near Miss	0	3
Violent Incident: Physical****	7	15
Violent Incident: Verbal*****	5	1
Total Accidents/Incidents	22	38

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

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

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

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

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

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

RECORD OF DISCIPLINARY HEARINGS	Sep - Nov 2020	Sep - Nov 2021
Total Number of Hearings	7	14
Total Number of Appeals	0	0
Appeals Pending	0	0

Time Taken to Convene Hearing Sep - Nov 2021

0-3 Weeks	4-6 Weeks	Over 6 Weeks
7	6	1

RECORD OF GRIEVANCE HEARINGS	Sep - Nov 2020	Sep - Nov 2021
Number of Grievances	1	4
Number Resolved at Stage 1	0	0
Number Resolved at Stage 2	0	0
Number Resolved at Stage 3	0	0
Still in Progress	0	3

RECORD OF DIGNITY AT WORK	Sep - Nov 2020	Sep - Nov 2021
Number of Incidents	1	1
Number Resolved at Informal Stage	0	0
Number Resolved at Formal Stage	0	0
Number of Appeals	0	0
Appeals in Process	0	0
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	Sep - Nov 2020	Sep - Nov 2021
Career Advancement	0	7
Child Caring / Caring Responsibilities	0	0
Disatisfaction with terms and conditions	0	0
Further Education	0	0
Moving outwith area	0	1
Personal Reasons	0	5
Poor relationship with managers / colleagues	0	1
Travelling difficulties	1	2
Other	3	4
Number of Exit Interviews conducted	4	20

Total Number of Leavers Eligible for Exit Interview	24	45
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Percentage of interviews conducted	17%	44%
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Reason	Sep-Nov 2021		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	72.80	95	173.14	222
Being replaced	70.49	92	167.12	213
Filling on a temporary basis	0.00	0	1.88	3
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	1.00	1	1.00	2
Held pending service Review	1.31	2	3.14	4
Plan to remove for savings	0.00	0	0.00	0

**JOINT STAFFING WATCH RETURN
SOCIAL WORK RESOURCES**

As at 11 September 2021

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
217	191	997	1325	2730

*Full - Time Equivalent No of Employees

Salary Bands

Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1.00	1204.88	561.26	546.92	25.00	27.00	2.00	0.00	0.00	2368.06

As at 12 June 2021

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
208	194	998	1354	2754

*Full - Time Equivalent No of Employees

Salary Bands

Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
0.00	1233.82	562.85	541.00	23.00	27.00	2.00	0.00	0.00	2389.67

Report

6

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Director, Health and Social Care

Subject:	Social Work Resource Plan: Quarter 2 Progress Report 2021-22
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1. Purpose of Report

1.1. The purpose of the report is to:-

- provide the Social Work Resource Plan Quarter 2 Progress Report 2021-22, for the period 1 July 2021 to 30 September 2021

2. Recommendations

2.1. The Committee is asked to note the following recommendations:-

- (1) that the Social Work Resource Plan Quarter 2 Progress Report 2021-22 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; and
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4. of this report, be noted.

3. Background

3.1. The Social Work Resource Plan 2021-22 was approved by the Social Work Resources Committee on 2 June 2021 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2021-22.

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. 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 2021-22

4.1. The Resource has established a number of objectives to support the delivery of the Connect Priorities in 2021-22. These are detailed at Appendix 1.

5. Quarter 2 Progress Report 2021-22

5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2021-22, 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.

The overall summary of progress to date is as follows:

Status	Measures			
	Statistical	Project	Total	%
Blue	0	0	0	0
Green	17	16	33	81%
Amber	3	0	3	7%
Red	0	0	0	0%
Report later/Contextual	1	4	5	12%
Totals	21	20	41	100%

(Data correct 20 January 2022)

5.3. Key achievements for 2021-22, to date, are noted below:

5.3.1.

Connect Priority	Ensure communities are safe, strong and sustainable
Resource Objective	Achievement
Provide access to timely support and interventions for people/groups who are disadvantaged	During the period 1 April 2021 to 30 September 2021, the Resource provided access to timely support and interventions with 100% of clients seen within 2 days of their Drug Testing and Treatment Orders commencing. Performance continues to exceed the 95% target.

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	The Resource continues to perform well in the submission of Criminal Justice Social Work Reports to the courts within timescale. From 1 April 2021 to 30 September 2021, 99% of reports were submitted within timescales, exceeding the 95% target.
Disadvantaged people/groups are provided with access to timely support and interventions	From 1 April 2021 to 30 September 2021, 307 of 319 (96%) of drug and/or alcohol clients who were referred for treatments and/or psychosocial intervention started treatments within 3 weeks of being referred. Performance continues to exceed the 90% target.
Connect Priority	Get it right for children and young people
Resource Objective	Achievement
Care and protect vulnerable children and young people	<p>From 1 April 2021 to 30 September 2021, 83% of all children made subject to a CSO were seen within timescale, which is continued improvement during the past year.</p> <p>During the period 1 April to 30 September 2021, 172 of 193 (89%) reports were submitted to the Scottish Children's Reporter Administration within the 20-day timescale.</p> <p>The Resource continues to maintain good performance in achieving the 75% target.</p> <p>The Resource continues to ensure that all looked after children and young people are cared for in the most appropriate setting, with 90% of our looked after children being cared for in a community setting as of 30 September 2021.</p>
Connect Priority	Improve health, care and wellbeing
Resource Objective	Achievement
Deliver better health and social care outcomes for all	Workforce planning is progressing well in the care facilities modernisation programme, staff structures have been agreed in liaison with Finance, Personnel, Trade Unions and Service Managers, work continues within the Partnership to scope out a blended workforce approach. (<i>Separate paper to Committee – agenda item 6</i>)
Promote, choice, control and flexibility in social care	In quarter 1, 85% of outcomes were met from review Self Directed Support plans.
Care and protect vulnerable adults	The Adults with Incapacity (Scotland) Act 2000 places responsibility on local authorities to visit adults on welfare guardianship and their guardians. In quarter 2, 98% of supervising officer visits for local authority welfare guardian orders, and 97% of those on private welfare guardianship orders were seen within timescale, both exceeding the 90% target.

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.

Connect Theme: Delivering the Plan and achieving Best Value	
Resource Outcome	Achievement
Customers experience high quality and improving council services	Chief Social Work Officer provides an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions. This was submitted to the Scottish Government in September 2021.
The council demonstrates high standards of governance and sound financial stewardship	The Resource produces a Good Governance statement annually and report to the Senior Management Team on the review of the Risk Register every 6 months and to Social Work Committee annually
The workforce has the skills, flexibility and capacity to deliver the council's priorities	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 where necessary, classroom learning) and any externally purchased courses.
Digital and ICT services meet the needs of the council and its customers	The development of the Blantyre TEC zone within the Blantyre Care campus is progressing and will provide a focus for how technology can benefit all citizens to live safely and well at home. A programme of live, interactive events in the TEC zone will enable people to virtually visit the TEC zone and join in activities. Technical and content specification has been completed in Jan 2022 and the build of the TEC zone will be completed in line with overall build timescales of the project – anticipated to be summer 2022.

5.4. Areas for improvement

Measures that have been classified as ‘amber’ (minor 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 quarter 2, 69% (62 out of 90) of unpaid work inductions were held within the 5-day timescale following commencement of a CPO.	The Unpaid Work service cannot operate at usual levels as a result of the pandemic, some placements have been delayed. However, this is an improving picture from quarter 1.
75% of people starting their placement within 7 days of a CPO unpaid work	In quarter 1, 66% (59 out of 90) of unpaid work placements started within the 7-day timescale.	The Unpaid Work service cannot operate at usual levels as a result of the pandemic, some placements have been delayed. However, this is an improving picture from quarter 1.
Monitor the number of Planned Discharge Dates that are met	In quarter 2, 72.04% of Planned Discharge Dates were met. Data is for South Lanarkshire residents treated in University Hospital Hairmyres (UHH) only. Data is an extract from Trakcare system and is un-validated.	While operational pressures caused by the Covid-19 pandemic continued in Q2 there has been improvement in performance since Q1. A measurement plan and supporting recording mechanisms are being put in place to ensure sustainability and accuracy of reporting and monitoring performance on this measure.

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 1 is attached at Appendix 3.

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

20 January 2022

Link(s) to Council Values/Ambitions/Priorities

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

Previous References

- ◆ Social Work Resources Committee of 2 June 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 2021-22 – approved by Social Work Committee on 2 June 2021

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

Social Work Resource Objectives 2020-21

Connect Priority	Resource Objectives
<p>Ensure communities are safe, strong and sustainable</p>	<ul style="list-style-type: none"> • Embed sustainable development strategy across Social Work Resources • Progress the Community Justice Outcome Improvement Plan • Provide access to timely support and interventions for people/groups who are disadvantaged • 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
<p>Promote sustainable and inclusive economic growth and tackle disadvantage</p>	<ul style="list-style-type: none"> • Tackling poverty and deprivation • Strengthen engagement with service users and carers
<p>Get it right for children and young people</p>	<ul style="list-style-type: none"> • Care and protect vulnerable children and young people
<p>Improve health, care and wellbeing</p>	<ul style="list-style-type: none"> • Deliver better health and social care outcomes for all • Promote good mental health and wellbeing • Promote, choice, control and flexibility in social care • Care and protect vulnerable adults
<p>Delivering the Plan and achieving Best Value</p>	<p>Resource Objectives</p> <ul style="list-style-type: none"> • Deliver and communicate the Council Plan and ensure high standards of governance • Develop improvement activity and promote scrutiny • Improve the skills, flexibility and capacity of the workforce • Promote equality and the well-being of staff



Social Work Resources

improve

Resource Plan

Performance Report 2021-22

Quarter 2 : April 2021 - September 2021

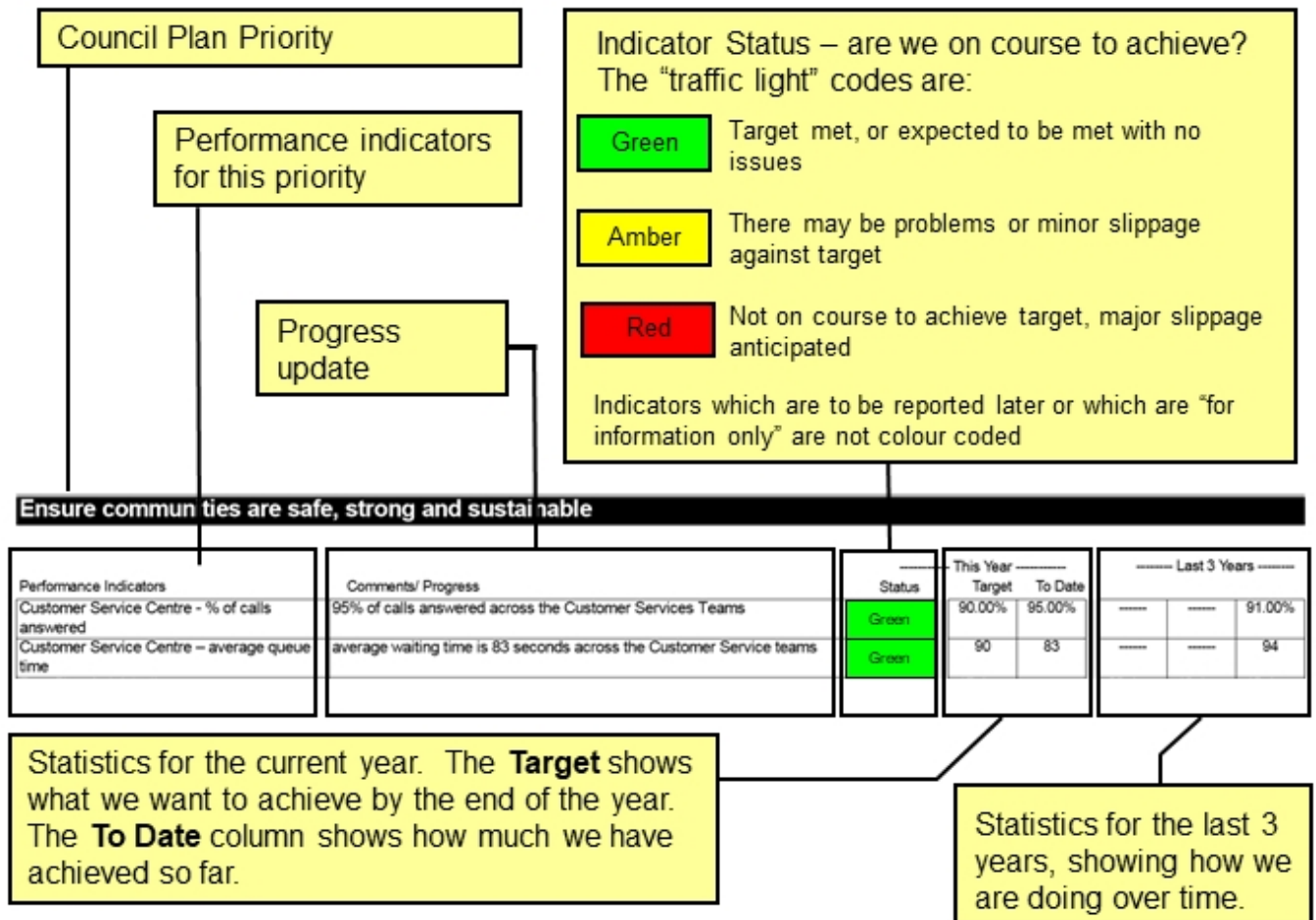
(This represents the cumulative position to September 2021)

Summary - number of measures green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Green	Amber	Red	Report later / Contextual	Total
Ensure communities are safe, strong and sustainable	4	2			6
Get it right for children and young people	5			1	6
Improve health, care and wellbeing	7	1			8
Promote sustainable and inclusive economic growth and tackle disadvantage	1				1
<i>Delivering the plan and achieving best value</i>					
Total	17	3	0	1	21

Guide to the Performance Indicators report

Each of the performance indicators is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



Ensure communities are safe, strong and sustainable

Embed sustainable development strategy across Social Work Resources

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Make an annual saving from using recycled items as opposed to new through the joint store (Equipu)	The cumulative total for recycled equipment for Period 1 to 7 was: No of items - 1261 Cost of items - £154,832 Value of items - £286,662 Since April there has been a saving for the council of £135,019, on target to meet annual saving target of £175,000.	Green	175,000	135,019	0	0	0

Community Justice Outcome Improvement Plan is progressed

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
95% of clients are first seen within 2 working days of a DTTO commencing	In quarter 2, 2 Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing. To date 100% (12 out of 12 orders) have been seen within timescale	Green	95.0%	100.0%	93.0%	100.0%	100.0%

Disadvantaged people/groups are provided with access to timely support and interventions

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In quarter 2, there were 137 referrals for drugs/alcohol treatment/psychosocial intervention, of which 129 (94%) started treatment within 3 weeks of referral. To date 96% (302 out of 314) have started treatment within 3 weeks of referral.	Green	90%	96%	93%	94%	97%

Ensure communities are safe, strong and sustainable

For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date	2018/19	2019/20	2020/21
75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	<p>In Quarter 2, 69% (62 out of 90) of offenders had their induction within 5 working days. Although performance remains under target, improvements can be seen from quarter 1.</p> <p>To date 63% (96 out of 152) of offenders had their induction within timescale.</p> <p>The UPW service cannot operate at usual levels as a result of the pandemic, some placements have been delayed. However, this is an improving picture from quarter 1.</p>	Amber	75.0%	63.0%	80.0%	77.0%	57.0%
75% of people starting their placement within 7 days of a CPO unpaid work	<p>In Quarter 2, 66% (59 out of 90) people started their placement within 7 days. There has been reduced capacity on placements due to Covid however this is beginning to increase.</p> <p>To date 61% (92 out of 152) of people commenced their placement within timescale.</p> <p>The UPW service cannot operate at usual levels as a result of the pandemic, some placements have been delayed. However, this is an improving picture from quarter 1.</p>	Amber	75.0%	61.0%	77.0%	77.0%	47.0%
95% of Criminal Justice Social Work reports submitted to Court by the due date	<p>In quarter 2, there were 332 criminal justice social work reports submitted to the court of these reports 329 (99%) were submitted by the due date.</p> <p>To date there have been 99% (616 out of 620) of reports submitted to the court by the due date.</p>	Green	95.0%	99.0%	99.0%	98.0%	97.0%

Get it right for children and young people**Care and protect vulnerable children and young people**

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date	2018/19	2019/20	2020/21
Monitor the number of Child Protection referrals received and the conversion rate to Child Protection Investigation	In quarter 2, 194 out of 202 CP referrals proceeded to investigation, 96% conversion rate. From 1 April 2021 to 30 September 2021, 409 out of 432 CP referrals proceeded to investigation, 95% conversion rate.	Green	90.0%	95.0%	0.0%	0.0%	0.0%
Monitor the number of Child Protection Investigations completed that progress to Case Conference and the conversion rate to Registration	In quarter 2, 106 out of the 213 (50%) CP investigations completed will progress to an initial child protection case conference. In quarter 2, initial case conferences were held in relation to 69 children, 52 of these children were placed on the CP register, 75% conversion rate. From 1 April 2021 to 30 September, 199 out of the 423 (47%) CP investigations completed will progress to an initial child protection case conference. Initial case conferences were held in relation to 148 children, 110 of these children were placed on the CP register, 74% conversion rate.	Green	60%	74%	0%	0%	0%
75% of children seen by a supervising officer within 15 days	In quarter 2, 80% of children made subject to a CSO were seen within 15 days of their initial hearing date. To date, 83% of children made subject to a CSO have been seen within agreed timescales.	Green	75.0%	83.0%	93.0%	90.0%	70.0%
75% of reports submitted to the Children's Reporter within 20 days	In quarter 2, 91% (86 out of 95) reports were submitted to the Scottish Children's Reporters Administration within agreed timescales. To date, 89% (172 out of 193) reports have been submitted to the Scottish Children's Reporters Administration within agreed timescales.	Green	75.0%	89.0%	79.0%	71.0%	88.0%
Shift the balance of care and aim for no more than 12% of our looked after young people to be accommodated in residential placements	As at September 2021, 771 children are looked after, 81 (10%) of these children are looked after in a residential setting including local authority houses, secure accommodation and residential schools.	Green	12.0%	10.0%	0.0%	0.0%	0.0%

Get it right for children and young people

Care and protect vulnerable children and young people

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Report the number of young carers supported by Action for Children on a quarterly basis.	<p>There are currently 69 young carers being supported by Action for Children. 66 in groups and 3 one to ones. There are no young carers who have referrals waiting for assessments requesting one to one. Due to staff moving on the assessments are being undertaken by the 2 remaining members of staff.</p> <p>Action for children are working on Their Children's Services Plan Action and have developed a Driver Diagram and the measurement plan is near completion.</p> <p>They have put out the new young carer's review format for consultation to colleagues and will be updating the young carer's statement to align it with the Scottish Government Census requirements.</p>	Contextual	-----	-----	0	0	0

Improve health, care and wellbeing

Care and protect vulnerable adults

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	<p>To date there were a total of 126 local authority welfare guardianship visits due with 98% (123) being completed on time.</p> <p>In quarter 2, there were a total of 63 local authority welfare guardianship visits due with 98% (62) being completed on time.</p>	Green	90%	98%	98%	93%	93%
90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	<p>To date there were a total of 1385 private welfare guardianship visits due with 97% (1338) being completed on time.</p> <p>In quarter 2, there were a total of 671 private welfare guardianship visits due with 95% (639) being completed on time.</p>	Green	90%	97%	93%	86%	94%

Improve health, care and wellbeing

Deliver better health and social care outcomes for all

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Monitor the percentage of Planned Discharge Dates that are met	While operational pressures caused by the Covid-19 pandemic continued in Q2 there has been improvement since Q1. In quarter 2, 72.04% of Planned Discharge Dates were met. Data is for South Lanarkshire residents treated in University Hospital Hairmyres (UHH) only. Data is an extract from Trakcare system and is un-validated.	Amber	80.0%	72.0%	0.0%	0.0%	0.0%
Monitor the ratio of planned/unplanned referrals received	In quarter 2, 70% of all referrals received to the Hospital Team were planned.	Green	70	-----	0	0	0
Discharge 10 patients from hospital per day	In quarter 2, performance around this measure improved, on average 17.92 patients who had a Planned Discharge Date were discharged. Data is for South Lanarkshire residents treated in University Hospital Hairmyres (UHH) only. Data is an extract from Trakcare system and is un-validated.	Green	10	-----	0	0	0

Promote choice, control and flexibility in social care

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	In quarter 2, 235 new carers were supported by dedicated Welfare Rights Officers in the Money Matters Advice Service, weekly benefits of £12,858 were awarded, £133,339 of benefits were backdated, and annual benefits amounted to £801,955.	Green	400	429	1,057	1,080	546
Increase the number of carers supported by the commissioned carer support from Lanarkshire Carers on a quarterly basis.	Quarter 2 Monitoring report will not be complete until end of September. Lanarkshire Carers continue to support our unpaid carers. In Quarter 1, 210 new carers identified, 1661 carers engaged and supported, 186 adult carer support plans progressed. There were a total of 4881 South Lanarkshire Carers known.	Green	800	210	0	0	0
Measure the percentage of outcomes being achieved through reviewed support plans	To date there were a total of 239 outcomes due to be met through reviewed L15 support plans with 77% (183) being achieved. In quarter 2, there were a total of 151 outcomes due to be met with 77% (116) being achieved.	Green	75.0%	77.0%	0.0%	0.0%	0.0%

Promote sustainable and inclusive economic growth and tackle disadvantage

Tackling poverty and deprivation

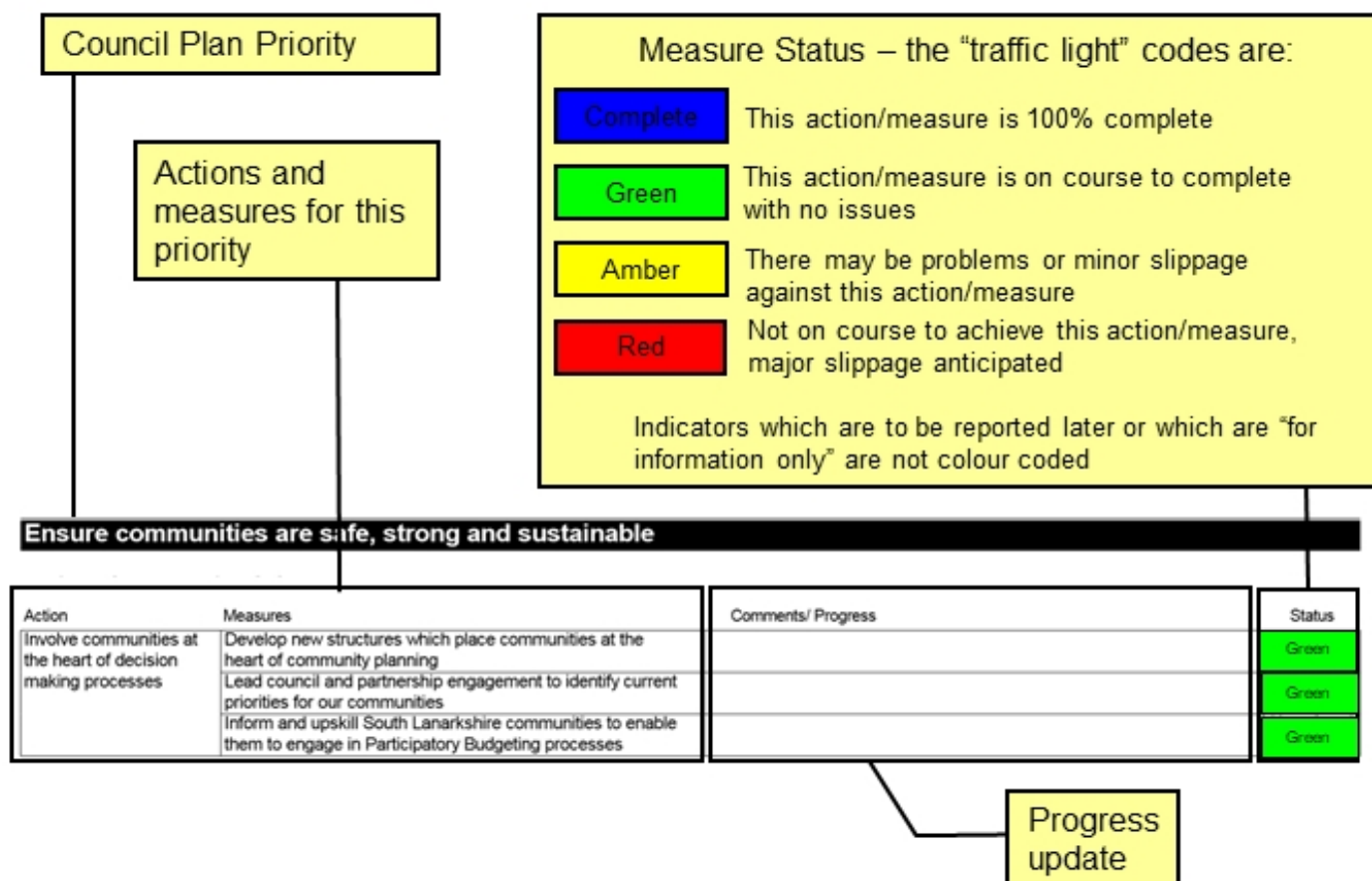
Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date	2018/19	2019/20	2020/21
Report on the number of new clients supported by the Money Matters Advice Service and monitor income generated for them (benefit awards/back dated benefits/debt advice) on a quarterly basis.	In quarter 2, 1452 new cases were supported by local Money Matters teams, weekly benefits of £65,937 were awarded, £683,790 of benefits were backdated, and annual benefits amounted to £4,112,514. An additional, 2549 people were provided with advice where issues were resolved at initial contact.	Green	2,500	2,751	0	0	0

Summary - number of measures complete, green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Complete	Green	Amber	Red	Report later	Total
Ensure communities are safe, strong and sustainable		1			1	2
Get it right for children and young people		1				1
Improve health, care and wellbeing		10			1	11
Promote sustainable and inclusive economic growth and tackle disadvantage		1				1
Delivering the plan and achieving best value		3			2	5
Total	0	16	0	0	4	20

Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



Ensure communities are safe, strong and sustainable

Community Justice Outcome Improvement Plan is progressed

Action	Measures	Comments/ Progress	Status
Embed the national model for Community Justice in Scotland in South Lanarkshire Justice Services	Report on the developing priorities of the CJ Local Outcome Improvement Plan and develop the three prioritised Strategic Needs and Strengths Assessment areas Arrest Referral, Diversion, Bail Supervision	Partnership meetings are driving forward the SSNA to help improve support for arrest referral, bail and diversion from prosecution. Tailored interventions continue to be provided to help improve outcomes for all with a specific focus on supporting women and young people in conflict with the law. This has led to a reduction in the volume of under 18s in custody and increased uptake of support from hubs services for women.	Green

For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all

Action	Measures	Comments/ Progress	Status
Improve management of all offenders including high risk offenders	Produce and publish MAPPa annual report by 1 November 2021.	Annual report due to be published November 2021. Future reporting will be based on the MAPPa business priorities.	Report Later

Get it right for children and young people

Care and protect vulnerable children and young people

Action	Measures	Comments/ Progress	Status
Improve transition arrangements for young people	Develop and roll-out systems to record and monitor the number of young people with additional support needs transitioning from children's services to adult services and monitor their needs and outcomes met.	IT developments are being considered to capture and report on transitional planning. The new SWiS plus recording screens are being worked on in liaison with IT developers and operational staff.	Green

Improve health, care and wellbeing**Care and protect vulnerable adults**

Action	Measures	Comments/ Progress	Status
Improve outcomes for people to live in their own homes and communities for as long as possible	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4	A six monthly report on inspection activity is reported to the Senior Management Team, Social Work Committee and South Lanarkshire Integrated Joint Board.	Green
Monitor vulnerable adults referrals/activity	Produce quarterly Adult Protection report for Adult Protection Committee and Chief Officers Group to monitor ASP activity	<p>Quarterly reports have been produced for the Adult Protection Committee and Chief Officers Group monitoring ASP activity.</p> <p>In Quarter 2 the Resource worked with a number of service users as a result of Adult Support and Protection (ASP) issues. There were 687 ASP inquiries, with 290 investigations started in the period and 8 protection plans being progressed.</p>	Green

Improve health, care and wellbeing**Deliver better health and social care outcomes for all**

Action	Measures	Comments/ Progress	Status
Implement the actions detailed within the Health and Social Care Delivery Plan	Report against trajectories for the six areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	<p>Information on the 6 areas of the Health and Social Care Delivery Plan are monitored monthly and formally reported on a quarterly basis to the Integrated Joint Board, Performance Audit and Finance Sub Committee and Social Work Committee. Year on year comparison between April – March 2019/20 against 2021 shows</p> <ul style="list-style-type: none"> • A&E attendances up 89% against 2019/20 • emergency admissions up 57% against 2019/20* • unscheduled bed days (Acute) up 4% against 2019/20* • Unscheduled Care (UC) Bed days Acute/Geriatric Long Stay (GLS)/Mental Health (MH) up 0.04% against 2019/20* • delayed discharge non-code nine bed days down by 15% against 2019/20 <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> <p>The percentage of people who spend their last six months in a community setting has steadily increased since 2013/14, 2019/20 is slightly above target at 10%. As the range of services in the community setting increases, it is expected that the numbers of people who spend the last six months in the community will similarly increase.</p> <p>Balance of care The percentage of people over 75 who are not thought to be in any other setting, or receiving any Home Care, has increased since 2015/16 and given the increase in the 75+ age group, the 2015/16 percentage remains the target through to 2019/20.</p>	Green

Improve health, care and wellbeing**Deliver better health and social care outcomes for all**

Action	Measures	Comments/ Progress	Status
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	The Strategic Commissioning Plan (SCP) and the issue of Directions to the Health Board and the Local Authority for the financial year 2021/2022 was approved on 29 March 2021 with an update provided on 17 August 2021 to the IJB. The IJB acknowledged the potential impact of the Covid-19 pandemic on each partner's ability to implement the strategic commissioning intentions and the Directions as originally planned. To date there have been 37 Directions issued by the IJB.	Green
Extend the range and choice of day opportunities for older people	Consult on the review of day care services for older people	Phase 2 of the Day Service Review consultation was live during the period 2nd August to 10th September 2021 and returns are currently being analysed. Additional evidence gathered from small focus groups will also inform the next stage of the review and any future proposed remodelling.	Green
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	To be reported in Q4.	Report Later
Progress South Lanarkshire's care Facilities Modernisation Programme	Complete the TEC project activity to support the fitting out of the campus and prep for the opening of the community hub	Scottish Government Pathfinders (transforming local systems) funding (with the explicit approval of the Pathfinders programme board) of £15,000 was used to fund the development of a concept design with Glasgow Science Centre for the Technology Enabled Care (TEC) Zone within the care facility. This work has now been approved by the Care Facility Executive Group and Steering Group and will be progressed to the next stage with the contractor.	Green

Improve health, care and wellbeing**Deliver better health and social care outcomes for all**

Action	Measures	Comments/ Progress	Status
	Report quarterly on progress of workforce planning workstream.	Work is progressing well with the workforce planning workstream for the new Care Campus in Blantyre. The Operational Campus Manager and Team Leader (Registered Manager) posts have now been advertised with interview dates set for mid October. Once these posts have been filled, work will be undertaken to recruit senior care staff posts.	Green
	Finalise the detailed specification of admission criteria across the entire campus to support the commencement of the process of identifying occupants of the HSCP supported properties	<p>The Joint Working Agreement (JWA) has now been agreed by both Housing and HSCP management teams. Nomination Steering Group (NSG) have progressed all nominations for technology enabled bungalows, and agreed allocations based on the eligibility framework. Verbal offers are now being discussed with service users and these will be further progressed through the Joint Liaison Group in line with the JWA.</p> <p>The first 8 bungalows are on target for a handover date in late November and work is now underway to make sure all adaptations necessary are being carried out beforehand. A similar exercise will follow for the 1 and 2 bedroom flats which are due for handover late January and March.</p>	Green

Improve health, care and wellbeing**Deliver better health and social care outcomes for all**

Action	Measures	Comments/ Progress	Status
Prepare for the Analogue to Digital Migration for Assistive Technology	Review all alert alarm service users by the end of 2021/22.	<p>Community alarm service user reviews are completed in Camglen and continuing in the other 3 localities. As of 31/08/2021 1474 reviews were completed and linked to swisplus via objective.</p> <p>Assistive TEC team analyses data from reviews via snapsurvey and provides monthly reports on review outcomes to care at home service manager and ops manager.</p>	Green
	Deliver staff training on Assistive and Consumer technology to staff group to promote use of technology enabled care to support people in their own homes.	<p>211 staff attended consumer technology training session on MS Teams by 31/08/2021. These online practical demonstration sessions are held monthly. Feedback from participants is very positive and staff are beginning to provide case examples of consumer technology being used to support service users.</p> <p>Monthly assistive technology training sessions on MS Teams began in September. 15 participants joined the first session on 21st September.</p> <p>Assistive TEC team have recorded short video clips of most commonly used assistive technology and consumer technology. There are 2 different versions of the videos: public facing and for staff. The videos are currently with corporate comms for the insertion of subtitles and signing.</p>	Green

Promote sustainable and inclusive economic growth and tackle disadvantage**Strengthen engagement with service users and carers**

Action	Measures	Comments/ Progress	Status
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Provide a quarterly update on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	<p>The covid-19 pandemic continues to restrict the range and opportunities for service user participation. However, staff continue to support and gather the views of service users in a number of ways including the use of technology.</p> <p>Opportunities for individual participation continue during meetings and contacts including the processes of self directed support, reviews of service provision and in access to Mind of My Own for children and young people.</p> <p>The development of the Champions Board for care experienced children and young people is progressing with some collective activity now able to take place and a calendar of engagement activity is in development for the children's services partnership.</p> <p>Recent engagement in relation to adults has included Adult Protection, Community Payback and Care at Home services.</p>	Green

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

Action	Measures	Comments/ Progress	Status
Ensure high standards of governance are being exercised	Report to the Senior Management Team on the review of the Risk Register every 6 months and report to Social Work Committee annually	The Risk Register is currently being prepared for committee in November. The Resource Risk Sponsors group is taking forward the ranking of our Social Work Risks.	Green
Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	To be reported in Q4.	Report Later

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

Action	Measures	Comments/ Progress	Status
Chief Social Work Officer will continue to provide professional advice and guidance to the Council in accordance with legislative duties	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions by September 2021	To be reported in Q3.	Report Later

Develop improvement activity and promote scrutiny

Action	Measures	Comments/ Progress	Status
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	To date all statutory returns have been submitted within agreed timescales.	Green

Social Work Resources embeds sustainable development across services

Action	Measures	Comments/ Progress	Status
Contribute to a fair, healthy and sustainable food system	Identify potential opportunities for small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	Social Work Resources contributes to the Councils Food Strategy Action Plan, recently we updated on the Meals at Home Programme. However, there has been limited opportunity to develop food growing pilots whilst services operate COVID restrictions.	Green

Absence performance results – as at Quarter 2 2021/22

Absence trend analysis Year end - 2021-2022

Service Area	Q1	Q2	Q3	Q4	YTD	Target
	% Loss	% Loss	% Loss	% Loss	% Loss	
Adult & Older People Services	7.59%	9.16%			8.37%	5.3%
Children & Justice Services	4.53%	6.09%			5.32%	5.3%
Performance & Support Services	1.23%	3.83%			2.52%	5.3%
Social Work Total	6.40%	8.06%			7.23%	5.3%
South Lanarkshire Council	4.64%	5.01%			4.83%	4.5%

**Figures based on averages of Absence Trend Analysis monthly information.*

Report

7

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Staffing Establishment
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ update the Committee on the staffing requirements of the Blantyre Care Hub and seek approval to make changes to the establishment within the Resource

2. Recommendation(s)

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

- (1) that the content of the report be noted; and
- (2) that the changes in establishment, identified in the table at Section 5, be approved.

3. Background

- 3.1. As part of South Lanarkshire Council's commitment to improve later life for adults and older people and to meet the future needs and wishes of the people, the 'Investing to Modernise' programme was presented and approved at Social Work Resources Committee in April 2018.
- 3.2. Plans for a Care Hub, technology enabled houses and Centre of Excellence in Blantyre, were approved on Tuesday, 17 December 2019 by Planning Committee. The progress of the development is moving swiftly with the first technology enabled properties allocated to Social Work service users with a move in date planned for January/February 2022.
- 3.3. It was agreed at Social Work Resources Committee in June 2018 to the decommissioning of McWhirter and Kirkton Care Homes which would release the revenue funding required to resource the new build at Blantyre.
- 3.4. The Resource continues to work collaboratively with Trade Union colleagues on this programme on the individual approach to support displaced employees to secure positions in Social Care and to build on their existing skills and knowledge to ensure that they are equipped to be part of this new approach to care.
- 3.5. In tandem with the building progress for the Care Hub and technology enabled houses, it is now necessary to put in place the staffing structure to enable a smooth transition of the intermediate care service from Canderavon and support the service users to move and settle into the new technology enabled properties. The developmental work undertaken at Canderavon has provided a valuable opportunity

to test and evolve the staffing model and approach required for the new Blantyre service. This learning has been incorporated into the staffing model proposed in this paper.

4. Proposed Position

- 4.1. We require the existing establishment from Kirkton and McWhirters (see table 5.1) which were decommissioned in October 2019, to be deleted from the structure. We also seek approval of the new staffing establishment (see table 5.2, 5.3 and 5.4) to enable the care facility to operate fully.
- 4.2. The proposed staffing model comprises of three core components with an Overarching Manager to lead the integrated model of working:-
- ◆ the Care Facility
 - ◆ community-facing Hub team
 - ◆ Care at Home team to support the occupants of the 20 tenancies. This element is based on the current care plans of the intended tenants and will vary in accordance with individual needs in-line with existing Care at Home arrangements and link to the SDS equivalent budget following the person
- 4.3. The staffing model will fit within a broader range of activity to support people to live at home and the overall manager will have a key role in working with other services such as hospital-based teams, Advanced Practitioners (NHS) and locality based services as part of a continuum of intermediate care services focused on rehabilitation, reablement and crisis intervention.

5. Employee Implications

- 5.1. The posts in the table below are to be deleted permanently from the establishment for Kirkton and McWhirters care homes:

Post	Current Number of Posts	Grade
Unit Manager	2.00	Grade 3 Level 8
Senior Social Care Worker	8.00	Grade 2 Level 2/4 plus 1
Social Care Worker	11.35	Grade 2 Level 1/2 plus 1
Social Care Assistant	28.08	Grade 1 Level 1 plus 1
Snr Social Care Worker (Night)	4.52	Grade 2 Level 2/4 plus 4
Social Care Worker (Night)	4.54	Grade 2 Level 1/2 plus 4
Social Care Assistant (Night)	11.95	Grade 1 Level 1/2 plus 4
Cook	2.00	Grade 1 Level 3 plus 1
Assistant Cook	1.81	Grade 1 Level 2
Domestic	8.08	Grade 1 Level 1 plus 1
Clerical Assistant	2.00	Grade 1 Level 3

- 5.2. Following the deletion of posts in 5.1, a revised establishment for the care facility will consist of the following:

5.2.1. The following posts require to be permanently added to the established in relation to the Transitional Care Facility

Post	Current Number of Posts	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc. on costs 30.3%	Total Costs
Team Leader (Registered Manager)	0	1	Grade 4 Level 2	82-83	£24.16 - £24.54	£46,609 - £47,342	£60,732 - £61,687	£60,732 - £61,687
Intermediate Enhanced Senior Support Worker	0	1	Grade 3 Level 8 Plus 1	79-81	£23.12 - £23.82	£44,603 - £45,953	£58,117 - £59,877	£58,117 - £59,877
Intermediate Senior Support Worker	0	5.35	Grade 2 Level 4 Plus 1	57-59	£16.85 - £17.37	£32,507 - £33,510	£42,356 - £43,663	£226,606 - £233,599
Intermediate Support Worker Days	0	13.62	Grade 2 Level 3 Plus 1	48-50	£14.77 - £15.21	£28,494 - £29,343	£37,128 - £38,234	£505,679 - £520,743
Intermediate Support Worker Days – Bank hours	0	1.48	Grade 2 Level 3 Plus 1	48-50	£14.77 - £15.21	£28,494 - £29,343	£37,128 - £38,234	£54,949 - £56,586
Intermediate Senior Support Worker (Nights)	0	2.27	Grade 2 Level 4 Plus 4	63-65	£18.40 - £18.97	£35,497 - £36,597	£46,252 - £47,685	£104,993 - £108,246
Intermediate Support Worker (Nights)	0	6.81	Grade 2 Level 3 Plus 4	55-57	£16.35 - £16.82	£31,542 - £32,449	£41,099 - £42,281	£279,887 - £287,932
Intermediate Support Worker (Nights) – Bank hours	0	1.84	Grade 2 Level 3 Plus 4	55-57	£16.35 - £16.82	£31,542 - £32,449	£41,099 - £42,281	£75,623 - £77,797
Intermediate Support Assistant Housekeeper	0	4.2	Grade 1 Level 3 Plus 1	26-28	£10.93 - £11.23	£21,086 - £21,665	£27,475 - £28,229	£115,395 - £118,562
Admin Officer	0	1	Grade 2 Level 1	34-35	£12.22 - £12.42	£22,300 - £22,665	£29,057 - £29,533	£29,057 - £29,533
Telecare Development Officer	2	2	Grade 3 Level 2	63-65	£18.44 - £18.97	£33,651 - £34,618	£43,847 - £45,108	£87,695 - £90,215
Occupational Therapist	1	1	Grade 3 Level 4	72-74	£21.02 - £21.46	£38,359 - £39,162	£49,982 - £51,029	£49,982 - £51,029
Totals	3	41.57						£1,648,714 - £1,695,805

5.3. Posts for the community facing element of the Hub also require to be established on a permanent basis.

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc. on costs 30.3%	Total Costs
Operational Campus Manager	1	Grade 4 Level 2-5	86-88	£25.64 - £26.44	£46,790 - £48,250	£60,968 - £62,870	£60,968 - £62,870
Receptionist/Hall Keeper	2	Grade 1 Level 2	22-23	£10.34 - £10.48	£18,869 - £19,125	£24,587 - £24,920	£49,174 - £49,840
Cook	2	Grade 1 Level 3 plus 1	26-28	£10.93 - £11.23	£19,946 - £20,494	£25,990 - £26,703	£51,980 - £53,406
Assistant Cook	0.68	Grade 1 Level 2 plus 1	23-24	£10.48 - £10.63	£19,125 - £19,399	£24,920 - £25,276	£24,920 - £25,276
Totals	5.68						£179,067 - £183,304

5.4. Care at Home Staffing

5.4.1. The number of posts for the care at home service, who will deliver care to the service users within the 20 technology enabled properties will be up to 14.6 FTE. The funding the home carer posts will come from the existing resources.

Post	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc. on costs 30.3%	Total Costs
Care at Home Co-ordinator	1	Grade 3 Level 2	63-65	£18.44 - £18.97	£33,651 - £34,618	£43,847 - £45,108	£43,847 - £45,108
Home Carer	13.6	Grade 1 Level 4 Plus 2	32-33	£11.85 - £12.06	£22,861 - £23,266	£29,788 - £30,315	£405,111 - £412,291
Total	14.6						£448,958 - £457,399

6. Financial Implications

6.1. The funding available from the closure of Kirton and McWhirters Care Homes is £1.971m. In addition, funding of £0.141m is available for the three existing posts in the table at 5.2. (Telecare Development Officer 2 (full-time equivalent) (fte). and Occupational Therapist 1fte); and a further £0.430m is available for the Home Carer posts at 5.4. from the service users existing Care at Home packages. Therefore, the total funding available is £2.542m.

6.2. The cost of the staffing at the tables in 5.2, 5.3 and 5.4 is £2.277m. In addition, an overtime budget of £0.018m to create a bank of overtime hours within the Home Care team providing further flexibility for staffing levels. The total costs are £2.295m, leaving a balance of £0.247m which will be required for the property and running

cost of both floors of the transitional care facility for example, utilities, cleaning supplies and food. Work is ongoing to confirm these costs but based on the larger care homes within the existing portfolio, it is estimated approximately £0.2m will be required.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no Climate Change, Sustainability or environmental implications associated with this report.

8. Other Implications

8.1. These posts are essential to mitigating the potential risk to the Council in respect of meeting National targets, delivering on change and improvement programmes and ensuring quality and professional governance standards are met.

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

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

9. Equality Impact Assessment and Consultation Arrangements

9.1. A full equality impact assessment has been developed in as part of the Investing to Modernise Programme.

9.2. Consultation has taken place with the Trade Unions in regard to the recommendations contained within this report and with the staff members who are in temporary roles.

Paul Manning

Executive Director (Finance and Corporate Resources)

Soumen Sengupta

Director, Health and Social Care

21 January 2022

Link(s) to Council Values/Ambitions/Objectives

- ◆ support our communities by tackling disadvantage and deprivation and supporting aspiration
- ◆ protect vulnerable children, young people and adults
- ◆ deliver better health and social care outcomes for all

Previous References

- ◆ none

List of Background Papers

- ◆ Executive Committee - 14 December 2016
- ◆ Social Work Resources Committee – 7 August 2019

Contact for Further Information

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

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Report

8

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Home First Approach
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on the ongoing work to develop the Home First Approach model to ensure people can be cared for at home, or as close to home as possible, to support their timely discharge from hospital and to prevent avoidable admissions to hospital
- ◆ provide an update in respect of the targeted Scottish Government funding to support and strengthen multi-disciplinary working across the health and social care system and to expand Care at Home capacity, including preventative and proactive approaches
- ◆ note that the proposals to implement the further phases of the Home First Approach are continuing to be discussed with both partners at pace

2. Recommendation(s)

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

- (1) that the progress made to date to develop the Home First Approach within South Lanarkshire into a proposed phase 1 of a roll-out is noted;
- (2) that the allocation of targeted recurring Scottish Government funding totalling £3.109m which can be used to consolidate the first phase of the Home First Approach is noted;
- (3) that the ongoing further development of the Home First Approach by the Home First Programme Steering Group in consultation with both partners at pace is noted; and
- (4) that the posts are added to the establishment as detailed in section 5.1.

3. Background

3.1. Delayed discharges across Lanarkshire Hospitals are mainly due to demand exceeding Care at Home capacity, the causes of which are multi factorial. Substantial improvements in the discharge process in Lanarkshire had been achieved between April 2020 and December 2021 which has resulted in a 50% decrease in delayed discharges (approximately 140 to 70 delays). Care at Home services across South Lanarkshire however are currently fully committed and are experiencing an unprecedented increase in demand due to the impact of the Covid-19 pandemic. The demand and capacity challenge in relation to Care at Home is also being experienced nationally.

- 3.2. On 17 August 2021, the Integration Joint Board (IJB) were advised of the development of the range of recommendations for Health and Social Care Partnerships (HSCPs) to implement. The key principles within these recommendations included the Home First Approach, single point of access, planned date of discharge, whole system approach, outcomes, data and enablers. These recommendations were based on best practice from across Scotland and were developed by the Optimising Whole System Discharge Planning workstream in line with the Scottish Government “Building on Firm Foundations” Programme.
- 3.3. Progress in respect of the implementation of the recommendations has been impacted by the ongoing Covid-19 pandemic. An adverse consequence of increasing numbers of delayed discharges is reduced bed capacity in the NHSL Acute hospitals. Notwithstanding staff capacity challenges as a result of sickness absence, self-isolation and annual leave however, South Lanarkshire Council (SLC) and NHS Lanarkshire (NHSL) have both responded pro-actively to minimise delayed discharges from hospital, avoid hospital admissions and address increasing demand as a consequence of people’s increasingly complex needs after a long lockdown.
- 3.4. A number of mitigating actions were therefore put in place, working closely with the North Lanarkshire HSCP and the Scottish Government to explore short-term and long-term solutions to the current and projected service demands. In this regard, the establishment of Home First Transition Teams are recommended by the Scottish Government in the Discharge Without Delay 2021 report. The essential principles of the Home First Approach and the improvement opportunities and outcomes are summarised at appendix 1 for ease of reference.
- 3.5. The current and projected demand for health and social care services is significant. The Scottish Government have therefore allocated additional recurring funding in 2021/2022 and 2022/2023 to increase capacity across health and social care services with immediate effect. Notwithstanding the requirement to comply with recruitment processes, immediate action was taken to expand capacity.
- 3.6. A small-scale Home First Transition service supporting discharge from hospital to home was therefore established at pace within the South Lanarkshire HSCP to address the substantial additional demand that was and continues to impact across the whole system. The principles of these teams are rapid response multi-disciplinary assessment and intervention teams underpinned by a focused and reablement focused Care at Home service.
- 3.7. By developing and scaling up the Home First Transition Teams, South Lanarkshire HSCP will also meet a statutory duty to deliver on assessment, care management and personal outcomes through the recruitment of additional social work assistant capacity.

3.8. Additional nursing staff are also being recruited to boost the capacity of the Integrated Community Support Teams (ICSTs) in order to ensure capacity to provide support for end-of-life care and develop initiatives (such as home intravenous therapies).

3.9. This report summarises the action taken by each partner in line with their delegated authority arrangements. Each partner will also provide progress reports to the relevant committee of the NHSL Health Board and the SLC Social Work Resources Committee, as appropriate.

4. Home First Approach Phase 1

4.1. The 2022/23 budget settlement has allocated £7.281m additional recurring funding targeted to increase Care at Home.

4.2. Existing staff already redeployed on a temporary basis to implement the Home First Approach will be consolidated on a permanent basis and their substantive vacant posts will be recruited to on a permanent basis. It is anticipated that posts within phase 1 will be appointed to by 31 March 2022.

4.3. Progress will continue to be made at pace to further develop the sustainable plan for the Home First Approach across South Lanarkshire. The outcome and learning from the first phase will inform the next phases. A Home First Programme Steering Group is in place to support the development of the approach. Initial risks relate to the availability of the work force to recruit, management capacity, and being unable to demonstrate improvement in relation to the key outcomes. A risk and issues log is being created. This Steering Group is being informed by a workforce sub-group and a data and outcomes group.

5. Employee Implications

5.1. The following posts require be added to the establishment on a permanent basis as detailed below:

Post	Existing	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%	Total Costs
Fieldwork Manager	1	1	Grade 5 Level 1	96-97	£29.76 - £30.22	£54,309 - £55,148	£70,765 - £71,858	£70,765 - £71,858
Operations Manager		1	Grade 4 Level 2 - 5	82-88	£24.16 - £26.44	£44,089 - £48,250	£57,449 - £62,870	£57,449 - £62,870
Team Leader	1	5	Grade 3 Level 8	79-80	£23.12 - £23.47	£42,191 - £45,953	£54,975 - £55,808	£274,875 - £279,040
Social Work Assistant	3	17	Grade 2 Level 4	55-57	£16.35 - £16.85	£29,837 - £30,749	£38,878 - £40,066	£660,923 - £681,122

Community Support Co-ordinator	0	2	Grade 3 Level 2	63 -65	£18.44 - 18.97	£33,651 - £34,618	£43,847 - £45,108	£87,694- £90,216
Senior Home Carer	0	4	Grade 2 Level 3 plus 2	50 - 52	£15.21 - £15.66	£27,757 - £28,578	£36,167 - £37,237	£144,668 - £148,948
Home Carer	0	54	Grade 1 Level 4 plus 2	32 -33	£11.85 - £12.06	£21,625 - £22,008	£27,488 - £27,892	£1,521,583 - £1,548,548
Clerical Assistant	1	1	Grade 1 Level 3	25 -27	£10.78 - £11.08	£19,672 - £20,220	£25,633 - £26,346	£25,633 - £26,346
	6	85						£2,843,593 - £2,908,960

6. Financial Implications

- 6.1. The targeted Scottish Government funding for Care at Home in 2022/2023 is £7.281m.
- 6.2. The cost of the establishment of the permanent posts at 5.1 is £2.909m. This includes posts previously approved at Social Work Resources Committee on 19 August 2019, to establish a Hospital Discharge Team which have until now been funded on a temporary basis. The report now seeks to consolidate these posts on a permanent basis from the new care at home funding.
- 6.3 In addition, funding of £0.2m will be allocated to address the required investment in IT systems for Care at Home.
- 6.4 The total funding required 2022/23 is £3.109m and the balance of funding to be targeted to progress future phases is therefore £4.172m.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change, sustainability and environmental implications.

8. Other Implications

- 8.1. The current priority requires to be continuing to respond to the Covid-19 pandemic and improve people being discharged from hospital in a timely manner.
- 8.2. The implementation of the Home First Approach to ensure people can be cared for at home or as close to home as possible will further mitigate the following risks which are included in the IJB Risk Register:
- ◆ risk 6 - shifting the balance of care from residential and acute settings to community-based alternatives
 - ◆ risk 18 - impact of significant service disruption.

In addition it will further mitigate the very high risk on the Social Work Risk Register

- ◆ lack of capacity and skills to provide and meet increased service demands

8.3. There are no sustainable development implications associated with this report.

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

9. Equality Impact Assessment and Consultation Arrangements

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

9.2. Trade Unions have been consulted through representation on the Home First Steering Group.

Paul Manning

Executive Director (Finance and Corporate Resources)

Soumen Sengupta

Director, Health and Social Care

20 January 2022

Link(s) to Council Values/Ambitions/Objectives

- ◆ Focused on People and Their Needs
- ◆ Improve Later Life
- ◆ Delivering Better Health and Social Care outcomes for All.

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

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

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Essential principles of the Home First Approach

- Home First is the default position.
- Social Care should be immediately accessible if required and sustained until “maintenance” levels of care are available.
- People should be assessed quickly and self-directed support options made available.
- Rehabilitation should be between 2-6 weeks (average is reported as 2 weeks).
- Service provision is to be user-focussed following a rapid, effective and appropriate service user assessment and having regard to the easy access and network of care principles.

National and local outcomes

Nationally, Lanarkshire is a pathfinder site for the Discharge Without Delay programme. Scottish Government will be monitoring improvement trends in:

- Reduction of length of stay and associated bed days.
- Improved Accident & Emergency performance due to enhanced flow through acute sites.
- Reduction in the numbers of prescribed packages of care by 20% through a discharge to assess approach.
- Reduced delayed discharge numbers, although the overall focus is on quality not quantity. In the first phase of this programme, it is envisaged that current performance of between 70-90 delays is maintained. This will be dependent on extenuating circumstances.
- Increase in the number of people discharged without delay. The base line for this measure is still being established.

Locally, the Home First team will aim to:

- Contribute to a reduction in hospital re-admission rates.
- Contribute to the reduction in the average care package size of external placements by 1 hour which will extend existing staff capacity to meet service demand and/or maintain financial balance.
- Reduce unmet need overall by 20% relative to the current referral rate.
- Reduce the percentage of people assessed as requiring care at home who leave hospital after their planned date of discharge from 20% to 10%.
- Community referrals for care at home support should be supported through Home First and commence assessment within 28 days of referral.
- Complete a new or review an existing ‘Living the Life You Choose’ assessment and Carer Support Plan in line with statutory duties. 90% of people should leave hospital with a completed assessment.
- Provide self-directed support options and establish a personal budget to underpin the support plan for ongoing needs assessed as substantial or critical need. This outcome will achieve the organisations statutory requirements. A base line on improvement will be established.
- Measure the impact of increasing a person’s overall independence (e.g. therapeutic outcome scores) by comparing the reduction in costs at exit of the personal budget relative to the initial package requested/advised. Again, a baseline on the improvement trajectory will be established.

- Track average care package commitments called on by hospital staff and compare these with average care package commitments called on by community staff with a view to achieving consistency between both, as appropriate.

Nursing staff to focus on the development of initiatives such as intravenous therapies in the community and end-of-life care.

- Intravenous therapies in the community have been successfully delivered in the East Kilbride locality since 2017. Over a 6 month period the original pilot saved 28 hospital bed days. Scale up of this across the remaining three localities has been limited due to staffing challenges.
- Approximately 2 patients per day awaiting hospital discharge require end-of-life care with large packages of care. ICST nursing teams alongside the additional health care support workers (separate funding stream) will provide end-of-life support and personal care. This will release care packages back into the service to meet demand.

Report to: **Social Work Resources Committee**
Date of Meeting: **9 February 2022**
Report by: **Director, Health and Social Care**

Subject: **Rates for Social Care Services 2022/2023**

1. Purpose of Report

1.1. The purpose of the report is to:-

- Request approval for delegated authority for the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree 2022/2023 rates for Social Care Services

2. Recommendation(s)

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

- (1) that delegated authority for the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree 2022/2023 rates for Social Care Services as set out in section 4.1. of this report be approved.

3. Background

3.1. Each year, Social Work Resources Committee is presented with a proposal for commissioned rates for social care services, including residential and community services.

3.2. Social Work Resources Committee granted delegated authority to the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree 2021/2022 rates for Social Care Services at their meeting on 17 March 2021.

4. Delegated Authority

4.1. To ensure the Council can implement, at the earliest opportunity, increased contractual rates for providers and associated charges effective from 1 April 2022, it is recommended that Committee again grant delegated authority to the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree amended rates for commissioned services as follows:

- Care at Home, Supported Living, Daycare and Integrated Care Facilities
- Residential and Nursing Care through National Care Home Contract
- Residential services outwith National Care Home Contract

4.2. A report will be presented to a subsequent meeting of Social Work Resources Committee to note the implemented rate position.

5. Employee Implications

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

6. Financial Implications

6.1. The costs associated with increased rates will require to be considered alongside the funding available in the budget delegated to the Health and Social Care Partnership.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

8.1. There are no issues in respect of sustainable development arising from this report.

8.2. There are no other issues arising from this report.

9. Equality Impact Assessment and Consultation Arrangements

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

9.2. There is no requirement to undertake any consultation in terms of the information contained within this report.

Soumen Sengupta

Director, Health and Social Care

28 January 2022

Link(s) to Council Values/Ambitions/Objectives

- ◆ Deliver better health and social care outcomes for all
- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable

Previous References

Rates for Social Care Services 2021/2022, Social Work Resources Committee, 17 March 2021

List of Background Papers

None

Contact for Further Information

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Report

10

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Director, Health and Social Care

Subject:	Social Care Services for 2021/2022: Winter Uplift
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ update Committee with the 2021/2022 rates for Social Care commissioned services following the winter uplift

2. Recommendation(s)

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

- (1) that the revised rates and associated arrangements to residential and nursing care rates, as detailed in Section 4. of the report, be noted;
- (2) that the revised rates and associated arrangements for non-residential services, as detailed in Section 5. of the report, be noted; and
- (3) that the arrangements for residential rates, as detailed in Section 6. of the report, be noted.

3. Background

3.1. Each year, Social Work Resources require to confirm the contractual rates for residential, nursing, supported living, non-residential and Care at Home Services.

3.2. In recognition of the need to implement contractual uplifts in 2021/2022 without delay to providers, Social Work Resources Committee of 17 March 2021 agreed delegated authority for the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care to approve the following rates:

- ◆ Care at Home, Supported Living, Day Care, and Integrated Care Facilities
- ◆ Residential and Nursing Care through National Care Home Contract
- ◆ Residential services out with National Care Home Contract

3.3. The initial rates set from April 2021, reflecting the Scottish Government's standard uplift of 2.2%, were noted by Committee in September 2021.

3.4. In November 2021, the Scottish Government announced a Winter Uplift to living wage for those delivering adult social care services from £9.50 to £10.02 per hour, effective from 1 December 2021.

3.5. To ensure effective delivery of contract variations for commissioned services, the Scottish Government specified the following standard contractual uplift rates to be implemented by local authorities:

- ◆ Non-residential Services: 4.7%
- ◆ Residential Services (out with Care Homes): 3.9%
- ◆ SDS Option 1 (Direct Payments): 4.9%

3.6. Scotland Excel are commissioned by the Scottish Government to calculate the National Care Home rates for residential and nursing care, in consultation with Scottish Care and the Coalition of Care and Support Providers in Scotland (CCPS).

4. Residential and Nursing Care Rates

4.1. Scotland Excel has confirmed a revised nursing rate of £789.61 per week, an increase of £25.93 (3.4%) to the previous 2021/2022 rate of £763.68. Residential rates will be set at £681.34 per week, an increase of £27.55 (4.21%) to the previous 2021/2022 rate of £653.79.

5. Care at Home, Supported Living and Day Care Rates

5.1. An uplift rate of 4.7% for Non-residential Services has been set by the Scottish Government.

5.2. The rate paid by the Council for Care at Home, Supported Living and Day Care will increase from £17.46 per hour to £18.28 (increase of £0.82, 4.7%) effective from 1 December 2021. The rate paid by the Council for sleepovers will increase from £11.81 per hour to £12.37 (increase of £0.56, 4.7%).

6. Residential Services

6.1. In accordance with the national uplift set by the Scottish Government, adult residential care rates, outwith care homes, will be uplifted by 3.9%.

7. Employee Implications

7.1. There are no employee implications associated with this report.

8. Financial Implications

8.1. The additional expenditure associated with the increase in rates across the various categories detailed in the report will be met from Integrated Joint Board (IJB) funding allocations from the Scottish Government.

9. Climate Change, Sustainability and Environmental Implications

9.1. There are no Climate Change, sustainability and environmental implications associated with this report.

10. Other Implications

10.1. There are no issues in respect of sustainable development arising from this report.

10.2. There are no other issues arising from this report.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. There are no requirements to carry out an impact assessment in terms of the proposals contained within this report.
- 11.2. There was no requirement to undertake any consultation in terms of the information contained within this report.

Soumen Sengupta
Director, Health and Social Care

20 December 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ deliver better health and social care outcomes for all
- ◆ accountable, effective, efficient, and transparent
- ◆ fair, open, and sustainable

Previous References

- ◆ Rates and Charges for Care Services for 2021/2022, Social Work Resources Committee, 1 September 2021

List of Background Papers

- ◆ none

Contact for Further Information

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Report

12

Report to:	Social Work Resources Committee
Date of Meeting:	9 February 2022
Report by:	Director, Health and Social Care

Subject:	Self-Directed Support: Progress Update
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ provide an update on Self-Directed Support and highlight areas of good practice being further developed

2. Recommendation(s)

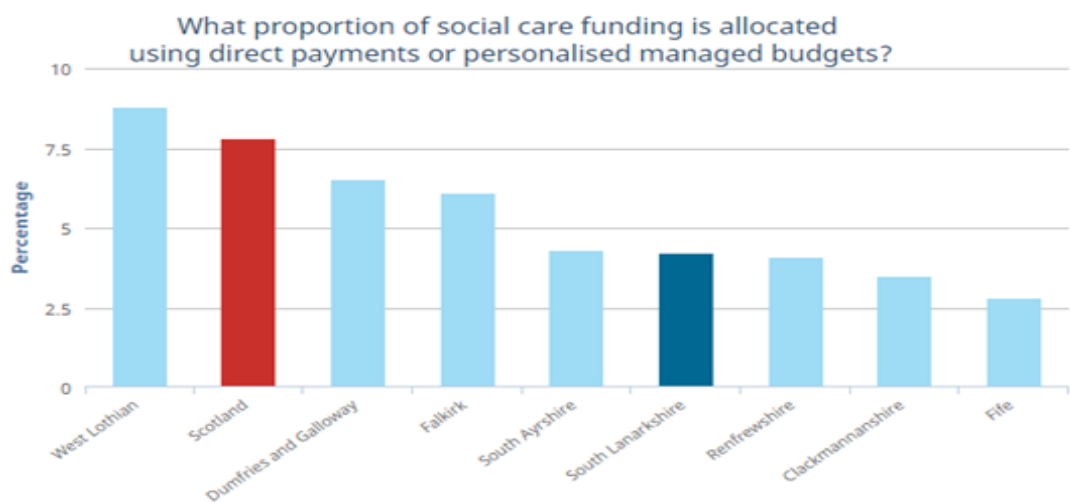
2.1. The Committee is asked to approve the following recommendation(s): -

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

3. Background

- 3.1. The Social Care (Self-Directed Support) (Scotland) Act 2013 came into force in Scotland on 1 April 2014 with the aim of providing children and adults with more choice and control over how their Social Care needs are met. The Act gives local authorities the power to extend Self-Directed Support (SDS) to carers following a carer's assessment, meaning carers are able to choose from the same range of options provided to other people accessing Social Care Services. The Act placed duties on local authorities to provide options to allow individuals to choose how much involvement they want in the organisation and design of their care and support.
- 3.2. The Self-Directed Support Act 2013 puts a duty on local authorities to be transparent about the resources available to provide support and offer a choice as to how that support is managed/ delivered/ organised through the following four options:
- ◆ Direct Payment (a cash payment)
 - ◆ Personalised Managed Budget (PMB) where the budget is allocated to a provider the person chooses (sometimes called an Individual Service Fund) where the Council holds the budget, but the person is in charge of how it is spent
 - ◆ the local authority arranges the support
 - ◆ a mix of the above
- 3.3. The Social Care (Self-Directed Support) (Scotland) Act 2013 and detailed Practitioner Guidance set out the principles and policy for delivering SDS. However, since the legislation was enacted, Care Inspectorate and Audit Scotland scrutiny has found that SDS has been implemented partially and inconsistently across Scotland. Evidence shows that some local areas have embedded SDS well, while others are challenged to make the changes required for successful SDS implementation.

- 3.4. In response to this, the Scottish Government launched a SDS Implementation Plan for 2019-2021. The plan set out the actions that public and voluntary organisations would take to support authorities to build on their progress towards more flexible and responsive Social Care support, co-produced with communities and supported people.
- 3.5. The Improvement Service conducts comparative analysis over a range of local authority functions. One such indicator is SW2 Direct Payments as a percentage of total adult spend. The indicator refers to the percentage of total Social Work spend allocated via direct payments (DP) or Personalised Managed Budgets (PMB) / Individual Service Fund (ISF).
- 3.6. The 2019/20 data indicates that since 2010/11, the proportion of total Social Work spend allocated via DP and PMB / ISF has grown steadily from 1.6% to 9.0%. All 32 authorities have reported growth during this period.
- 3.7. Glasgow and North Lanarkshire account for a significant proportion of this growth, where expenditure via DP and PMB/ISF has grown from £5.2 million to £150.5 million. Excluding Glasgow and North Lanarkshire, the spend on Direct Payments and PMB/ISF as a percentage of total Social Work spend increased from 1.6% to 5.6%.
- 3.8. In terms of South Lanarkshire, the percentage of SDS spend for Options 1 and 2 continues to improve: with an increase from 3.7% in 2018-19 to 4.2% in 2019-20, with our ranking improving from 24 to 22. This upward trend is in line with the Scottish and the family group average - however, the result is still below the Scottish average of 8.99%. As this measure is in relation to SDS Options 1 and 2 only, this could be an indication of satisfaction with Option 3. However, to continue to increase uptake of Options 1 and 2, resources need to be released from existing service provision budgets.



For Children's Services, Adult Social Care Services and Housing Services indicators similar councils are grouped by their level of deprivation

- 3.9. The data suggests a relationship between deprivation and the uptake of DP and PMB. Those councils with lower levels of deprivation have a statistically higher uptake of Direct Payments (5.3% compared to 2.7% in the most deprived areas). Councils with higher levels of deprivation have a statistically higher uptake of PMB (6.5% compared to 1.6% in the least deprived areas). This finding is supported by the Scottish Government's examination of the uptake of Direct Payments and the Scottish Index of Multiple Deprivation (SIMD) which shows that people living in less deprived areas are more likely to choose Direct Payments.
- 3.10. A robust action plan was developed following the themed inspection of SDS, which included dedicated training sessions for all staff across the locality; and specific system improvements and guidance for staff, which has now been completed.
- 3.11. The policy and legal context in which Social Workers operate is increasingly complicated. The drive towards public sector reform aims to create more joined up local services based within communities and supported by regional and national initiatives and arrangements. SDS is one strand of Fairer Scotland for Disabled People, the Scottish Government's delivery plan for the UN Convention on the Rights of Persons with Disabilities (UNCRPD). Moreover, the Independent Review of Adult Social Care promotes a human rights-based approach and calls for full exploration of SDS options. This is likely to increase the uptake of SDS support in the future.
- 3.12. The Social Work Scotland SDS Project Team have led the co-production of a framework of eleven standards to support the implementation of SDS. These were agreed by COSLA on the 19 March 2021. An additional standard relating to finance is currently being developed and will be published shortly.
- 3.13. As part of the consultation process, the SDS Project Team met with the Care Inspectorate and discussed local authorities who had good tools, documentation, and processes in place in relation to assessment/care planning/reviews and resource release/allocation which also take an outcome focussed approach. The Care Inspectorate nominated South Lanarkshire Council (SLC) to be part of the consultation as they highlighted that we were doing well in these areas. South Lanarkshire's SDS team consist of Service Manager lead, SDS advisor with a finance background, part time team leader with data collection background, a newly appointed team leader to support social workers and newly appointed finance manager and finance officer to support a direct payment framework.
- 3.14. The SDS standards will ensure consistent and best practice and provide the structure and framework for future developments and service improvements and enhancements. The standards form part of a wider framework, designed to assist local authorities with the next steps in their implementation journeys.

4. Current Position

- 4.1. Options 1 and 2 are the primary means of delivering the intentions of the SDS strategy to hand over choice and control to service users by providing either a DP or full direction over how the individual Personal Care Budget is spent. Option 1 is the only option where supported persons can employ their own Personal Assistants (PA's).

4.2. Each year councils are required to submit a statutory Social Care Return. Part of this return provides details on the numbers of supported persons and values attributed to SDS Options. Information must be returned on every person who has had an assessment or review of their needs and who has chosen to receive support through one of the SDS Options. Clients are included if they received support at any time during the financial year. The number of people recorded with an SDS Option for 2020-21 is set out within the table overleaf.

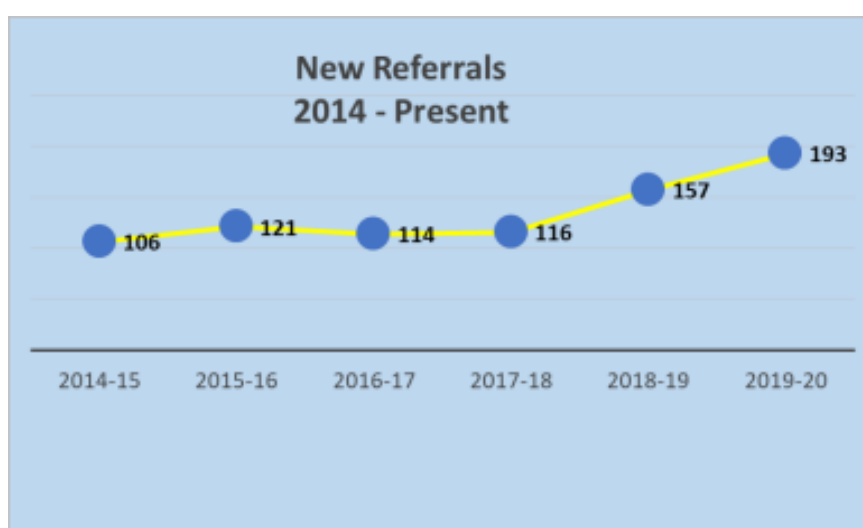
Year	2020/21
Option 1	630
Option 2	33
Option 3	2351
Option 4	113
Total	3127

4.3. The costs attributed to those people with a support plan in place is £43.3m, with Option 1 (DP) accounting for £8.2m (or £8.5m when including Social Work Children and Families).

4.4. Several key developments have been introduced to strengthen our approach to SDS in South Lanarkshire. In-line with the legislation and Audit Scotland recommendations, these developments aim to put SDS at the forefront of service review activity so that it is outcome driven and not led by a service focus. These include:

- ◆ The revised ‘Living the Life You Choose’ assessment went live on 8 November 2021. This means the new version will be the only assessment available to staff, with the pre-SDS assessment being removed. This will confirm SDS as the mainstream approach to Social Care assessment and will bring into the scope of SDS a significant number of people previously supported through Care at Home Services who were not offered the SDS Options for their support. It is envisaged that most people will want to retain an Option 3 (Council arranged and managed) service but for the first time, their SDS option will be fully recorded.
- ◆ An electronic Adult Carer Support Plan (ACSP) is in early stages of development and will be linked to the ‘One Assessment’ above. The new assessment will show a summary of carer support and will automate the carer budget calculation based on a transfer of points from the cared-for person to the carer, taking account of the frequency of support. Guidance will be issued to staff on use of carers support budgets and services available via Lanarkshire Carers.
- ◆ A review of our public information will be commenced. This will include what people can access through the Council’s web portal as well as links with our partner agencies. SDS information will also be accessible on the Integration Joint Board’s website, with action taken to strengthen links for Health Care colleagues to be able to access information through the health web portal also. Recent reports such as the My Support My Choice – South Lanarkshire clearly support good quality information and advice as the cornerstone to effective choice and control.

- ◆ Central to the uptake and ongoing support of DP is the availability of an independent information and advice services. This vital service is pivotal to the success of Option 1, but also relevant to all SDS Options. This has been recognised in all the major reports; evaluation studies; and reviews conducted by Audit Scotland, Care Inspectorate and Self-Directed Support Scotland. It is intended that we review and strengthen our partnership with Take Control South Lanarkshire as our primary independent information and advice agency. The service has seen a marked increase in referrals over the past five years (as illustrated in the graph overleaf).



4.5. The national standards will ensure the ethos of SDS is embedded in practice.

5. Employee Implications

5.1. Additional posts have previously been approved to increase care management and support infrastructure to create capacity to better deliver on the Self-Directed Support and Carers Acts. This recruitment is ongoing.

6. Financial Implications

6.1. South Lanarkshire currently have 265 eligible carers with budgets ranging from £130 to £13,294. The current financial year commitment is £1.1m. A recent change to the methodology allows carer's budgets to be based on a fixed sum of £109.90 per point derived from the assessed eligible need. Taking a scenario of the maximum anticipated points available (80%) would result in an annual carer budget of £8,792. Provision is available for the approval of a higher budget if there are circumstances that warrant additional funding principally due to specialist replacement care cost. This will allow for greater consistency across localities with less variability in allocation. The change will result in some individuals receiving a different amount (some less and some more) than what they currently have. Any change would only be applied following a review.

6.2. Two new finance posts came into effect on 20 December 2021 (having been approved by Social Work Resources Committee on 21 June 2021). This will mean that the monitoring and review of Direct Payments will be the responsibility of the local SDS Team. They will work collaboratively with fieldwork colleagues and provide a more forensic support and audit activity (incorporating a framework based on the CIPFA monitoring matrix). This will allow for a more robust governance of Direct Payment activity. The initial target recovery has been set at £350,000 per annum.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no Climate Change, sustainability and environmental implications associated with this report.

8. Other Implications

8.1. There are no other issues in respect of this report.

9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

Soumen Sengupta
Director, Health and Social Care

20 January 2022

Link(s) to Council Values/Ambitions/Objectives

- ◆ protect vulnerable children, young people, and adults
- ◆ improve later life
- ◆ deliver better health and social care outcomes for all
- ◆ support our communities by tackling disadvantage and deprivation and supporting aspiration

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

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