



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 11 August 2020

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, 19 August 2020
Time: 10:00
Venue: By Microsoft Teams and Committee Room 1,

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, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Margaret Cowie, Maureen Devlin, Mary Donnelly, Allan Falconer, Mark Horsham, Katy Loudon, Joe Lowe, Hugh Macdonald, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, Carol Nugent, John Ross, Margaret B Walker, Jared Wark

Substitutes

Alex Allison, Gerry Convery, Isobel Dorman, Fiona Dryburgh, Geri Gray, Eric Holford, Graeme Horne, Ann Le Blond, Martin Lennon, Richard Lockhart, Eileen Logan, Davie McLachlan, David Watson, Josh Wilson

BUSINESS

- 1 Declaration of Interests
- 2 Note of Delegated Decisions Taken by Social Work Resources Committee 5 - 8
20 May 2020

Monitoring Item(s)

- | | | |
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| 3 | Social Work Resources - Revenue Budget Monitoring 2019/2020
Joint report dated 14 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 9 - 18 |
| 4 | Social Work Resources - Revenue Budget Monitoring 2020/2021
Joint report dated 14 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 19 - 28 |
| 5 | Social Work Resources - Capital Budget Monitoring 2019/2020
Joint report dated 30 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 29 - 32 |
| 6 | Social Work Resources - Capital Budget Monitoring 2020/2021
Joint report dated 30 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 33 - 36 |
| 7 | Social Work Resources - Workforce Monitoring - April to June 2020
Joint report dated 14 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 37 - 42 |

Item(s) for Decision

- | | | |
|-----------|---|---------|
| 8 | Social Work Resources Resource Plan 2020/2021
Joint report dated 31 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 43 - 60 |
| 9 | Care Management Improvement - Hospital Discharge Team
Joint report dated 28 July 2020 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) (Copy attached). | 61 - 66 |
| 10 | Staffing in Justice Social Work Resources
Joint report dated 9 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care. (Copy attached) | 67 - 74 |
| 11 | South Lanarkshire Council Stairlift Provision
Report dated 28 July 2020 by the Director, Health and Social Care. (Copy attached) | 75 - 82 |
| 12 | Occupational Therapy Professional Governance Structures, South Health and Social Care Partnership
Report dated 28 July 2020 by the Director, Health and Social Care. (Copy attached) | 83 - 88 |

Item(s) for Noting

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| 13 | Social Work Resource Plan Quarter 4 Progress Report 2019/2020
Report dated 31 July 2020 by the Director, Health and Social Care. (Copy attached) | 89 - 138 |
|-----------|--|----------|

- 14 Children in Need of Care and Protection - Inspection Outcome - Evaluation** 139 - 144
Report dated 16 June 2020 by the Director, Health and Social Care. (Copy attached)
- 15 COVID-19 - Health and Social Care Partnership Recovery Composite Report** 145 - 150
Report dated 27 July 2020 by the Director, Health and Social Care. (Copy attached)
- 16 Care Homes - Change in Guidance** 151 - 158
Report dated 27 July 2020 by the Director, Health and Social Care. (Copy attached)

Urgent Business

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

For further information, please contact:-

Clerk Name: Joyce McDonald

Clerk Telephone: 01698 454521

Clerk Email: joyce.mcdonald@southlanarkshire.gov.uk

Social Work Resources Committee Agenda of 20 May 2020 - Delegated Decisions taken by the Chief Executive, in consultation with Group Leaders

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

Decided: that the minutes of the meeting of the Social Work Resources Committee of 4 March 2020 be approved as a correct record.

3 Social Work Resources - Revenue Budget Monitoring 2019/2020

Decided:

- (1) that the overspend on the Social Work Resources' revenue budget of £1.926 million, as detailed in Appendix A to the report, and the forecast overspend to 31 March 2020 of £2.239 million, be noted; and
- (2) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 4 March 2020 (Paragraph 3)]

4 Social Work Resources - Capital Budget Monitoring 2019/2020

Decided:

- (1) that the Social Work Resources' capital programme of £2.729 million, and expenditure to date of £0.605 million, be noted; and
- (2) that the projected outturn of £0.6 million be noted.

[Reference: Minutes of 4 March 2020 (Paragraph 4)]

5 Social Work Resources - Workforce Monitoring – January to March 2020

Decided: that the employment information for January to March 2020 relating to Social Work Resources be noted.

[Reference: Minutes of 4 March 2020 (Paragraph 5)]

6 Rates and Charges for Care Services 2020/2021

Decided:

- (1) that the implementation of the revised rates and associated arrangements to residential and nursing care rates, as detailed in the report, be approved;
- (2) that the implementation of revised rates to nursing and residential respite charges, as detailed in the report, be approved;
- (3) that the implementation of the revised rates and associated arrangements for care at home, supported living and day care, as detailed in the report, be approved; and
- (4) that the implementation of the revised rates for non-residential charges and associated arrangements, as detailed in the report, be approved.

7 Protecting, Supporting and Promoting Breastfeeding in South Lanarkshire

Decided:

- (1) that the strategic vision to protect, support and promote breastfeeding in South Lanarkshire be supported;
- (2) that the establishment of a multi-strand working group to promote South Lanarkshire as an area of high breastfeeding engagement be approved; and
- (3) that a detailed action plan to protect, support and promote breastfeeding in South Lanarkshire be developed and submitted to a future meeting of the Committee.

8 COVID-19 Update

Decided:

- (1) that the commitment of staff across the Health and Social Care Partnership, including internal, external and third sector providers, to respond positively and selflessly to support the community of South Lanarkshire during the current COVID-19 pandemic, be commended; and
- (2) that the support provided to the Partnership from staff who had been redeployed, and people who had volunteered, be commended.

9 Transformation and Service Improvement Programme

Decided:

that the update on progress of the Transformation and Service Improvement Programme in relation to the following services be noted:-

- ◆ South Lanarkshire's Care Facilities Modernisation Programme
- ◆ Adult and Old People's Day Service Review
- ◆ Care at Home Services Improvement Programme

10 South Lanarkshire Public Protection Team

Decided:

- (1) that the increased oversight of public protection issues by the South Lanarkshire Public Protection Chief Officers Group during the coronavirus pandemic be noted;
- (2) that the implementation by the South Lanarkshire Child Protection Committee of all recent recommendations by the Scottish Government in relation to responses to child protection during the pandemic be noted;
- (3) that the continuation by the South Lanarkshire Child Protection Committee to meet at an increased level to ensure children and young people were safe and had their wellbeing needs met be noted;
- (4) that implementation by the South Lanarkshire Adult Protection Committee of all recent recommendations by the Scottish Government in relation to responses to adult protection during the pandemic be noted;
- (5) that the continuation of the South Lanarkshire Adult Protection Committee to meet at an increased level to ensure adults and older adults were safe and had their wellbeing needs met be noted;
- (6) that the continuation by the Gender-Based Violence Partnership to respond to domestic abuse and its impact on children and families, including the continued operation of Multi Agency Risk Assessment Conferences during the pandemic, be noted; and
- (7) that the continuation by MAPPA of its current processes and preparation for the release of short-term prisoners as part of coronavirus contingencies on 30 April 2020 be noted.

11 Social Work Resources - Notification of Contracts Awarded - 1 October 2019 to 31 March 2020

Decided:

that the details of the contracts awarded by Social Work Resources, in the period 1 October 2019 to 31 March 2020, be noted.

12 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2019/2020
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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 2019 to 31 March 2020 for Social Work Resources.
- ◆ provide a reconciliation of the predicted outturn position against the actual expenditure incurred in the year to 31 March 2020.

2. Recommendation(s)

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

- (1) that an overspend of £1.855m on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

- 3.1. This is the sixth revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2019/2020.
- 3.2. The Resource had previously completed its formal probable outturn exercise for the year. In section 5 the outturn figure is compared against the reported position for the financial year with explanations provided for the main variations.
- 3.3. The report details the financial position for Social Work Resources on Appendix A, and then details the individual services, along with variance explanations, in Appendices B to F.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1 The outturn position is a net overspend of £1.855 million with no Transfers to Reserve. This is an improved position of £0.384 million on the overspend of £2.239 million reported as part of the probable outturn.
- 5.2 The main elements of the overspend relates to Children and Families (£1.947m over) due to increased demand in relation to residential schools and external placements, kinship carer payments and fostering and adoption allowances. There is also an overspend in Adult and Older People Services (£0.199m over) due to

recruitment of Home Care staff, equipment and adaptations and Direct Payments. These overspends are partially offset by vacancies in both Performance and Support (£0.141m under) and Justice Services (£0.153m under).

- 5.3 The improved position includes the transfer of funding from the Integrated Joint Board of £0.350 million to assist with managing the overspends within Adult and Older People Services, as reported to the Executive Committee.
- 5.4 The Council has also incurred 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).
- 5.5 Any COVID related expenditure costs incurred by Social Work Resources for Adults and Older People Social Care, are funded by the Scottish Government Mobilisation Plan, via Health. This relates to expenditure on beds to facilitate discharge from hospital, expenditure on support for carers, PPE equipment and also staff overtime. These costs and income sit fully within Social Work Resources and total £0.325 million.
- 5.6 Although the Scottish Government have allocated funding to assist in managing these additional costs, the funding may not be sufficient to cover all of the costs being incurred by councils across financial years 2019/2020 and 2020/2021. If spend continues at current levels, and full additional funding is not forthcoming from Central Governments, this will put pressure on the Council's budget in 2020/2021.
- 5.7 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.

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)

Val de Souza
Director, Health and Social Care

14 July 2020

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 28 February 2020

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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E-mail: Hazel.Goodwin@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2020 (No.14)

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 31/03/20	Actual 31/03/20	Variance 31/03/20	% Variance 31/03/20	Note
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	89,313	90,606	(1,293)	(1,293)	89,313	90,287	(974)	Over	(1.1%)
Property Costs	2,659	2,454	205	205	2,659	2,705	(46)	Over	(1.7%)
Supplies & Services	5,813	5,999	(186)	(186)	5,813	6,196	(383)	Over	(6.6%)
Transport & Plant	4,412	4,562	(150)	(150)	4,412	4,629	(217)	Over	(4.9%)
Administration Costs	1,526	1,596	(70)	(70)	1,526	1,572	(46)	Over	(3.0%)
Payments to Other Bodies	19,581	20,473	(892)	(892)	19,581	20,109	(528)	Over	(2.7%)
Payments to Contractors	100,537	101,136	(599)	(599)	100,537	101,195	(658)	Over	(0.7%)
Transfer Payments	2,349	2,733	(384)	(384)	2,349	3,039	(690)	Over	(29.4%)
Financing Charges	270	311	(41)	(41)	270	325	(55)	Over	(20.4%)
Total Controllable Exp.	226,460	229,870	(3,410)	(3,410)	226,460	230,057	(3,597)	Over	(1.6%)
Total Controllable Inc.	(61,457)	(62,628)	1,171	1,171	(61,457)	(63,199)	1,742	over recovered	2.8%
Net Controllable Exp.	165,003	167,242	(2,239)	(2,239)	165,003	166,858	(1,855)	Over	(1.1%)
Transfer to Reserves (as at 03/01/20)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 03/01/20)	165,003	167,242	(2,239)	(2,239)	165,003	166,858	(1,855)	Over	(1.1%)

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 March 2020 (No.14)

Covid- 19

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/03/20	Actual 31/03/20	Variance 31/03/20		% Variance 31/03/20	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	0	0	0	0	0	32	(32)	Over	n/a	
Property Costs	0	0	0	0	0	46	(46)	Over	n/a	1
Supplies & Services	0	0	0	0	0	160	(160)	Over	n/a	2
Transport & Plant	0	0	0	0	0	0	0	-	n/a	
Administration Costs	0	0	0	0	0	7	(7)	Over	n/a	
Payments to Other Bodies	0	0	0	0	0	5	(5)	Over	n/a	
Payments to Contractors	0	0	0	0	0	78	(78)	Over	n/a	3
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	0	0	0	0	0	0	0	-	n/a	
Total Controllable Exp.	0	0	0	0	0	328	(328)	Over	n/a	
Total Controllable Inc.	0	0	0	0	0	(325)	325	over recovered	n/a	4
Net Controllable Exp.	0	0	0	0	0	3	(3)	Over	(5.8%)	
Transfer to Reserves (as at 03/01/20)	0	0	0	0	0	0	0	-		
Position After Transfers to Reserves (as at 03/01/20)	0	0	0	0	0	3	(3)	Over	(5.8%)	

Variance Explanations

- 1 Property Costs**
These costs related to expenditure on hygiene products in response to COVID-19.
- 2 Supplies and Services**
These costs relate to the additional requirement for PPE in responding to COVID-19
- 3 Payments to Contractors**
This expenditure relates to the response to COVID-19 to create capacity in the hospitals.
- 4 Income**
This over recovery of income is currently offsetting the expenditure incurred in response to COVID-19.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2020 (No.14)

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 31/03/20	Actual 31/03/20	Variance 31/03/20		% Variance 31/03/20	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	15,926	15,918	8	8	15,926	15,858	68	Under	0.04%	
Property Costs	337	329	8	8	337	326	11	Under	3.3%	
Supplies & Services	577	613	(36)	(36)	577	561	16	Under	2.8%	
Transport & Plant	636	794	(158)	(158)	636	800	(164)	Over	(25.8%)	1
Administration Costs	288	321	(33)	(33)	288	298	(10)	Over	(3.5%)	
Payments to Other Bodies	8,635	9,247	(612)	(612)	8,635	9,046	(411)	Over	(4.8%)	2
Payments to Contractors	5,271	6,343	(1,072)	(1,072)	5,271	6,354	(1,083)	Over	(20.5%)	3
Transfer Payments	2,336	2,708	(372)	(372)	2,336	3,011	(675)	Over	(28.9%)	4
Financing Charges	17	33	(16)	(16)	17	33	(16)	Over	(94.1%)	
Total Controllable Exp.	34,023	36,306	(2,283)	(2,283)	34,023	36,287	(2,264)	Over	(6.7%)	
Total Controllable Inc.	(902)	(1,255)	353	353	(902)	(1,219)	317	over recovered	35.1%	5
Net Controllable Exp.	33,121	35,051	(1,930)	(1,930)	33,121	35,068	(1,947)	Over	(5.9%)	
Transfer to Reserves (as at 03/01/20)	0	0	0	0	0	0	0	-		
Position After Transfers to Reserves (as at 03/01/20)	33,121	35,051	(1,930)	(1,930)	33,121	35,068	(1,947)	Over	(5.9%)	

Variance Explanations**1. Transport and Plant**

This reflects the costs of transporting children to and from school or respite.

2. Payments to Other Bodies

This overspend is due to the continuing demand for fostering and adoption services.

3. Payment to Contractors

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

4. Transfer Payments

This overspend is due to the increase in demand for kinship care.

5. Income

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

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March (No.14)

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 31/03/20 £000	Actual 31/03/20 £000	Variance 31/03/20 £000		% Variance 31/03/20	Note
Employee Costs	60,663	61,994	(1,331)	(1,331)	60,663	61,795	(1,132)	over	(1.9%)	1
Property Costs	1,684	1,551	133	133	1,684	1,827	(143)	over	(8.5%)	2
Supplies & Services	4,659	4,746	(87)	(87)	4,659	4,808	(149)	over	(3.2%)	3
Transport & Plant	3,430	3,507	(77)	(77)	3,430	3,573	(143)	over	(4.2%)	4
Administration Costs	432	492	(60)	(60)	432	509	(77)	over	(17.8%)	5
Payments to Other Bodies	10,430	10,735	(305)	(305)	10,430	10,653	(223)	over	(2.1%)	6 a
Payments to Contractors	95,247	94,773	474	474	95,247	94,760	487	under	0.5%	7 a
Transfer Payments	7	14	(7)	(7)	7	18	(11)	over	(157.1%)	
Financing Charges	36	49	(13)	(13)	36	52	(16)	over	(44.4%)	
Total Controllable Exp.	176,588	177,861	(1,273)	(1,273)	176,588	177,995	(1,407)	over	(0.8%)	
Total Controllable Inc.	(53,731)	(54,558)	827	827	(53,731)	(54,939)	1,208	over recovered	2.2%	8
Net Controllable Exp.	122,857	123,303	(446)	(446)	122,857	123,056	(199)	over	(0.2%)	
Transfer to Reserves (as at 03/01/20)	0	0	0	0	0	0	0	-		
Position After Transfers to Reserves (as at 03/01/20)	122,857	123,303	(446)	(446)	122,857	123,056	(199)	over	(0.2%)	

Variance Explanations**1. Employee Costs**

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

2. Property Costs

The overspend reflects incurred security costs, offset in part by savings generated through the installation of energy efficient boilers and a reduction in gas consumption.

3. Supplies and Services

The overspend relates to the licence costs of the new home care scheduling system.

4. Transport and Plant

This overspend reflects an increase in costs in for hired vehicles and passenger services provided by Fleet Services.

5. Administration Costs

This overspend is made up of a number of small administration variances

6. Payments to Other Bodies

This overspend reflects the number of Service Users choosing a Direct Payment under the Self Directed Support legislation.

7. Payment to Contractors

This underspend reflects the current commitment for care. It also offsets the overspend in Direct Payments at Payment to Other Bodies.

8. Income

This over recovery relates to non-recurring income received from service users in respect of prior year care costs being higher than budgeted and a contribution from the IJB to assist with managing overspends.

Budget Virements

- a Realignment of Carers Respite Payment to Contractors £0.111m, Payment to Other Bodies (£0.111m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2020 (No.14)

Justice and Substance Misuse

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31.03/20	Actual 31/03/20	Variance 31/03/20		% Variance 31/03/20	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	6,109	6,000	109	109	6,109	6,048	61	Under	1.0%	1
Property Costs	71	70	1	1	71	68	3	Over	4.20%	
Supplies & Services	140	120	20	20	140	110	30	Under	21.4%	
Transport & Plant	119	82	37	37	119	83	36	Under	30.3%	
Administration Costs	455	462	(7)	(7)	455	444	11	Over	2.4%	
Payments to Other Bodies	481	455	26	26	481	370	111	Under	23.1%	2
Payments to Contractors	19	20	(1)	(1)	19	(2)	21	Under	110.5%	
Transfer Payments	6	11	(5)	(5)	6	9	(3)	Over	(50.0%)	
Financing Charges	10	22	(12)	(12)	10	23	(13)	Over	(130.0%)	
Total Controllable Exp.	7,410	7,242	168	168	7,410	7,153	257	Under	3.5%	
Total Controllable Inc.	(6,069)	(6,057)	(12)	(12)	(6,069)	(5,985)	(104)	under recovered	(1.7%)	A
Net Controllable Exp.	1,341	1,185	156	156	1,341	1,188	153	Under	11.4%	
Transfer to Reserves (as at 03/01/20)	0	0	0	0	0	0	0	-		
Position After Transfers to Reserves (as at 03/01/20)	1,341	1,185	156	156	1,341	1,188	153	Under	11.4%	

Variance Explanations**1. Employee Costs**

This underspend is mainly as a result of vacancies within Substance Misuse and Unpaid Work which are being considered in line with service requirements.

2. Payment to Other Bodies

This underspend is mainly related to Big Lottery funding that will be spent next financial year

3. Income

This under recovery is mainly related to Big Lottery funding that will be spent next year.

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 31 March 2020 (No.14)

Performance and Support

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion 31/03/20	Actual 31/03/20	Variance 31/03/20		% Variance 31/03/20	Note
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	6,615	6,694	(79)	(79)	6,615	6,554	61	Under	(0.9%)	1
Property Costs	567	504	63	63	567	438	129	Under	22.8%	2
Supplies & Services	437	520	(83)	(83)	437	557	(120)	Over	(27.5%)	3
Transport & Plant	227	179	48	48	227	173	54	Under	23.8%	
Administration Costs	351	321	30	30	351	314	37	Under	10.5%	
Payments to Other Bodies	35	36	(1)	(1)	35	35	0	Under	0.00%	
Payments to Contractors	0	0	0	0	0	5	(5)	Over	n/a	
Transfer Payments	0	0	0	0	0	1	(1)	Over	n/a	
Financing Charges	207	207	0	0	207	217	(10)	Over	(4.8%)	
Total Controllable Exp.	8,439	8,461	(22)	(22)	8,439	8,294	145	Under	1.7%	
Total Controllable Inc.	(755)	(758)	3	3	(755)	(751)	(4)	under recovered	(0.5%)	
Net Controllable Exp.	7,684	7,703	(19)	(19)	7,684	7,543	141	Under	1.8%	
Transfer to Reserves (as at 03/01/20)	0	0	0	0	0	0	0	-		
Position After Transfers to Reserves (as at 03/01/20)	7,684	7,703	(19)	(19)	7,684	7,543	141	Under	1.8%	

Variance Explanations1. **Employee Costs**

This is a result of vacancies which have now been filled.

2. **Property Costs**

The underspend relates to furniture and equipment which could not be procured due to emergency situation.

3. **Supplies and Services**

This overspend relates to the Social Work contribution to the Electronic Data Record Management System

Budget Virements

Report

4

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Revenue Budget Monitoring 2020/2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April to 19 June 2020 for Social Work Resources
- ◆ provide a forecast for the year to 31 March 2021.

2. Recommendation(s)

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

- (1) that the breakeven position on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2021 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the first revenue budget monitoring report presented to the Social Work Resources Committee for the financial year 2020/2021.

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. None

5. Financial Implications

5.1. As at 19 June 2020, there is a breakeven position against the phased budget. The financial forecast for the revenue budget to 31 March 2021 is breakeven.

5.2. 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).

5.3. The COVID related expenditure incurred by Social Work Resources for Adults and Older People Social Care, is expected to be funded by the Scottish Government Mobilisation Plan, via Health. The additional cost includes expenditure on beds to facilitate discharge from hospital, expenditure on support for carers, PPE equipment

and also staff overtime. These additional costs and income from Scottish Government are included in Appendix B and total £2.714 million.

- 5.4. In addition to extra costs, Social Work Resources has lost income from services which are not being provided during the emergency and non-achievement of proposed savings. This totals £0.313m at Period 3 and is included at Appendix D.
- 5.5. Taking the two figures together gives additional cost to the Council of £3.027m. The Scottish Government has given the Council £2.9m to date.
- 5.6. Although the Scottish Government has allocated funding to assist in managing these additional costs, the funding may not be sufficient to cover all of the costs being incurred by councils across financial years 2019/2020 and 2020/2021. If spend continues at current levels, and full additional funding is not forthcoming from Central Governments, this will put pressure on the Council's budget in 2020/2021.
- 5.7. In addition, there is the real possibility that through actions taken now, there will be legacy costs into future years, e.g. additional home care costs. Alongside the Health and Care Partnership, the Council will require to consider the impact of any legacy overspends within the parameters of the current budget.
- 5.8. Appendix B also includes additional COVID related expenditure for Children and Families Services (£0.122m), which will not be funded by the Scottish Government via the Mobilisation Plan, as these services are not delegated to the IJB. It is hoped that these additional costs will be reimbursed via an alternative Scottish Government funding allocation.
- 5.9. Again, this year within the Children and Families Service we are starting to see financial pressures relating to this service, despite investment in the service to cover pressures. The main reason is additional external residential placements made in the early part of the year. Work is ongoing with the Service on actions to reduce this overspend, including the review of each external placement. Other budget lines are also being reviewed, as well as longer term actions around service development. Currently there is no overspend reported in these figures as the Social Work Resources' Management Team looks at options to manage these pressures.
- 5.10. 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.

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)

Val de Souza
Director, Health and Social Care

14 July 2020

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 19 June 2020

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

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 19 June (No.3)

Social Work Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 19/6/20	Actual 19/6/20	Variance 19/6/20		% Variance 19/6/20	Note
	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>									
Employee Costs	91,213	91,213	0	17,938	18,819	(881)	Over	-4.9%	
Property Costs	2,649	2,649	0	547	633	(86)	Over	-15.7%	
Supplies & Services	5,798	5,798	0	820	2,251	(1,431)	Over	-174.5%	
Transport & Plant	4,338	4,338	0	836	844	(8)	Over	-1.0%	
Administration Costs	1,643	1,643	0	232	259	(27)	Over	(11.6%)	
Payments to Other Bodies	19,935	19,935	0	4,220	4,369	(149)	Over	(3.5%)	
Payments to Contractors	105,703	105,703	0	11,894	12,466	(572)	Over	(4.8%)	
Transfer Payments	3,112	3,112	0	623	561	62	Under	10.0%	
Financing Charges	263	263	0	60	47	13	Under	21.7%	
Total Controllable Exp.	234,654	234,654	0	37,170	40,249	(3,079)	Over	(8.3%)	
Total Controllable Inc.	(62,243)	(62,243)	0	(2,769)	(5,726)	2,957	over recovered	106.8%	
Net Controllable Exp.	172,411	172,411	0	34,401	34,523	(122)	Over	(0.4%)	

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 19 June (No.3)

Covid-19

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 19/6/20	Actual 19/6/20	Variance 19/6/20		% Variance 19/6/20	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	0	0	0	0	817	(817)	Over	n/a	1
Property Costs	0	0	0	0	83	(83)	Over	n/a	2
Supplies & Services	0	0	0	0	1,281	(1,281)	Over	n/a	3
Transport & Plant	0	0	0	0	2	(2)	Over	n/a	
Administration Costs	0	0	0	0	10	(10)	Over	n/a	
Payments to Other Bodies	0	0	0	0	126	(126)	Over	n/a	4
Payments to Contractors	0	0	0	0	513	(513)	Over	n/a	5
Transfer Payments	0	0	0	0	4	(4)	Over	n/a	
Financing Charges	0	0	0	0	0	0	-	n/a	
Total Controllable Exp.	0	0	0	0	2,836	(2,836)	Over	n/a	6
Total Controllable Inc.	0	0	0	0	(2,714)	2,714	Over recovered	n/a	
Net Controllable Exp.	0	0	0	0	122	(122)	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.

2 Property Costs

These costs related to expenditure on hygiene products in response to COVID-19.

3 Supplies & Services

These costs relate to the additional requirement for PPE in responding to COVID-19

4 Payments To Other Bodies

This expenditure relates to payments to Voluntary Action South Lanarkshire to provide additional support to Carers during COVID-19.

5 Payment to Contractors

This expenditure relates to the response to COVID-19 to create capacity in the hospitals.

6 Income

This over recovery of income is currently offsetting the expenditure incurred in response to COVID-19.

Budget Virements

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 19 June 2020 (No.3)

Children and Families Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 19/06/20	Actual 18/06/20	Variance 19/06/20		% Variance 19/06/20	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	16,345	16,345	0	3,280	3,400	(120)	over	(3.7%)	1a
Property Costs	330	330	0	60	69	(9)	over	(15.0)%	
Supplies & Services	675	675	0	121	120	1	under	0.8%	
Transport & Plant	624	624	0	90	83	7	under	7.8%	
Administration Costs	288	288	0	68	69	(1)	over	1.50%	
Payments to Other Bodies	8,714	8,714	0	2,133	2,106	27	under	1.3%	a
Payments to Contractors	5,936	5,936	0	1,026	1,105	(79)	over	(7.7%)	2.
Transfer Payments	3,098	3,098	0	621	554	67	under	10.8%	3
Financing Charges	17	17	0	4	0	4	under	100.0%	
Total Controllable Exp.	36,027	36,027	0	7,403	7,506	(103)	over	(1.4%)	
Total Controllable Inc.	(417)	(417)	0	(84)	(155)	71	over recovered	84.5%	4
Net Controllable Exp.	35,610	35,610	0	7,319	7,351	(32)	over	(0.4%)	

Variance Explanations**1. Employee Costs**

The overspend is a result of turnover being less than anticipated to date and back dated payments of superannuation.

2. Payment to Contractors

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

3. Transfer Payments

This underspend is based on the current cost of service and it is anticipated that the budget will be required in full by 31 March 21.

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

a Incorporation of Scottish Attainment Fund Carry Forward Net Effect £0, Employee Costs (£0.102m), Payment to Private Contractors £0.102m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 19 June 2020 (No.3)

Adults and Older People Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 19/06/20	Actual 19/06/20	Variance 19/06/20		% Variance 19/06/20	Note
	£000	£000	£000	£000	£000	£000			
Budget Category									
Employee Costs	61,559	61,559	0	12,028	12,001	27	under	0.2%	
Property Costs	1,640	1,640	0	355	343	12	under	3.4%	
Supplies & Services	4,572	4,572	0	621	777	(156)	over	(25.1%)	1
Transport & Plant	3,344	3,344	0	675	702	(27)	over	(4.0%)	c
Administration Costs	412	412	0	88	91	(3)	over	(3.4%)	
Payments to Other Bodies	10,790	10,790	0	2,034	2,081	(47)	over	(2.3%)	a,b
Payments to Contractors	99,689	99,689	0	10,849	10,829	20	under	0.2%	a,b,c
Transfer Payments	7	7	0	1	1	0	-	0.0%	
Financing Charges	35	35	0	6	0	6	under	100.0%	
Total Controllable Exp.	182,048	182,048	0	26,657	26,825	(168)	over	(0.6%)	
Total Controllable Inc.	(54,797)	(54,797)	0	(1,417)	(1,586)	169	over recovered	11.9%	2 b,c
Net Controllable Exp.	127,251	127,251	0	25,240	25,239	1	under	0.0%	

Variance Explanations1. **Supplies & Services**

This overspend relates to the license costs associated with the new home care scheduling system. Additionally, within catering as a result of COVID-19 there has been a delay in implementing 2020-21 savings. The cost of not achieving this savings is offset by COVID-19 funding from the Scottish Government.

2. **Income**

This over recovery is offsetting the non-achievement of savings and loss of income as a result of the response to COVID-19.

Budget Virements

- a Budget realignment of Carer Act Funding, Payment to Other Bodies (£0.230m), Payment to Contractors £0.230m.
- b Incorporation of Social Care Fund and Resource Transfer Inflation Net Effect £0: Employee Costs £0.265m, Payment to Other Bodies £0.686m, Payment to Contractors £0.287m, Income (£1.238m).
- c Incorporation of budget for additional income from service users. Net Effect £0: Payment to Contractors £0.480m, Transport & Plant £0.020m, Income £0.500m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 19 June 2020 (No.3)

Performance and Support Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 19/6/20	Actual 19/6/20	Variance 19/6/20		% Variance 19/6/20	Note
	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>									
Employee Costs	6,835	6,835	0	1,366	1,365	1	under	0.1%	
Property Costs	602	602	0	108	113	(5)	over	(4.6%)	
Supplies & Services	435	435	0	63	56	7	under	11.1%	
Transport & Plant	251	251	0	49	38	11	under	22.4%	
Administration Costs	426	426	0	56	68	(12)	over	(21.4%)	
Payments to Other Bodies	35	35	0	1	3	(2)	over	(200.0%)	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	2	(2)	over	n/a	
Financing Charges	200	200	0	47	47	0	-	0.0%	
Total Controllable Exp.	8,784	8,784	0	1,690	1,692	(2)	over	(0.1%)	
Total Controllable Inc.	(740)	(740)	0	(41)	(44)	3	over recovered-	7.3%	
Net Controllable Exp.	8,044	8,044	0	1,649	1,648	1	under	0.1%	

Variance Explanations

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Social Work Resources Committee: Period Ended 19 June 2020 (No.3)

Justice Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 19/6/20	Actual 19/6/20	Variance 19/6/20		% Variance 19/6/20	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	6,474	6,474	0	1,264	1,236	28	Under	2.2%	a,b
Property Costs	77	77	0	24	25	1)	Over	(4.2%)	b
Supplies & Services	116	116	0	15	17	(2)	Over	(13.3%)	b
Transport & Plant	119	119	0	22	19	3	Under	13.6%	a,b
Administration Costs	517	517	0	20	21	(1)	Over	(5.0%)	a,b
Payments to Other Bodies	396	396	0	52	53	(1)	Over	(1.9%)	a,c
Payments to Contractors	78	78	0	19	19	0	-	n/a	a,c
Transfer Payments	7	7	0	1	0	1	Under	100.0%	
Financing Charges	11	11	0	3	0	3	Under	100.0%	b
Total Controllable Exp.	7,795	7,795	0	1,420	1,390	30	Under	2.1%	
Total Controllable Inc.	(6,289)	(6,289)	0	(1,227)	(1,227)	0	-	0.0%	a,b,c
Net Controllable Exp.	1,506	1,506	0	193	163	30	Under	15.5%	

Variance ExplanationsBudget Virements

- Incorporation of increase in Section 27 funding Net Effect £0: Employee Costs £0.308m, Admin Costs £0.055m, Transport & Plant £0.001m, Payment to Other Bodies £0.028m, Payment to Contractors £0.006m. Income (£0.398m).
- Incorporation of funding for Caledonian Men's Project Net Effect £0: Employee Costs £0.131m, Property Costs £0.006m, Supplies and Services £0.004m, Admin Costs £0.003m, Transport £0.005m, Financing Charges £0.001m, Income (£0.150m).
- Incorporation of Big Lottery Funding carry forward funding Net Effect £0: Payment to Other Bodies £0.065m, Payment to Private Contractor £0.045m, Income (£0.110m).

Report

5

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources - Capital Budget Monitoring 2019/2020
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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 2019 to 31 March 2020.

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £2.729 million and expenditure for the year of £0.563 million be noted.

3. Background

3.1. This is the sixth and final capital monitoring report presented to the Social Work Resources Committee for the financial year 2019/2020.

3.2. The budget reflects the programme for the year (Executive Committee, 29 May 2019). There have been no further budget adjustments this financial year.

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

4. Employee Implications

4.1. None

5. Financial Implications

5.1. The total capital programme for Social Work Resources for 2019/2020 was £2.729 million.

5.2. 2019/20 Final Position

Total expenditure to the 31 March 2020 was £0.563 million, a difference of £2.166 million on the programme of £2.729 million.

5.3. The final position is in line with the outturn reported to this Committee previously (20 May 2020) and mainly relates to the expected timing of project spend on the Blantyre Care Facility project.

5.4. The ongoing implications of COVID19, including the closure of construction sites in advance of the financial year-end, have had an impact on the level of capital spend which has been achieved this financial year. This will continue to impact on the

2020/2021 Capital Programme. Funding will carry forward into next financial year and an update on the 2020/2021 programme is detailed in a separate report to this Committee.

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 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. 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)

Val de Souza

Director, Health and Social Care

30 July 2020

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Executive Committee, 29 May 2019

List of Background Papers

- Financial ledger to 31 March 2020

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 2019-2020
Social Work Resources Programme
For Period 1 April 2019 – 31 March 2020

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work - Care Facilities	2,716	0	0	2,716	2,716	550
Social Work – Other	13	0	0	13	13	13
TOTAL	2,729	0	0	2,729	2,729	563

Report

6

Report to: **Social Work Resources Committee**
 Date of Meeting: **19 August 2020**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources - Capital Budget Monitoring
 2020/2021**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Social Work Resources for the period 1 April to 19 June 2020.

2. Recommendation(s)

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

- (1) that the Social Work Resources' capital programme of £5.817 million and expenditure to date of £0.008 million be noted.

3. Background

- 3.1. This is the first capital monitoring report presented to the Social Work Resources Committee for the financial year 2020/2021. Further reports will follow throughout the year.
- 3.2. The budget of £5.817 million reflects the approved programme for the year for Social Work Resources (Council, 25 March 2020) updated to include funding carried forward from 2019/2020 (Executive Committee, 24 June 2020).
- 3.3. The progress in delivery of these new year programmes has been affected by the lockdown due to COVID-19. The ongoing implications of this, including the closure of construction sites in advance of the financial year end, has had an impact on the level of capital spend achieved in 2019/2020 and will continue to impact on the 2020/2021 Capital Programme.
- 3.4. The report details the financial position for Social Work Resources in Appendix A.

4. Employee Implications

4.1. None

5. Financial Implications

- 5.1. Section 3.3 notes that the delivery of the 2020/2021 Capital Programme has been affected by the lockdown due to COVID-19. Since the lockdown occurred, little progress has been made in terms of construction work, with sites being temporarily closed down.

5.2. As lockdown eases, the review of the General Services Capital Programme continues, with a view to providing a realistic estimate of anticipated spend levels for 2020/2021. The estimates will reflect the initial lockdown delay, along with the ongoing implications of the requirements of social distancing, as sites get back up and running. A separate report detailing the overall level of spend achievable for Social Work Resources in 2020/2021 will be reported to a future meeting of this Committee.

5.3. Period 3 Position

The total capital programme for Social Work Resources for 2020/2021 is £5.817 million. Spend to 19 June 2020 amounts to £0.008 million.

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 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. 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)

Val de Souza

Director, Health and Social Care

30 July 2020

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- South Lanarkshire Council, 25 March 2020
- Executive Committee, 24 June 2020

List of Background Papers

- Financial ledger to 19 June 2020

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 2020-2021
Social Work Resources Programme
For Period 1 April 2020 – 19 June 2020

<u>Social Work Resources</u>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Social Work - Care Facilities	5,417	0	0	5,417	8	8
Social Work - Other	400	0	0	400	0	0
TOTAL	5,817	0	0	5,817	8	8

Report

Report to: **Social Work Resources Committee**
 Date of Meeting: **19 August 2020**
 Report by: **Executive Director (Finance and Corporate Resources)
 Director, Health and Social Care**

Subject: **Social Work Resources – Workforce Monitoring – April to June 2020**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide employment information for April to June 2020 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 April to June 2020 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

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 April to June 2020.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of June 2020 for Social Work Resources.

The Resource absence figure for June 2020 was 5.2%, which represents a decrease of 0.5% when compared to the previous month and is 2.5% higher than the Council-wide figure. Compared to June 2019, the Resource absence figure has decreased by 1.0%.

Based on the absence figures at June 2020 and annual trends, the projected annual average absence for the Resource for 2020/2021 is 6.6%, compared to a Council-wide average figure of 4.6%.

For the financial year 2020/2021, the projected average days lost per employee equates to 13.0 days, compared with the overall figure for the Council of 8.1 days per employee.

Managers follow the procedures outlined in the Maximising Attendance Policy to support employees to remain at work, or to return to work after a sickness absence. There are comprehensive employee supports in place and additionally, Personnel Services work in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

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.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 181 referrals were made this period, a decrease of 213 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were 35 accidents/incidents recorded within the Resource this period, a decrease of 2 when compared to the same period last year.

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

There were no disciplinary hearings held within the Resource this period, which is a decrease of 13 when compared with the same period last year. There were no grievance hearings within the Resource this period, which is a decrease of 2 when compared with the same period last year. There were 3 Dignity at Work complaints raised within the Resource this period, which is an increase of 1 when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 22 leavers in the Resource this period who were eligible for an exit interview, a decrease of 14 when compared with the same period last year. Exit interviews were held with 23% of employees, compared with 14% 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 April to June 2020, 46 (34.74 FTE) employees in total left employment and managers indicated that all posts are being filled.

5 Employee Implications

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

6. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

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

8. Other Implications

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

9. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

14 July 2020

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 – 20 May 2020

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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E-mail: Janet.McLuckie@southlanarkshire.gov.uk

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	5.3	5.0	5.5	April	6.2	6.9	10.2	April	5.6	5.6	7.1	April	4.1	4.0	4.4
May	5.1	5.6	4.4	May	6.2	7.7	8.1	May	5.4	6.3	5.7	May	4.2	4.4	3.1
June	5.2	5.8	3.9	June	6.3	6.9	7.6	June	5.6	6.2	5.2	June	4.3	4.4	2.7
July	5.2	5.1		July	6.4	7.7		July	5.6	5.9		July	3.4	3.4	
August	5.0	5.9		August	5.9	6.7		August	5.3	6.2		August	3.6	3.7	
September	5.0	6.2		September	6.1	6.8		September	5.4	6.4		September	4.4	4.5	
October	5.7	6.1		October	5.6	6.5		October	5.6	6.2		October	4.4	4.6	
November	5.4	6.8		November	5.3	6.8		November	5.4	6.8		November	5.1	5.5	
December	5.1	6.9		December	6.9	8.7		December	5.7	7.5		December	4.8	5.7	
January	5.2	6.2		January	8.4	9.5		January	6.2	7.3		January	4.9	5.3	
February	5.5	6.8		February	8.5	8.8		February	6.5	7.5		February	5.2	5.6	
March	5.4	6.8		March	6.5	8.5		March	5.8	7.4		March	4.9	6.2	
Annual Average	5.3	6.1	5.9	Annual Average	6.5	7.6	8.0	Annual Average	5.7	6.6	6.6	Annual Average	4.4	4.8	4.6
Average Apr-Jun	5.2	5.5	4.6	Average Apr-Jun	6.2	7.2	8.6	Average Apr-Jun	5.5	6.0	6.0	Average Apr-Jun	4.2	4.3	3.4

No of Employees at 30 June 2020	1827	No of Employees at 30 June 2020	1153	No of Employees at 30 June 2020	2980	No of Employees at 30 June 2020	15735
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For the financial year 2020/21, the projected average days lost per employee equates to 13.0 days.

SOCIAL WORK RESOURCES

	Apr-Jun 2019	Apr-Jun 2020
MEDICAL EXAMINATIONS		
Number of Employees Attending	120	69
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	28	5
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	153	49
REFERRALS TO EMPLOYEE SUPPORT OFFICER	84	56
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	9	2
TOTAL	394	181

CAUSE OF ACCIDENTS/INCIDENTS	Apr-Jun 2019	Apr-Jun 2020
Over 7 day absences	7	2
Over 3 day absences**	0	1
Minor	5	8
Near Miss	1	0
Violent Incident: Physical****	17	17
Violent Incident: Verbal*****	7	7
Total Accidents/Incidents	37	35

*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	Apr-Jun 2019	Apr-Jun 2020
Total Number of Hearings	13	0

RECORD OF GRIEVANCE HEARINGS	Apr-Jun 2019	Apr-Jun 2020
Number of Grievances	2	0
Number Resolved at Stage 1	1	0
Still in Progress	1	0

RECORD OF DIGNITY AT WORK	Apr-Jun 2019	Apr-Jun 2020
Number of Incidents	2	3
Number Resolved at Formal Stage	2	0
Still in Progress	0	3

ANALYSIS OF REASONS FOR LEAVING	Apr-Jun 2019	Apr-Jun 2020
Career Advancement	0	2
Poor Relationship with Manager/Colleagues	0	1
Travelling Difficulties	1	0
Childcare/caring responsibilities	1	0
Other	3	2
Number of Exit Interviews conducted	5	5

Total Number of Leavers Eligible for Exit Interview	36	22
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Percentage of interviews conducted	14%	23%
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Appendix 2a

	Apr 2020 - Jun 2020		Cumulative total	
	FTE*	H/C**	FTE	H/C
Terminations/Leavers	34.74	46	34.74	46
Being replaced	34.74	46	34.74	46
Held pending savings	0.00	0	0.00	0
Filled on fixed term basis	0.00	0	0.00	0
Budget transfer to other post	0.00	0	0.00	0
End of fixed term contract	0.00	0	0.00	0

* Full time equivalent

** Head count/number of employees

Report

8

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	Social Work Resources Resource Plan 2020-2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present the Social Work Resource Plan 2020-2021 for consideration and endorsement

2. Recommendation(s)

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

- (1) that that the Resource Plan 2020-21 attached as Appendix 1, be endorsed and referred to the Executive Committee for approval;
- (2) that the Resource Plan 2020-21 be uploaded onto the Council's website once approved by the Executive Committee; and
- (3) that a Quarter 2 Progress Report on the Resource Plan 2020-21 be provided to a future meeting of the Committee

3. Background

- 3.1. The Resources Plan sets out the priorities, objectives and actions to be managed and delivered by the Resource for the financial year.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017-22.
- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan and the Community Plan as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the council's vision, values, ambitions and objectives at all levels.
- 3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management

Teams and Resource Committees. The focus has been on reporting progress on council objectives, statutory performance indicators, other key performance measures and high-level Resource priorities.

- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Resource Plan 2020-21

- 4.1. The Resource Plan 2020-21 is attached as Appendix 1 and is structured around the following headings:

1. Introduction;
2. Key areas for the year ahead;
3. Resource objectives/outcomes;
4. Measures and actions; and
5. Resourcing the Plan.

4.2. Resource Objectives 2020-21

- 4.2.1. The Resource has established a number of objectives to support the delivery of the Connect priorities in 2020-21. These are detailed in Appendix 2. To support these objectives, the Resource has developed performance measures and an action plan which are set out in Section 4 of the Resource Plan. A selection of these will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2020-21, with the rest being monitored and reported at Resource level.

4.3. Monitoring and reporting

- 4.3.1. As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures in the Resource Plan – Quarter 2 Progress Report 2020-21.

5. Employee Implications

- 5.1. 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. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change implications as a result of this report.

8. Other Implications

- 8.1. 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.

- 8.2. 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.

8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

9. Equality Impact Assessment and Consultation Arrangements

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

Val de Souza

Director, Health and Social Care

Date created: 31 July 2020

Link(s) to Council Values/Objectives

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

Previous References

- ◆ Social Work Resource Plan Quarter 4 Progress Report 2018-19 and Social Work Resource Plan 2019-20– 7 August 2019 presented to Committee

List of Background Papers

- ◆ Council Plan [Connect](#) 2017-22
- ◆ [Social Work Resource Plan 2019-2020](#)

Contact for Further Information

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

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Social Work Resources

Social Work Resource Plan 2020-21

Section	Contents	Page
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2.0	Key areas of focus for the year ahead	5
3.0	Resource objectives/outcomes	7
4.0	Measures and actions	9
5.0	Resourcing the Plan	13

Section One – Introduction

I am pleased to introduce our Resource Plan for 2020-21 which sets out our objectives and priorities for the coming year.

The aim of [Social Work Resources](#) is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We do this by providing responsive and accessible services for vulnerable children, young people, adults and older people and their carers which will support them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System.

The Resource is one of the key partners within the South Lanarkshire Health and Social Care Partnership and continues to make good progress to promote its vision “*Working together to improve health and wellbeing **in** the community – **with** the community*” by supporting and enabling people to remain in their home and community in line with their wishes.

Resource activities include: assessment, specialist assessment and support; provision of targeted services for vulnerable children, young people and adults **and their carers**; service provision including homecare; support services, day, respite and residential services; supervision and monitoring in the protection of vulnerable children and adults; and working with those subject to requirements within justice and mental health legislation. There are 3 service areas within Social Work Resources which ensure that the Council delivers its statutory duties and functions across 4 localities.

Adult and Older People Services

Adult and Older People Services work with other Council Resources as well as partners in health, the voluntary and independent sector. Adult care staff work in local Social Work offices, in joint community based teams, in day support centres, local communities and in people's own homes. Staff fulfil duties under the law and the Mental Health (Care and Treatment)(Scotland) Act 2003 and Adults With Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered.

Older people services provide support in different ways. Assessment and care management services are based in local offices, assess the care needs of service users and their carers, and help plan services to meet those needs. Care at home services and day care services provide a range of support designed to help people remain as independent as possible within the community.

Care home care is available for individuals who need support in such a setting on a short or long term basis. Social Work also fund a wide range of commissioned services provided by the independent, voluntary and private sector.

Children and Justice Services

Children's services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities.

We work to provide family support to promote the welfare and development of children, young people and their families. Social Work Resources has a duty to protect children. Whilst this is a shared responsibility with other agencies and the community, Social Work has particular responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures.

Justice staff work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime.

Justice offers a wide range of services in courts, local offices and specialised teams to people referred by the courts, prisons and other agencies. We work with offenders to reduce their criminal behaviour and promote community safety. This is done by helping prisoners resettle following a period in prison, addressing responsibility for offending, providing programmes that offer realistic alternatives and raising awareness about how offending affects victims.

Performance and Support Services

Performance and Support Services support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance; Personnel;

Workforce Planning; Corporate Governance; Information Governance; and Asset Management. Administration Services providing effective administration and communication support to all the service areas across the Resource. Money Matters Advice Service offers benefits and money advice. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, risk management which involves the provision of a range of information which meets the following resource planning requirements, Scottish Government returns and statutory performance indicators; information to support planning, for example demographic profiles and trends, management information requests as required by services and business needs.

This overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by Covid-19, social change, legislation and policies, the council's key plans and other statutory commitments.

There is a statutory requirement for the council 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 is to provide professional advice and guidance to the local authority, elected members and officers in the provision of Social Work services, whether commissioned or directly provided. A copy of the [CSWO Report](#) is available to download from the council website.

Val de Souza
Director of Health and Social Care
Social Work Resources

Section Two – Key areas of focus for the year ahead

2. Overview

The Resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1 Key areas of challenge, change and improvement for the year ahead

COVID19 Response and Recovery

Through the initial period of 2020/21, the Council responded to the Global Pandemic, ensuring that essential services could be delivered safely. Social Work Resources continues to address emerging challenges presented by COVID 19. Our priority will continue to be placed upon ensuring effective delivery of critical services to protect vulnerable children, young people and adults in our communities complying with statutory legislation. Services have continued to be delivered to those assessed as most at risk with our focus on public protection. Adult support and protection and child protection case conferences and key meetings have been arranged virtually as well as face to face contact where necessary. Care at home services (including the introduction of a community meals service), residential child care services and residential older people' care continued to be delivered. A PPE hub was established and distributed equipment to staff internally and to externally commissioned services as well as to carers.

Other services have continued to be delivered with minimal cover arrangements to reduce footfall, or through agile means such as money matters advice, administration services, strategy, planning and performance, children, justice, court services and adult and older people assessment and care management. The model of delivery for day care for older people has been adapted from Centre based to an outreach service and this will be reviewed as part of the overall service review.

Recovery of service provision

Service delivery models have been reorganised in order to adhere to social distancing, to reduce the footfall in offices while at the same time supporting our most vulnerable people. The Resource is progressing the recovery of key services. Family Centres will begin to provide contact for families, unpaid work service will begin to resume and build capacity. The introduction of agile working and the use of key IT solutions such as Microsoft Teams and Near Me have been invaluable to service delivery and to the recovery process. All working arrangements which have been put in place to deliver services during this public health crisis will be reviewed on an ongoing basis as we begin to recover.

Delivering the strategic commissioning plan intentions

Social Work Resources a key partner of the Health and Social Care Partnership will deliver the Strategic Commissioning Plan intentions through the directions issued by South Lanarkshire Integrated Joint Board.

Transformation and improvement

Prior to the pandemic Social Work Resources were progressing a transformation agenda for care facilities, adult and older people's day services and care at home services. It will now continue to progress these along with delivering an improvement agenda (with a focus on our Care at Home service in the Hamilton and Rutherglen areas, and actions from the Children's Services Inspection) as well as delivering our workforce plan.

Challenges and service demand

There are a number of factors which present specific challenges to the Resource in relation to the demand for service provision. These include:

- Affordability of services as a result of new financial pressures brought about by the Global Pandemic
- An increasing ageing population (this is most pronounced in the 75+ age group). Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower and people

will spend a higher proportion of their lives in poor health. These factors increase the demand for services.

- 32% rise in the number of children looked after over the last 3 years
- 14% rise in the last 3 years in the number of people on guardianship orders with the consequential impact of a 15% increase in the number of statutory visits to be undertaken
- Adult support and protection activity has increased over last three years with an 80% increase in the number of adult protection plans being agreed to support vulnerable adults.
- Dementia prevalence rates were 8 per 1,000 of the population in 2012/13 and projected to 9.7 per 1,000 of the population for 2020/21
- Pressures on acute hospital services resulting from accident and emergency admissions requires continued support from social care to support safe discharge home
- People supported in their communities with long term conditions places significant pressure on the provision of social care services. For example, people living with depression or anxiety is projected to grow from 224 to 281 per 1,000 of the population in 2020/21
- Many factors combine together to affect the health and wellbeing of individuals and communities. Whether people are healthy or not, is determined by their social and economic circumstances and the wider environment all of which contribute to health inequalities. It is likely that the pandemic will accentuate these inequalities and service provision will continue to be targeted at the most vulnerable in our communities. Social Work, the HSCP and other partners will have a role to play in tackling these inequalities.

2.2 Top risks

Social Work Resources have identified a number of risks some of which feature on the council's top risk register. These are:

- Failure in multi-agency public protection procedures that result in harm to vulnerable children and adults.
- Failure to evidence delivery of actions necessary to achieve the objectives set out in the IJB Strategic Commissioning Plan
- Reduction in Council funding resulting in difficulties in achieving savings and maintaining frontline services
- Potential liability arising from claims of historic abuse
- Information Management not subject to adequate control
- Failure to evidence sufficient progress against Care Inspectorate requirements for the Care at Home Service
- Failure to prepare for the analogue to digital switchover
- Lack of capacity and skills to provide and meet increased service demands

In the coming year Social work Resources will take forward all reasonable necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these risks.

2.3 Statutory requirements

The current legislative landscape for social care is complex and is subject to change. Work undertaken by Social Work is statutory and must comply with regulatory requirements. The majority of services are regulated by the Care Inspectorate.

2.4 The financial outlook

The outlook for public service finance continues to be uncertain. Social Work Resources will be required to make savings agreed by the IJB and the Council's Executive Committee given that the overall social work resources operational budget from an adult and older people services perspective is determined by the IJB, with the remaining children, justice and performance and support service elements being determined by the Council's Executive Committee. Any savings applied to this collective budget for social care services will therefore be determined by a combination of Executive Committee and IJB and will require Social Work Resources to achieve these.

Section Three – Resource objectives/outcomes

3.1. Resource Objectives/outcomes

Social Work Resources has established the following Resource objectives to support the delivery of Connect priorities in 2020-21.

Connect Priority	Resource Objectives
Ensure communities are safe, strong and sustainable	<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
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> ◆ Tackling poverty and deprivation ◆ Strengthen engagement with service users and carers
Get it right for children and young people	<ul style="list-style-type: none"> ◆ Care and protect vulnerable children and young people
Improve health, care and wellbeing	<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

3.2. Delivering the Plan and achieving Best Value

Working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Social Work Resources has established the following Resource objectives to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	Resource Objectives
	<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

Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our objectives; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

Resource Objective:	Embed sustainable development strategy across Social Work Resources			
Measure	Baseline	Annual Target	Links	Service
1. Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency.	-	-	C6.1	Performance and Support
Resource Objective:	Progress the Community Justice Outcome Improvement Plan			
Measure	Baseline	Annual Target	Links	Service
2. 98% of clients are first seen within two working days of a DTTO commencing	98%	98%	C6.6	Children and Justice
Resource Objective:	Provide access to timely support and interventions for people/groups who are disadvantaged			
Measure	Baseline	Annual Target	Links	Service
3. 90% of drug/alcohol/clients start treatment/psychological intervention within three weeks of referral	90%	90%	C6.6	Adult and Older People
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	Baseline	Annual Target	Links	Service
4. 75% of offenders on CPO unpaid work requirement are seen within five working days by their case manager	75%	75%	-	Children and Justice
5. 75% of people starting their placement within seven days of a CPO unpaid work	75%	75%	-	Children and Justice
6. 95% of Criminal Justice Social Work reports submitted to Court by the due date		95%	C6.6	Children and Justice
Resource Objective:	Care and Protect vulnerable children and young people			
Measure	Baseline	Annual Target	Links	Service
7. Monitor the number of investigations undertaken (level of child protection activity)	75%	75%	-	Children and Justice
8. 75% of children seen by a supervising officer within 15 days	75%	75%	-	Children and Justice
9. 75% of reports submitted to the Children's Reporter within	75%	95%	C6.6	Children and Justice

20 days				
Resource Objective:	Care and Protect vulnerable adults			
Measure	Baseline	Annual Target	Links	Service
10. Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided			C3.1	Adult and Older People
11. Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided			C3.1	Adult and Older People
12. 90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	90%	90%	C2.1	Adult and Older People
13. 90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	90%	90%	C2.1	Adult and Older People
Resource Objective:	Promote, choice, control and flexibility in social care			
Measure	Baseline	Annual Target	Links	Service
14. Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	-	-	C8.3	Adult and Older People

4.b. What actions we will take in 2020-21

Resource Objective	Progress the Community Justice Outcome Improvement Plan		
Action	Measure	Links	Service
1.Embed national model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board		Children and Justice
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		
2. Improve management of all offenders including high risk offenders	Produce MAPPA annual report and present to the Community Justice Partnership		Children and Justice
Resource Objective	Care and protect vulnerable children and young people		
Action	Measure	Links	Service
3. Implement the Corporate Parenting Strategy and Action Plan.	Report the number of looked after children by placement type in order to compare home and community placements on a six monthly basis	C2.2	Children and Justice
4. Work in partnership to resource carers appropriately in their caring role.	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to Young Carers	C2.3	Children and Justice
	Monitor the current commissioned carer support services,	C2.3	Performance and Support

	information and engagement services in respect of young carers		
Resource Objective	Care and protect vulnerable adults		
Action	Measure	Links	Service
5. As a result of multi-agency inspections, continue to improve outcomes for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	-	Adult and Older People
6. Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	C2.1	Adult and Older People
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	C2.1	Adult and Older People
Resource Objective	Deliver better health and social care outcomes for all		
Action	Measure	Links	Service
7. Implement eligibility criteria/prioritisation framework for equal access to personal outcomes	Roll out and monitor the impact of eligibility criteria/prioritisation for service users and carers on a six monthly basis.	-	Performance and Support
8. Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress 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	-	Performance and Support
9. Support the implementation of the Integrated Joint Board Directions which focus on the shifting the balance of care.	Provide progress reports to the IJB in relation to the Directions	C3.2	Performance and Support
10. Extend the range and choice of day opportunities for older people.	Develop and modernise day care services for older people which supports personal outcomes.	C3.7	Adult and Older People
11. Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability.	Provide updates on national strategies, e.g. See Hear, Mental Health	C2.7	Performance and Support
Resource Objective	Promote, choice, control and flexibility in social care		
Action	Measure	Links	Service
12. Work in partnership to support carers to continue in their caring role.	Monitor and report on the remodelled commissioned carer support, information and engagement services	-	Performance and Support
Resource Objective	Strengthen engagement with service users and carers		
Action	Measure	Links	Service
13. Continue to support the	Monitor and report on the	-	Performance

culture where consultation and participation is part of the planning, development and delivery of all our services.	Participation and Involvement Strategy		and Support
Resource Objective	Tackling poverty and deprivation		
Action	Measure	Links	Service
14. Contribute to the tackling poverty agenda.	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the money matters service on a quarterly basis.	-	Performance and Support
Resource Objective	Deliver and communicate the Council Plan and ensure high standards of governance		
Action	Measure	Links	Service
15. Ensure that high standards of governance are being exercised.	Risk register is regularly reviewed, agreed and updated through the performance and continuous improvement groups and social work governance group	C12.2	Performance and Support
16. Ensure monitoring, compliance and control of externally purchased services	Ongoing monitoring of the quality of care provided by externally purchased services.	C1.2	Performance and Support
17. Produce annual Chief Social Work Officer Report	Chief Social Work Officer Report is produced and forwarded to Scottish Chief Social Work Officer by September 2020	-	Performance and Support
Resource Objective	Develop improvement activity and promote scrutiny		
Action	Measure	Links	Service
18. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Ensure that Scottish Government Performance Reports are submitted within timescale: Looked After and Accommodated Children; Child Protection; Justice Services; Mental Health; Learning Disability (Esay); Homecare and Respite	C12.8	Performance and Support
19. Ensure registered care services are compliant with health and social care standards	Report on annual care inspectorate evaluations of our 42 registered services.	C2.5	Performance and Support
Resource Objective	Improve the skills, flexibility and capacity of the workforce		
Action	Measure	Links	Service
20. Contribute to a fair, healthy and sustainable food system	Contribute to the development of the Council's Food Strategy which will encompass social, health, economic and environmental concerns related to food.	-	Performance and Support

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue Budget 2020-21

The Resource has a Net Revenue Budget of £171.811 million for 2020-21. The table below allocates this budget across the services:

NET Budget by Service	2020-21	
Detail	£ million	%
Performance and Support Services	8.049	5
Adult and Older People	126.663	74
Children and Families	35.609	20
Justice and Substance Misuse	1.490	1
Total	171.811	100.0

5.2. Capital Budget 2020-21

The following capital budget of £3.651million is allocated to the Resource for 2020-21:

Capital Programme 2020-21	
Project	£ million
Social Work – Care Facilities	3.251
Community Alarms Replacement – Analogue to Digital	0.400
Total	3.651

The above figures reflect the Capital Programme for 2020/21 as approved by the Council on 25 March 2020. The delivery of the 2020/2021 Capital Programme has been affected by the lockdown due to COVID-19. A review of the General Services Capital Programme is therefore underway, with a view to providing a realistic estimate of anticipated spend levels for 2020/2021. The outcome of this review will be reported to a future Executive Committee meeting.

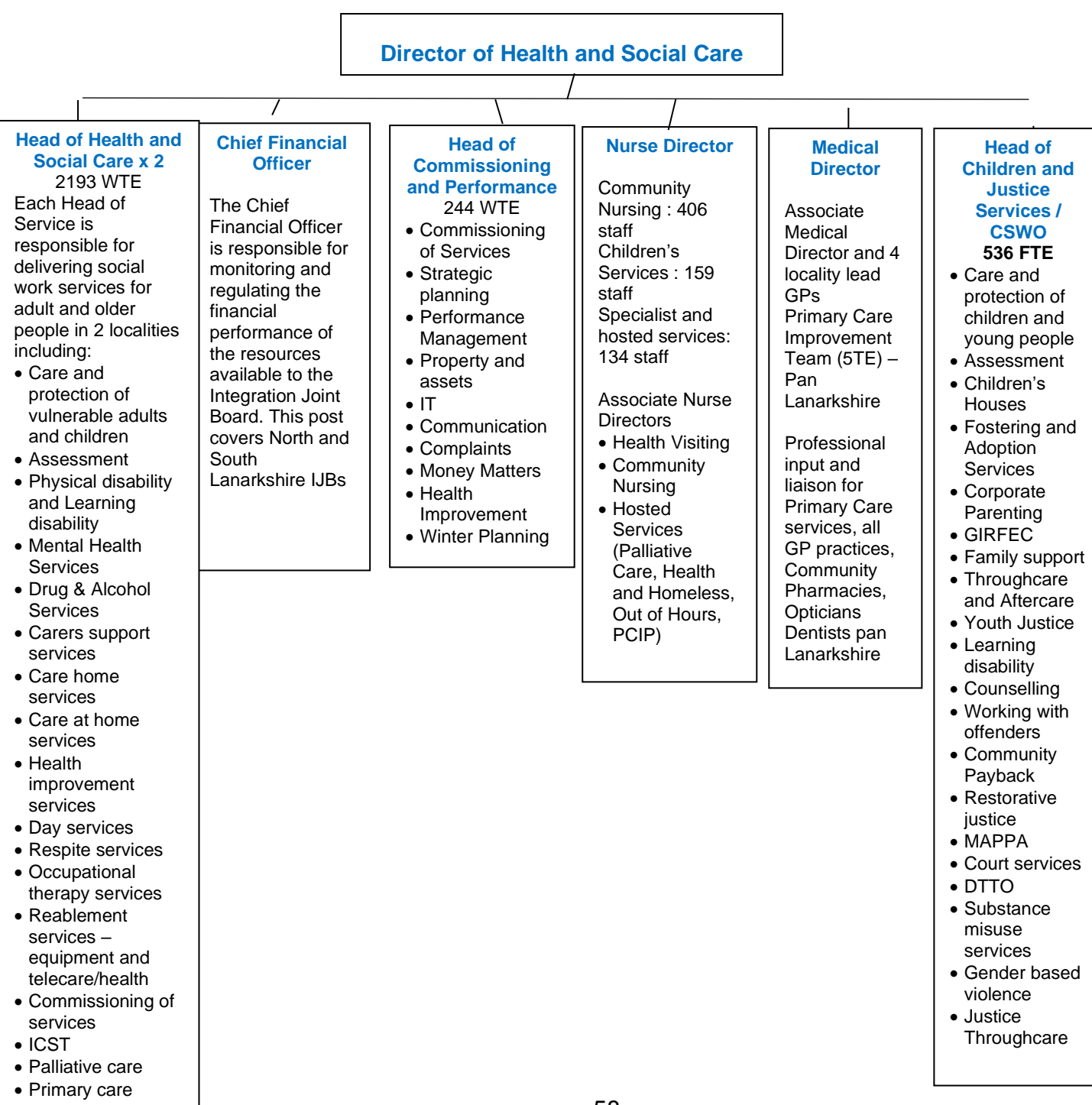
5.3. Resource Employees

Social Work Resources has 2,955 employees as at March 2020. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

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

Service	Number of employees
Adult and Older Peoples Services	2193
Children and Justice Services	536
Performance and Support	244
Total	2,973

5.4. Organisational structure



The Resource has established a number of objectives to support the delivery of the Connect priorities in 2020-21:

Connect Priority	Resource Objectives
Ensure communities are safe, strong and sustainable	<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
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> ◆ Tackling poverty and deprivation ◆ Strengthen engagement with service users and carers
Get it right for children and young people	<ul style="list-style-type: none"> ◆ Care and protect vulnerable children and young people
Improve health, care and wellbeing	<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
Delivering the Plan and achieving Best Value	<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

Report

9

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care Executive Director, Finance and Corporate Resources

Subject:	Care Management Improvement: Hospital Discharge Team
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on proposals to establish a hospital based discharge team
- ◆ to strengthen the management capacity
- ◆ to increase the establishment with an improved skill-mix associated with this workstream

2. Recommendation(s)

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

- (1) that the content of this report be noted; and
- (2) that the proposal to re-establish a Hospital Discharge Team as detailed at section 6 be approved.

3. Background

- 3.1. Investment in a hospital based discharge function was referred to as key requirements in the Care at Home Report presented to the Social Work Resources Committee on 4 March 2020, which will be further referred to in the employee and financial implications sections of this report.
- 3.2. Future reports will be brought to Committee, setting out the longer-term strategy and structure for the Services, which will also include recommendations about financial sustainability of the remodelled service. In the interim, the Resource will take forward some incremental change, requiring recruitment to key roles to support this transition.
- 3.3. South Lanarkshire Health and Social Care Partnership (SLHSCP) have historically experienced challenges in relation to delayed discharges from hospital. This has been amongst the highest in Scotland. Hospital discharge management is central to improving Unscheduled Care performance.
- 3.4. A key driver of this performance challenge is that SLHSCP receives more referrals for care, either care at home or requests for community care assessments than other areas of Scotland.

- 3.5. A hospital based Social Work team was in place up until 2016. At this point it was agreed that moving the team out to community would be a solution to reducing demand and increase economies of scale by being more community based.
- 3.6. This impact of this was that there was an additional resource in the community and shared roles in relation to team leads particularly. However, the demand related to the hospitals in terms of care has continued to rise and in practice little benefit has accrued from dispersing the service to the locality teams.
- 3.7. There are also challenges both in the hospital and the community in relation to quality assurance and governance in relation to effectively managing complexity and risk. This has been reflected in recent care inspectorate reports.

4. Hospital Based Social Care Team

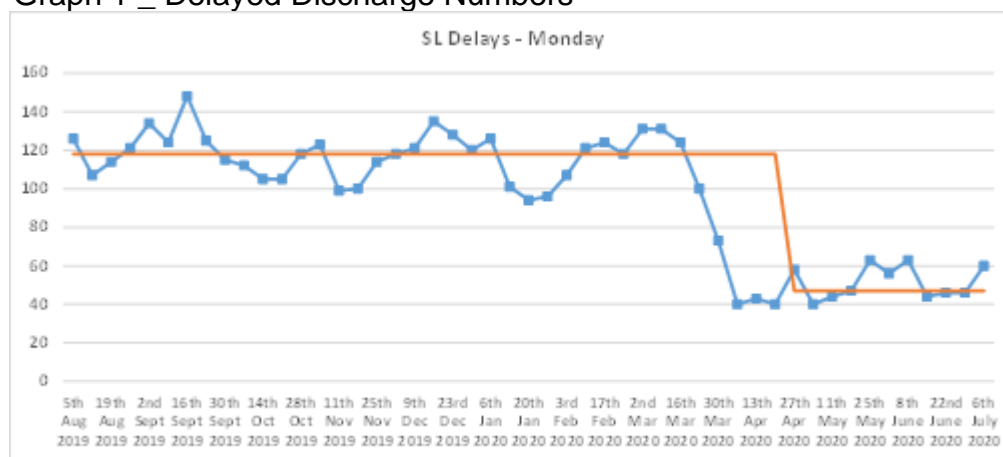
- 4.1. Consultation and benchmarking against other Partnerships has shown that the HSCP requires additional resources to ensure we have sufficient supervision, resource, skills mix and expertise to support the quality assurance and governance to support discharge planning. Other HSCP's have either retained or reverted back to having embedded hospital Social Work teams and have successfully focused on care pathways and interfaces within the acute setting to improve flow from hospital to the community. To achieve this in South Lanarkshire there needs to be a revised structure for the hospital team.
- 4.2. The proposal is to create, 1.0 FTE Field Work Manager, 2.0 FTE Team Leaders, 3 FTE Social Work Assistants and 1 Clerical Assistant.
- 4.3. There are currently 9 FTE Social Workers, 1 FTE Mental Health Officer and 1 FTE Social Work Assistant who are currently based in the localities and aligned to the hospital. These posts would be combined with the proposed posts to create a Social Work Hospital Discharge Function.

5. Delayed Discharge Improvement Pilot (June/July 2020)

- 5.1. There has been work ongoing in Hairmyres Hospital to improve delayed discharge. This has been in relation to a planned approach to discharge. This approach was demonstrated and seen as effective in reducing demand and delayed discharge In Tayside. It ensures that Social Work works alongside the ward Multi- Disciplinary Team (MDT) in relation to discharge planning.
- 5.2. The reduction in A&E attendances and the reduced bed occupancy allowed capacity to pilot the planned date of discharge across the 4 care of the elderly wards in Hairmyres. These wards referred on average 8 referrals per day pre COVID. This amounted to approximately 1200 referrals per year. Reducing the volume of referrals and ensuring those who are referred is a key aim.
- 5.3. In May 2020, all the care of the elderly consultants, nursing staff, AHPs, discharge facilitators and Social Work staff met to discuss the approach on a planned approach to discharge. All patients who might require care were planned alongside Social Work colleagues and a planned date assigned. This was a considerable change as previously referrals were only made when patients were clinically ready. There was a community Social Worker assigned to each of the wards.
- 5.4. The results have been that:

- ◆ 70% of all discharges are planned and 90% of people left on their planned date of discharge. The higher the ratio of planned to non-planned the lower the delayed discharge figures
- ◆ the impact was greater on care at home than community care assessments. This has primarily a consequence of care homes being closed to COVID
- ◆ Delayed discharges have remained low
- ◆ All referrals have been screened for eligibility. This has been maintained.

5.4.1. Graph 1 _ Delayed Discharge Numbers



- 5.5. This improvement has been achieved by a small cohort of staff which have reached the hospital. To ensure these improvements are scaled up and sustained, post COVID, there is a requirement for a new permanent resourcing solution.

6. Employee Implications

- 6.1. Employee implications are detailed below and the proposal is to create these posts on a permanent basis.

Role	Current	Proposed	New	Grade	SCP	Hourly	Salary	Gross cost
Fieldwork Manager	0	1	1	Grade 5 Level 1	96 - 97	£29.47- £29.92	£53,780 - £54,601	£70,075 - £71,145
Team Leader	1	3	2	Grade 3 Level 8	79 - 80	£22.89- £23.24	£44,159 - £44,834	£108,858 - £110,998
Social Worker	9	9	0	Grade 3 Level 4	72 - 74			
Mental Health Officer	1	1	0	Grade 3 Level 4	72 - 74			
Social Work Assistant	1	4	3	Grade 2 Level 4	55 - 57	£16.03- £16.52	£29,253 - £30,147	£114,351- £117,846
Clerical Assistant	0	1	1	Grade 1 Level 3	25 - 27	£10.34- £10.64	£18,869 - £19,417	£24,587- £25,300
Total	12	19	7					£317,871 - £325,289

7. Financial Implications

- 7.1. At both the Council meeting on 26 February 20 and the Executive Committee on the same day, it was agreed that the council underspend of £2.658m in its revenue budget would be used for future budget strategies, including supporting the costs of transitional change in the Care at Home Service.

- 7.2. The Care at Home Report on 4 March 2020 sought temporary funding for a Project Team, totalling £0.180 per annum, this cost was to be included in the £2.658m provision to support the Care at Home Service.
- 7.3. The cost of the new posts in the table above at 7.1 ranges between £0.318m and £0.325m. It is anticipated that the posts will be appointed during the second quarter of the financial year and incur a part year cost.
- 7.4. In summary, the £2.658m temporary commitment to support the Care at Home Services, will meet the costs of the Project Team and the Hospital Discharge Team.
- 7.5. In addition, future reports will be brought to Committee, setting out the future proposals for the use of transitional money and a longer term strategy and structure for the Services, which will also include recommendations about financial sustainability of the remodelled service. These reports will cover financial implications and requirement for investment. In the interim, the Resource will take forward the proposed incremental changes, requiring recruitment to key roles to support this transition. The request is to approve these posts on a permanent basis, should the longer term remodelling impact on this, there is scope to minimise employee impact and deploy employees to other posts available within the resource as a result of natural turnover.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no climate change, sustainability or environmental implications associated with this report.

9. Other Implications

- 9.1. The service has faced performance challenges with the current model of delivery and requires this additional capacity in the service to meet the statutory requirements of safe delivery of services within the required timeframes. These posts are required to ensure that the Council meets its statutory duties to provide assessment and care management functions for supported people and carers.
- 9.2. There is a requirement to ensure that as a council we demonstrate a commitment to redesign of services and investment to ensure safe practice.
- 9.3. There are no other implications 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 existing policy, function or strategy and therefore no impact assessment is required.
- 10.2. Consultation has taken place with the Trade Unions regarding the report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

28 July 2020

Link(s) to Council Values/Objectives

- ◆ Improve later life
- ◆ Deliver 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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Email: marianne.hayward@southlanarkshire.gov.uk

Report

10

Report to: **Social Work Resources Committee**
 Date of Meeting: **19 August 2020**
 Report by: **Director, Health and Social Care**
Executive Director (Finance and Corporate Resources)

Subject: **Staffing in Justice Social Work Resources**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update to Committee on the introduction and expansion of three areas of service delivery within Justice Services: the Structured Deferred Sentencing Initiative, Caledonian System and Justice Throughcare
- ◆ request a re-alignment of the Link Project establishment to the Structured Deferred Sentence Establishment
- ◆ request an increase in the Criminal Justice Social Work establishment in response to the expansion of the Justice Service provision over the past two years and the backlog of work as a result of COVID

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, detailed at Section 6 of the report, be approved.

3. Background

3.1. Justice Services

3.1.1. The Scottish Government vision for Community Justice is reflected in the current South Lanarkshire Community Justice Improvement plan of which the key aims are: prevent and reduce further offending by addressing its underlying causes; and safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

3.1.2. South Lanarkshire Council (SLC) are committed to improving the quality of available interventions in Justice Services for all service users, including the successful transition of people from custody to our communities.

3.1.3. Since 2018 Justice Services have successfully extended Justice Throughcare provision for individuals leaving custody. Service provision has been enhanced for young people involved in the criminal justice system and also for families affected by domestic abuse. The unpaid work service has also continued to adapt to new pressures since being reviewed in 2017. Development and improvements within these three areas have strengthened interventions, improved outcomes for service users across the Justice Social Work Service and promoted the Safer South Lanarkshire agenda.

3.2. Structured Deferred Sentencing Initiative

- 3.2.1. The Structured Deferred Sentencing Initiative, a partnership between the Court, Social Work and the third sector has been in operation since 2018. Structured deferred sentencing (SDS) is a community based intervention given after conviction and before sentencing which aims to divert young people away from the criminal justice system by providing intensive community interventions to reduce re-offending, improve employability and build/maintain community supports.
- 3.2.2. Within South Lanarkshire a closed Court with dedicated sheriffs sits on a fortnightly basis to sentence and review young people aged 16-21 years who are subject to an SDS.
- 3.2.3. The University of the West of Scotland Evaluation report concluded in 2019 that the SDS development had led to ground-breaking outcomes for young people convicted of moderate to high level offences. 84% of young people subject to SDS successfully completed their Order and were admonished at the end of the period of deferment. This is in stark contrast to the poor outcomes for young people of a similar age subject to Community Payback Orders.
- 3.2.4. The SDS success rate has led to the diverting of a significant number of young people from the Criminal Justice System leading to improved life chances for this group including better employability prospects and stronger community links.
- 3.2.5. The findings from the Structured Deferred Sentencing Initiative are of particular significance in light of the Scottish Governments introduction of Presumption against Short Sentences (PASS) of 12 months or less which will lead to an increase in community-based sentencing.
- 3.2.6. The SDS initiative was identified as a good practice example at the Community Justice (Scotland) Second Chancers event and in the report from the Care Inspectorate on Children's Services published in June 2020.
- 3.2.7. The SDS project has driven forward the extension of the Whole System Approach (WSA) for young people up to the age of 21 years, where possible, and is aligned with the vision of the Children's Services Plan, Corporate Parenting Strategy and Community Justice Partnership.

3.3. Caledonian System

- 3.3.1. In 2018 SLC successfully secured Scottish Government funding for a two year period to deliver this multi-faceted Domestic Abuse programme.
- 3.3.2. Caledonian System is an accredited programme designed for use with adult male perpetrators convicted of domestic abuse offences. The primary aim of the Caledonian System is to reduce the re-offending of men convicted of domestic abuse related offences, thereby increasing women's and children's safety. This is in line with the Scottish Government three-fold intended outcomes for community-based interventions: public protection, reduction of custody and social inclusion of rehabilitated offenders. Support is also provided to the women and children affected by the behaviour of the perpetrator and this support is delivered by Women's Aid and Circle.

- 3.3.3. The original funding bid provided for a 0.5 FTE Team Leader, 1.5 FTE Social Worker, one FTE Women's Aid worker and a part-time CIRCLE worker.
- 3.3.4. Social Workers undertake an assessment as to the suitability of men for this programme including an enhanced risk assessment. Observations and conclusions are reflected in a detailed report to the Court. The Court may then choose to implement a Community Payback Order (CPO) with a requirement to attend the Caledonian Programme.
- 3.3.5. The programme includes focussed intervention with men lasting a minimum of two years comprising pre-group preparation and motivation sessions (14 sessions), a group-work programme (22 sessions), and post-group maintenance until the end of the Court Order.
- 3.3.6. Since its inception 56 men have been placed on CPOs with a condition of attendance at the Caledonian Programme. 17 children affected by domestic abuse have been supported by the Children's Worker provided by CIRCLE and 26 Women have been supported by Women's Aid.
- 3.3.7. The demand in the first year of the project has significantly exceeded that projected in the funding application.
- 3.3.8. Evaluation to date indicates improved outcomes for all involved. Women and children report feeling safer and men report having greater control over their feelings and behaviours.
- 3.3.9. Ongoing monitoring and evaluation since the inception of the Caledonian System, shows that the number of CPOs with condition of Caledonian Programme, has significantly exceeded the volume anticipated at the time of submission of the original funding bid. There has also been a substantial increase in the demand for work from the Women and Children's Service.
- 3.3.10. The increase in demand whilst indicating that the project is successful and valued by the judiciary has led to challenges for the current staff team. The present allocation of a 0.5 FTE Team Leader post is inadequate to meet the demands for allocation, guidance and supervision required for this specialist service.
- 3.3.11. The Team Leader is responsible for the day to day delivery of the Caledonian Men's Programme and is responsible for the day to day provision of the Caledonian Women's Service and Caledonian Children's Service. The Team Leader is familiar with the local and national Caledonian Performance Outcome Framework and data gathering processes and monitors local compliance with these.
- 3.3.12. The Programme requires to be supported by the establishment of a full-time Team Leader. They would manage the needs of the increased service on a daily basis, provide oversight and monitoring in terms of risk management and escalate timeously where necessary to ensure robust strategies are in place to ensure the safety of victims and families.
- 3.4. Unpaid Work
- 3.4.1. The Criminal Justice and Licensing (Scotland) ACT (2010) places a statutory duty on Councils to fulfil their requirements for Community Payback Orders. Providing service-users with Unpaid Work to meet the requirements of their order within the relevant timescales and supervising the Unpaid Work.

- 3.4.2. Community Payback Orders must contain offender supervision and/or unpaid work conditions.
- 3.4.3. Taking, arranging and organising referrals for Unpaid Work from the community, including individuals, community groups and agency projects.
- 3.4.4. Providing opportunities for 'meaningful activity'. (30% of an individual's CPO Unpaid Work requirement can be fulfilled by meaningful activity other than Unpaid Work, for example learning skills to help secure employment such as CV writing).
- 3.4.5. There is a statutory duty on all local authorities to submit an annual report accounting for the performance of Community Payback orders. Unpaid Work are a significant component of this return.
- 3.4.6. The Coronavirus Act 2020 provided a legislative basis for the suspension of the unpaid work activity and court business until July 2020. There is now a substantial backlog in unpaid work hours that require to be completed. The resumption of court business also means that new demand will add to the volume on unpaid work hours requiring to be serviced. The requirement to ensure infection control and social distancing adds additional demands on managers coordinating, supervising and overseeing work based placements. As such Team Leader coverage requires to be extended by 0.5 Temporary cover to ensure there is adequate resilience to manage the demands of additional unpaid work and ensure we meet statutory requirements. This post will be a temporary post until March 2021.
- 3.5. Justice Throughcare
 - 3.5.1. Until 2018 Justice Throughcare was a Pan-Lanarkshire service managed by North Lanarkshire. In April 2018 South Lanarkshire Justice Throughcare Team was established and took over responsibility for the successful transition of people from custody to our communities. The change to Throughcare arrangements necessitated the setting up of a new team with new protocols and procedures, the building and sustaining of strong partnership arrangements and strengthening knowledge and expertise within the service in terms of work/interventions with this group. It was intended to monitor progress and review the established team within a 24-month period to ensure that there was sufficient capacity to meet the needs of the service.
 - 3.5.2. The Throughcare Team is still in its infancy and requires additional capacity to provide senior management oversight and liaison with partners such as the Scottish Prison Service and the Parole Board.
- 4. Sustaining and Improving Justice Services - The Structured Deferred Sentencing Initiative**
 - 4.1. The Scottish Government has requested that where possible the Whole System Approach (WSA) is extended to young people up to the age of 26 years. This approach requires that an age appropriate service is provided which focusses on young peoples' needs and risk being managed effectively to help reduce and prevent further offending behaviours.
 - 4.2. The SDS Service is one example of a (WSA) intervention that has been evaluated as achieving the effective outcomes outlined in 3.2. The success of the approach continues to be contingent on a welfare-led intensive support package which fosters strong relationship-based practice.

- 4.3. SDS service delivery at the present time is supplemented by service provision from Family Support Workers (FSW) attached to the LINK project. The LINK project is funded until 2021 and currently provides a service to 16-18 year olds remanded or sentenced to custody in HM Young Offenders Institution, Polmont.
- 4.4. The volume of young people in this category has significantly reduced and as such it is proposed that the two FSWs associated with this project are aligned to the SDS project. The FSW would expand on their role in supporting young people subject to SDS whilst continuing the work of the LINK Project and supporting those young people in custody as part of a wider whole systems approach.
- 4.5. There is already a role for FSWs within the SDS initiative and workers from the LINK project have played a considerable role in supporting young people who are subject to SDS with transitions and assisting them to maintain accommodation and support in the community. The continuity of staff from custody to community is important for relationship-based practice and achieving good sustainable outcomes for young people. The realignment of FSW to the SDS initiative would enhance the level of service for young people involved with the Justice System and contribute to improvements in the safety, wellbeing and life chances of young people.
- 4.6. The SDS Service also requires a dedicated Team Leader to provide clear management direction and co-ordination of support, to meet required goals. A dedicated Team Leader would embed work which reduces the criminalisation of young people and continue to improve their life chances.
- 4.7. The Team Leader role would include allocations, monitoring and evaluation. They would be responsible for regular supervision of Social Workers (and FSWs), monitor and consistently implement Council procedures keep up-to-date with changes/recommendations with regards to interventions for young people involved with the Criminal Justice System and ensure staff have opportunities for training and development. The Team Leader would also liaise with third sector partners to promote a WSA to interventions, engage with staff in locality justice teams to ensure the SDS referral process is consistent and that the needs and risks for young people in the justice system are being met through the use of appropriate interventions.

5. Justice Services Management Support

- 5.1. The introduction and expansion of three areas of service delivery; the Structured Deferred Sentencing Initiative, Caledonian System, and Justice Throughcare, has added significantly to the role and responsibilities of Operations Managers and there is need for an additional Operations Manager within Justice Services.
- 5.2. The expansion of service delivery and the addition of services providing resource intensive interventions has led to an increase in workforce, both fieldwork staff and frontline managers, which has increased the requirement for supervision, guidance and oversight.
- 5.3. Operations Managers provide leadership in supporting staff to deliver effective, responsive and tailored interventions, ensure consistent provision of a credible and competent Justice Service which offers positive outcomes for those involved in the Justice Service and our communities, and contribute to improvements in public protection through efficient response to risk management and safety concerns whilst ensuring compliance with legislation and statutory responsibilities and monitoring performance.

- 5.4. Recent new government strategies such as the Emergency Early Release of Offenders has required partnership working, planning and direction at an operational and strategic level. The implementation of such strategies requires an immediate, efficient and effective response. The current operations manager complement within Justice Services does not have the capacity to manage such additional responsibilities whilst maintaining the quality of service delivery and providing effective risk management response to other areas of the service.
- 5.5. The Covid-19 pandemic has required leadership, planning and monitoring from Operations Managers to ensure that all aspects of staff and service user safety and compliance with Scottish Government recommendations were taken account of and adhered to. Responding to the pandemic has affected all areas of service delivery and procedures have required constant review and update to ensure service user and staff safety whilst continuing to provide a statutory service and responding flexibly to specific areas of increased risk such as domestic abuse.
- 5.6. Overall, there has been a significant increase in the scope and responsibility of Justice Operations Managers since 2018, and there will continue to be enhancements and improvements to service delivery. This means there is a requirement for an additional Operations Manager to ensure all areas of responsibility are covered on a day-to day basis.

6. Employee Implications

- 6.1. It is proposed that the 2 FTE Family Support Workers from the LINK project (funded to 2021 by ADP) are realigned to the Structured Deferred Sentencing Team establishment.
- 6.2. The increased service provision has led to a requirement for an overall establishment increase of 3 FTE, in order to sustain the expansion and ongoing improvements to delivery of Justice Services.
- 6.3 The Employee implications are detailed below and are seeking to create 2.5 FTE permanent posts to be added to the establishment as well as a temporary 0.5 FTE Team Leader post until 31 March for the Unpaid Work service.

Post (Social Work)	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3% (proposed posts)
Family Support Worker	2	2	Grade 2 level 1 - 4	34 – 57	£11.78 - £16.52	£21,497 – £30,147	£56,021 - £78,563
Team Leader	0	2	Grade 3 Level 8	79 – 80	£22.89 - £23.24	£41,772 – £42,411	£108,857 - £110,523
Operations Manager	0	1	Grade 4, Level 2- 5	82 – 88	£23.92 - £26.18	£43,652 - £47,776	£56,878 - £62,252
Total	2	5					£221,756 - £251,338

7. Financial Implications

- 7.1. Overall, 5 FTE posts will be funded from the Section 27 Social Work budget at a cost between £0.222m and £0.251m. This is for the 2 FTE Family Support Worker posts which will be realigned to the Structured Deferred Sentencing Team and the 2 FTE

new posts -1.5 FTE Team Leader and 1 FTE Operations Manager. Also 0.5 FTE Team Leader until 31 March 2021 for the Unpaid Work Service.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change associated with this report.
- 8.2. There are no sustainable development implications associated with this report.
- 8.3. There are no environmental implications associated with this report.

9. Other Implications

- 9.1. There is a risk of not providing adequate contingency cover and sufficient management support to ensure robust public protection arrangements are in place, if the posts are not approved.
- 9.2. There are no other issues associated with 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. Consultation has taken place with the Trade Unions in regard to the recommendations contained within this report.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

09 July 2020

Link(s) to Council Values/Objectives

- ◆ focused on people and their needs
- ◆ working with and respecting others
- ◆ accountable, effective, efficient, and transparent
- ◆ ambitious, self-aware and improving

Previous References

- ◆ none

List of Background Papers

- ◆ Structured Deferred Sentencing Evaluation Report
- ◆ Children's Services Inspection report
- ◆ Scottish Government WSA letter
- ◆ Caledonian Funding application

Contact for Further Information

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

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Report

11

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	South Lanarkshire Council Stairlift Provision
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on the key factors impacting on high levels of Stairlift Provision within South Lanarkshire

2. Recommendation(s)

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

- (1) that the HSCP develop a local Stairlift Provision Policy aligned with agreed South Lanarkshire Council Eligibility Criteria;
- (2) that the recommendations of the Adaptations without Delay report Royal College of Occupational Therapists 2019 be implemented;
- (3) that a tenure neutral major adaptations policy be developed;
- (4) that funding options for Stairlift Provision and maintenance be reviewed: and
- (5) that a future report is brought back to Social Work Committee following consultation and testing of policy.

3. Background

- 3.1. South Lanarkshire Council (SLC) has historically provided stairlifts and through floor lifts to people with all levels of assessed risk and need, following a dedicated assessment by the SLC Occupational Therapy (OT) Services.
- 3.2. This has created a longstanding community expectation of provision and encouraged a culture of risk avoidance rather than risk enablement. This has resulted in higher levels of Stairlift Provision levels in comparison with many other local authorities in Scotland. Significant changes in discharge planning practices within NHS Services over recent years has resulted in a shorter length of hospital stay and reduced opportunities for in-patient rehabilitation. Patients are therefore being discharged with higher level needs, where their recovery or rehabilitation potential has not been realised.
- 3.3. SLC OT Services have operated historically with a service target of 28 days from referral to assessment completion date. This has been performance driven rather than person centred. The alternative aim is to achieve reablement and rehabilitation approaches to enhance service user outcomes.
- 3.4. The more detailed guidance on eligibility guidance around Stairlift Provision has emerged from complaints from the public, and enquiries from elected members.

4. Rehousing Options for Service Options

- 4.1. An important consideration for assessors is the future suitability of each service user's property in relation to their disability and the environmental layout of their home.
- 4.2. Re-housing is routinely discussed during assessments undertaken however this option is rarely pursued by service users and their families. This is particularly relevant to service users who own their own homes and who are less willing to consider selling their property to then purchase one that was more suitable and sustainable for them, in the longer term.
- 4.3. Appendix 1 demonstrates the breakdown of stairlift installation across the Council per tenure, for the last three financial years. It should be noted that 75% of all stairlift installations for the past three financial years has been within owner occupied homes.
- 4.4. The limited availability of suitable social housing as an alternative to Stairlift Provision remains a challenge across all localities due to the type of housing stock available.
- 4.5. The legislation (Housing (Scotland) Act 1978) provided tenants with the right to buy their home. This has produced a 61.6% reduction in the available SLC housing stock (Appendix 2). This significant reduction reduced the availability of properties that may have been suitable for disabled people.
- 4.6. The availability of suitable flatted properties for re-allocation to disabled people is limited due to current SLC housing stock. An analysis of this stock (from figures issued April 2019) demonstrates that there is a higher percentage of "houses" (in stock type) as opposed to suitable flatted properties that may be available for re-allocation to disabled people when void (Appendix 3).
- 4.7. Of note is that Appendix 3 illustrates figures for total housing stock, not available properties for re-allocation. Within SLC housing stock, only 49% of the Council-wide total of 13,426 flats (for example, 6584) would potentially be suited for reallocation to disabled people.
- 4.8. The Health and Social Care Partnership (HSCP) will raise awareness amongst staff of the national and local organisations that can support disabled people to consider their option in relation to securing accessible housing. These could be accessed as an alternative to referring for the provision of stairlifts and other adaptations.

5. Policy and Procedures

- 5.1. The creation of a stairlift policy would allow for any assessment decisions to be more equitable, fair and transparent. Learning will be taken from other council areas to support the development of local guidance and protocols for Stairlift Provision.
- 5.2. In SLC, all stairlifts, maintenance, repairs and replacements are procured via a partnership arrangement with other local authorities and NHS Greater Glasgow and Clyde Health Board (Equipu 2020). All funding is secured from the SLC Social Work budget regardless of tenure. There is potential to make further efficiencies by exploring alternative funding options for stairlifts. Some local authorities utilise grant funding for owner occupiers which often means the homeowner pays 20% of the

cost. In South Lanarkshire, around 75% of new stairlifts are provided to owner occupiers, so savings could be significant.

- 5.3. In the Adaptations without Delay report (RCOT 2019), a new framework for equipment provision was introduced involving universal, targeted and specialist solutions with a person-centred approach. It supports positive risk taking providing a clear and different way of working from the existing practice within South Lanarkshire. This framework has not been adopted within the South Lanarkshire area to date, yet it aligns well with the desired outcomes of the Joint Board Strategic Commissioning Plan (South Lanarkshire Health and Social Care Partnership 2019).
- 5.4. Presently, there is no SLC major adaptations policy for private homeowners in contrast to the position for SLC housing tenants. This position often leads to the provision of extensions, significant home remodelling, and major lifting products in private homes without formal consideration of alternative options.
- 5.5. Historically, a £60 annual charge for stairlift maintenance was approved as policy by the Social Work Resources Committee in 2011. This was never implemented but could be considered as a possible means of additional income generation.

6. Stock Evaluation and Pre-Planned Maintenance (PPM) Implications

- 6.1. As at September 2019, there are 2799 lifts (all types) installed across SLC. This does not include lifts currently removed and sitting awaiting relocation. The breakdown of the different type of lifts currently in situ is shown in Appendix 4.
- 6.2. The average age of a lift within SLC is estimated by Equipu to be approximately five years old.
- 6.3. All servicing and PPM of all types of stairlifts is currently procured by SLC through Equipu on an all-inclusive basis regardless of tenure. This includes the mandatory, biannual checks completed in accordance with The Lifting Operations and Lifting Equipment Regulations 1998.
- 6.4. The all-inclusive servicing and maintenance arrangements were previously evaluated against individual servicing and maintenance of each lift. The all-inclusive option was determined to offer best value, providing a more responsive repairs service to the benefit of service users whilst reducing the administrative burden and costs to SLC.
- 6.5. Repairs and PPM are a significant expenditure each year. The total cost of repairs and PPM for SLC, over the last three full financial years, had been over £362,000 per annum on average (Appendix 5). There has been a reducing trend in the number of number of repairs and episodes of PPM undertaken each year. This correlates with the increased number of lifts that have been purchased by SLC, following the Equipu recommendation that the original lift be removed and replaced (Appendix 6).
- 6.6. The expected lifespan of a stairlift is approximately 10 years. The current stairlift provider to Equipu, Handicare, has advised that there is no legally mandated industry requirement to keep parts for lifts in manufacture once the model of lift itself is no longer being manufactured.

- 6.7. As each model of stairlift becomes obsolete and the availability of parts becomes limited, a threshold is reached whereby it is no longer viable to keep a lift in operation and it must be replaced.
- 6.8. In SLC an average of 17% of all installations in each financial year of the last three years are lifts requiring replacement. Replacements comprise 15% of the cost on average of all new installs at an average cost of £144k p.a. (Appendix 6). Replacements are clearly a significant year on year cost and will continue to be a pressure on the service even with the introduction of eligibility criteria.
- 6.9. It is anticipated that with eligibility criteria and the application of updated guidance for provision, that as the overall number of lifts held in stock diminishes, then the annual costs associated with servicing, PPM, and replacement will further reduce.

7. Employee Implications

- 7.1. There will be a time and workload impact upon the existing SLC OT Team Leads to progress the recommendations within this report. This is likely to be a seconded full time OT for a period of a year. This will be met within existing resources.
- 7.2. There will be training implications for the wider NHSL and SLC OT workforce.

8. Financial Implications

- 8.1. The prevailing approach is not financially sustainable. Implementation of the enclosed recommendations is suggested to achieve cash releasing efficiency savings which will support the IJB to deliver on its Strategic Commissioning Plan. Presently it is difficult to quantify due to the complexity and relationships with other SLC Resources, however it is projected that a 5% saving on total stairlift spend could be achieved by adopting the enclosed recommendations and proposed practice changes.

9. Climate Change, Sustainability and Environmental Implications

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

10. Other Implications

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

11. Equality Impact Assessment and Consultation Arrangements

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

Val de Souza
Director, Health and Social Care

28 July 2020

Link(s) to Council Values/Objectives

- ◆ Improve health care and well being
- ◆ Deliver better health and social care outcomes for all

Previous References

- ◆ None

List of Background Papers

- ◆ Appendices

Contact for Further Information

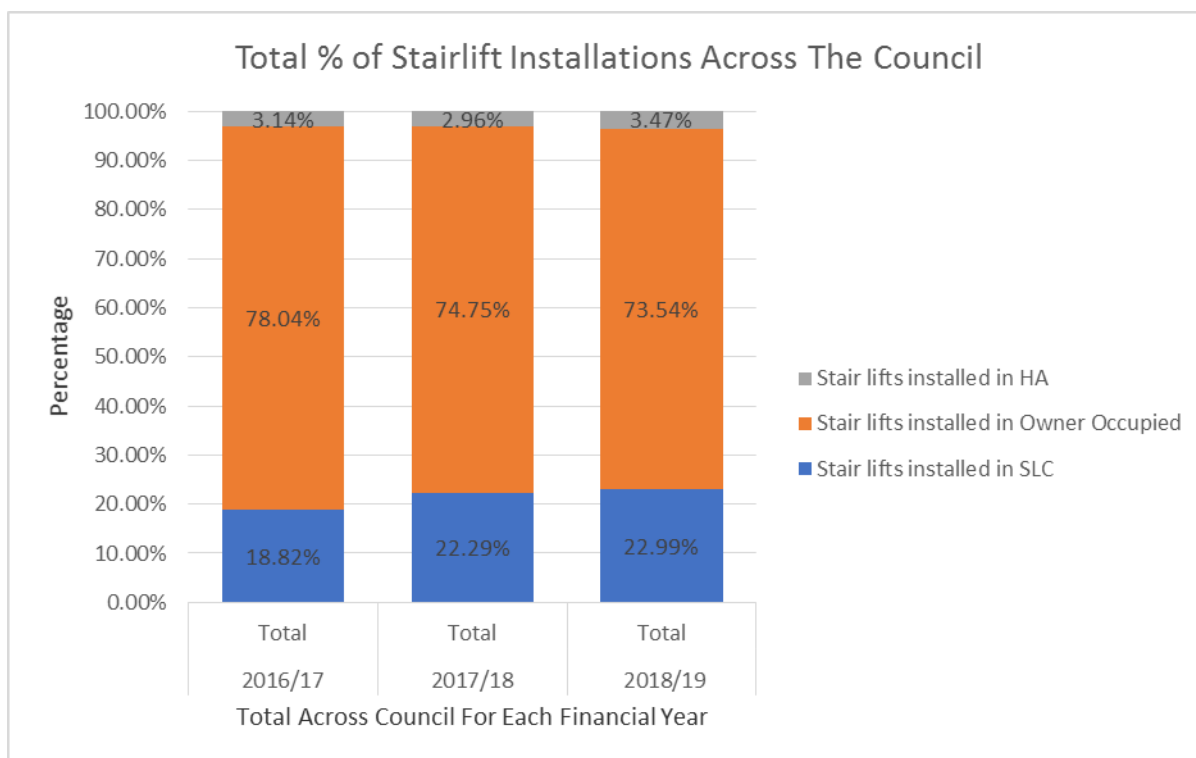
If you would like to inspect the background papers or want further information, please contact:-

Marianne Hayward, Head of Health and Social Care

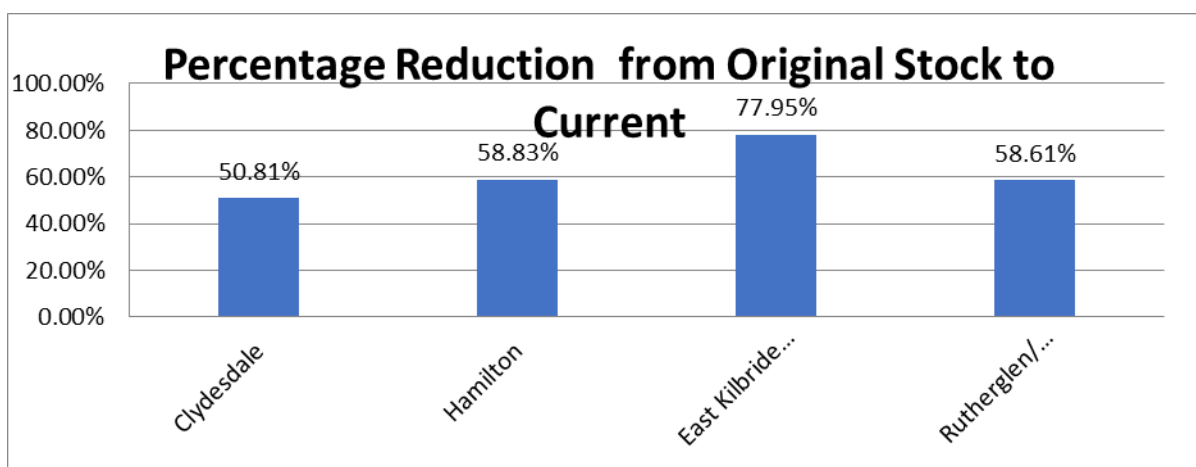
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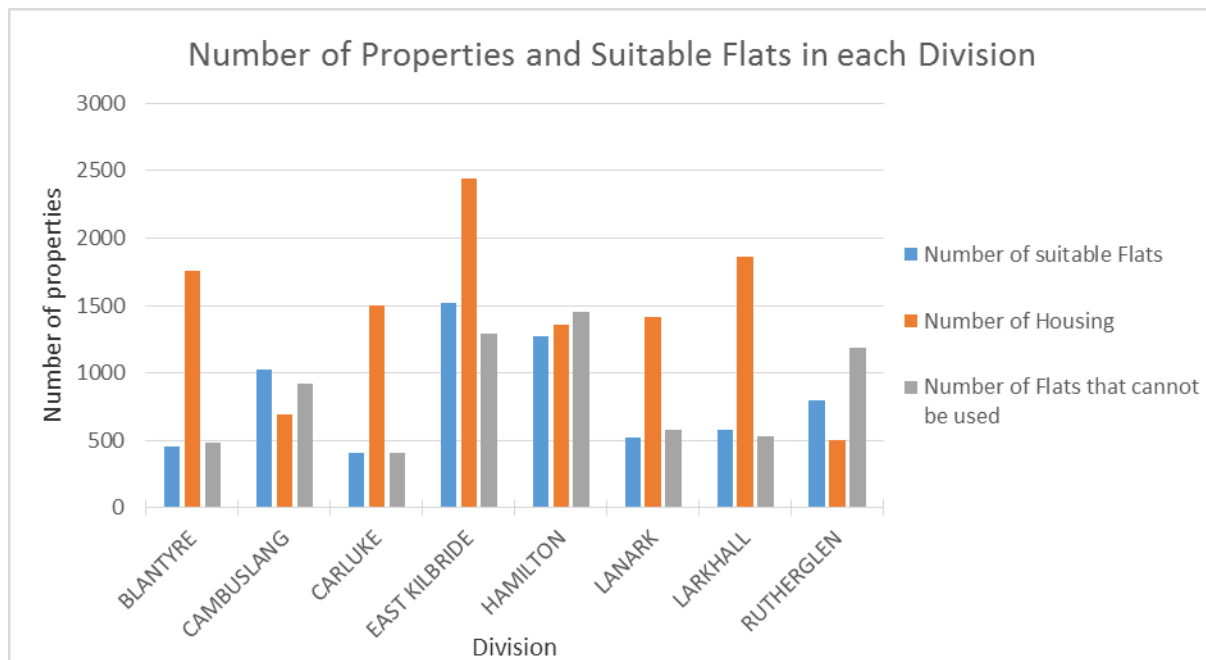
◆ **Appendix 1.**



◆ **Appendix 2.**



◆ **Appendix 3.**



◆ **Appendix 4.**

Stairlift and Track Hoists in Situation within SLC (as at Sep 2019)		
Type of lift	No. of units	Ave. age of asset
Curved	1128	5 years approx.
Straight	1593	
Through floor	41	
Other (Access / external)	37	
Total Lifts	2799	

◆ **Appendix 5.**

Stairlift Repair and PPM Cost Analysis 2016-2019				
	2016/17	2017/18	2018/19	Average p.a.
Repair Costs	£181,037	£182,490	£174,925	£179,484
Repairs No of	3677	3345	2931	3318
PPM Costs	£155,211	£141,872	£137,578	£144,887
PPM No of	4409	4048	3981	4,146
Repair and PPM Costs	£336,248	£324,362	£312,503	£324,371
Equipu Service Charge (11.7%)	£39,341	£37,950	£36,563	£37,951
Total costs p.a.	£375,589	£362,312	£349,066	£362,322

♦ Appendix 6.

**Stairlift (& Other major lift) Analysis - Remove and Replace
(Replacement Lifts)**

2016-17						
Locality	No. of Rem/Rep	Cost	Total No. of Installs	Total Cost Installs	Approx. % of installs	Approx. % cost of install
Rutherglen	9	£12,200	67	£108,725	13%	11%
East Kilbride	20	£28,820	99	£244,294	20%	12%
Hamilton	27	£42,510	171	£335,945	16%	13%
Lanark	8	£8,855	65	£121,755	12%	7%
Totals	64	£92,385	402	Mean	15%	11%
2017-18						
Locality	No. of Rem/Rep	Cost	Total No. of Installs	Total Cost Installs	Approx. % of installs	Approx. % cost of install
Rutherglen	18	£41,045	82	£165,017	22%	25%
East Kilbride	15	£25,030	157	£251,805	10%	10%
Hamilton	25	£38,090	174	£293,921	14%	13%
Lanark	15	£25,990	92	£178,645	16%	15%
Totals	73	£130,155	505	Mean	16%	16%
2018-19						
Locality	No. of Rem/Rep	Cost	Total No. of Installs	Total Cost Installs	Approx. % of installs	Approx. % cost of install
Rutherglen	12	£29,330	73	£164,296	16%	18%
East Kilbride	35	£64,376	145	£288,861	24%	22%
Hamilton	43	£74,510	230	£503,922	19%	15%
Lanark	19	£41,365	86	£182,757	22%	23%
Totals	109	£209,581	534	Mean	20%	19%

Total number of lifts installed in SLC over the past 3 years

Total number of lifts installed over the past 3 years	1441
Average number of lifts installed per year	480
Average cost of all installations per year	£946,647
Average cost per lift	£1,883

Report

12

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	Occupational Therapy Professional Governance Structures, South Health and Social Care Partnership
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline proposals for a revised occupational therapy governance framework across the South Health and Social Care Partnership

2. Recommendation(s)

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

- (1) that the benefits of a South Health and Social Care Partnership Occupational Therapy Professional Governance framework be recognised noted and approved prior to wider consultation and engagement.

3. Background

3.1. Professional Context

3.1.1. Occupational Therapy is a Health and Social Care Profession, regulated in the United Kingdom by the Health and Care Professions Council (HCPC). It is one of the professions within the Allied Health Professions (AHP) job family.

3.1.2. At undergraduate degree level, Occupational Therapists (OTs) are educated to work across the spectrum of Health and Social Care, and across the fields of physical and mental health. They may work in hospital, community or social settings, and operate within medical and social models of disability, but they are specialists in bio-psychosocial and occupational approaches.

3.1.3. OTs adopt a person centred and asset based approach to care. Their philosophy is to work with people as active participants rather than passive recipients of Health and Social Care programmes. They promote self-reliance and resourcefulness to empower individuals to maximise their independence and personal outcomes, and enable maximum engagement in their communities. OTs have a key role in supporting self-management, re-ablement and rehabilitation approaches. As such, they have a significant contribution to make to NHS Lanarkshire's (NHSLS) Healthcare Strategy - Achieving Excellence, and to the South Lanarkshire Health and Social Care Partnership (SLHSCP) Strategic Commissioning Plan (SCP).

3.2. South Lanarkshire Context

3.2.1. OTs within South Lanarkshire are currently employed by NHSL or South Lanarkshire Council (SLC).

3.2.2. The NHSL OT Profession is currently hosted and managed within SLHSCP.

- 3.2.3 Within NHSL there is a single pan-Lanarkshire OT Professional leadership structure led by a Head of OT Profession and supported by OT Care Group professional leads for the following areas:
- ◆ Mental Health, Addictions & Learning Disability
 - ◆ Children & Young People
 - ◆ Acute
 - ◆ Community & Specialist Teams (including Brain Injury)
 - ◆ Primary care
- 3.2.4. The NHSL Head of OT Profession has lead responsibility for professional leadership, governance and accountability for OT staff at all levels of the organisation, irrespective of operational management structures or funding arrangements.
- 3.2.5. In SLC, OTs are based in a locality structure within Clydesdale, Hamilton, Cambuslang/Rutherglen and East Kilbride. The majority of Council OT staff within each locality are located within the Physical Disability and Sensory Impairment (PDSI) team, and managed via Adult and Older People Social Work management structures.
- 3.2.6. These PDSI teams are led by six OT team leads who provide line management and professional support to the Council OT staff within the locality. This includes two South Lanarkshire wide specialist OT practitioners for Brain Injury and children, young people and families affected by Autism; OT assistants; and a variety of sensory impairment rehabilitation officers.
- 3.2.7. Each locality has a separate Supporting Your Independence (SYI) OT service based and managed within the Social Work Homecare Service.
- 3.2.8. There is currently no single Professional Governance and assurance structure for SLC OT staff, with each OT team lead having delegated responsibility for Professional Governance within their own team. Consequently, a variance exists in professional practice and governance arrangements across the PDSI and Homecare teams, and between individual localities.

4. Current Situation

- 4.1. Learning from a variety of joint working projects across the South HSCP, and the more recent collaboration as a consequence of the COVID-19 pandemic has highlighted the variance in approach to professional and clinical governance arrangements between Health and Social Care OT staff across the SLHSCP.
- 4.2. In 2018, NHS Education for Scotland issued a position statement on the different aspects of supervision for Allied Health Professions (NES 2018). This recommended that all AHPs have access to a Professional Lead/Manager of the same profession for issues relating to scope of practice and role, continued professional development, professional and ethical issues. This ensures that Health and Care Professions Council standards are met for Proficiency of OTs (2013), Standards for Conduct, Performance and Ethics (2016), and Continued Professional Development (2017).
- 4.3. As a consequence of the different management arrangements for OT staff across the Council, there is no agreed framework for Professional Governance, and there is a variance in the available evidence regarding staff adherence to The Royal College

of Occupational Therapists (RCOT) Professional Standards of Practice (2017) or compliance levels with professional clinical guidelines.

- 4.4. SLC OTI Team Leads (PDSI Teams), SYI OTs and specialist brain injury and autism OTs within the Council, currently have no formal profession specific support or governance arrangements resulting in a lack of parity of access to OT professional leadership, supervision and profession specific learning and development opportunities across the different PDSI and SYI teams.
- 4.5. This has inadvertently contributed to a reduced flexibility of the OT workforce, increased vulnerability in terms of OT staff assurance or development of clinical skills and competence, and reduced professional career progression prospects.
- 4.6. It is recognised that individually, registered OTs are professionally accountable to the Health and Care Professions Council (HCPC), but they also have a contractual accountability to their employer and are accountable in law for their actions. This is the position irrespective of the setting and context within which registered occupational therapists perform their roles. It should be noted that the proposed development of a single occupational therapy Professional Governance and leadership framework for the South HSCP will not therefore incur any change to staff terms and conditions of employment, and each employer will continue to retain full responsibility and accountability for the occupational therapy staff in their employment.
- 4.7. An Occupational Therapy Governance framework is required to assure compliance with the Royal College of Occupational Therapists' Professional Standards of Practice, and the Health & Care Professions Council Standards of Proficiency. This proposal will strengthen opportunities to enable the future integration of Health and Social Care occupational therapy staff, and will further support the key ambitions of the AHP Active & Independent Living Improvement Programme (2017) and the future development of Lanarkshire's Rehabilitation Strategy. It underpins NHS Lanarkshire's corporate objectives for the delivery of high quality, safe and effective care, and will help to deliver modernised, integrated services in line with NHS Lanarkshire's Healthcare Strategy and the South Lanarkshire's Health & Social Care Partnership's Strategic Commissioning Plan.
- 4.8. HSCP and NHS Boards have corporate accountability for maintaining and improving the quality of services in the form of clinical governance. Within the current changing landscape and the context of integration, it is imperative that there is an assurance in the quality of OT Services delivered by two different employers across Lanarkshire. It provides greater opportunities for collaborative learning across teams and within the wider AHP community which will underpin new ways of working, and make the most effective use of current resource.

5. Next Steps

- 5.1. Any future proposals for change to OT Professional Governance and leadership arrangements should promote a parity of approach for all OT staff across the Partnership, irrespective of their team or employer.
- 5.2. It is suggested that a single OT Professional Governance framework be implemented across South HSCP to further enhance integrated practice and develop new models, or pathways of care, based on evidence or best practice.
- 5.3. A single Professional Governance framework would further support clinical and quality improvements, and maximise service efficiency and productivity as staff work

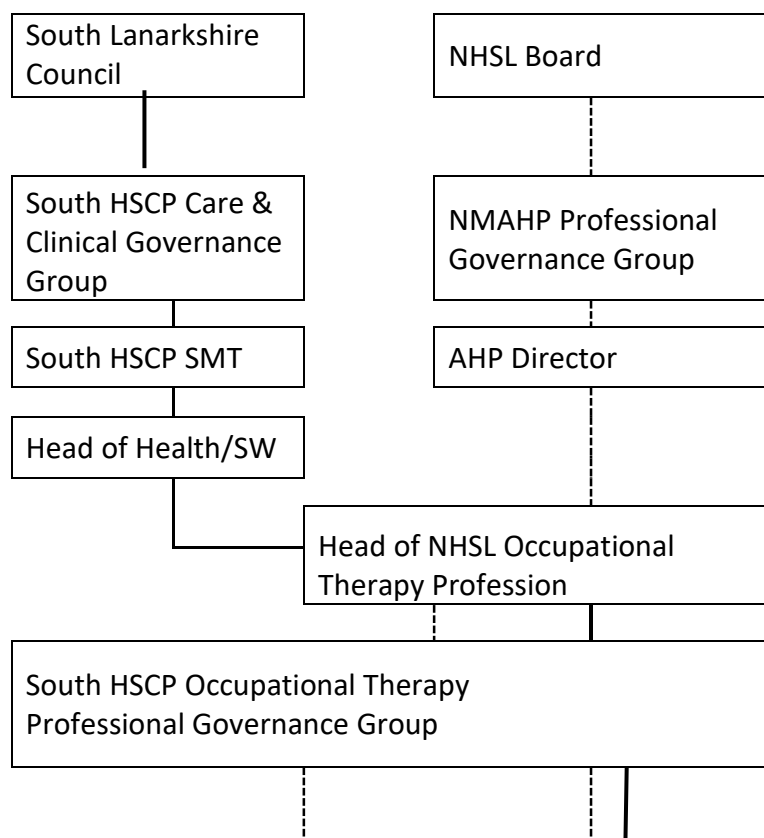
more collaboratively and consistently in line with up to date professional standards and guidelines. This will assist the development of emerging roles or new models of practice, provide increased opportunities for enhancing professional and clinical practice skill sets, and strengthen the OT contribution to locality planning or strategic commissioning.

5.4. It is proposed that current operational management arrangements remain with the staff member's existing employer, with the introduction of new OT Professional Governance arrangements designed to augment and support current line management arrangements.

- 5.5. The benefits of a South HSCP occupational therapy Professional Governance framework would include:
- ◆ South wide professional overview, influence and impact
 - ◆ enhanced assurance regarding clinical and professional standards of practice
 - ◆ increased opportunity to develop new, integrated and sustainable models of service delivery
 - ◆ modernised OT Services based on evidence/best practice guidance
 - ◆ increased efficiency and value for money
 - ◆ increased professional guidance and support to augment locality management structures
 - ◆ increased access to professional supervision, guidance and supports
 - ◆ increased emphasis on professional learning and development
 - ◆ enhanced trust and relationships between OT teams

6. **Diagram 1: Proposed South HSCP OT Professional Governance Framework**

6.1. Diagram 1 outlines the proposed OT Professional leadership reporting arrangements for the South HSCP. The model includes all registered OT practitioners and uni-professional/generic rehabilitation support staff.



SLC PDSI & SYI OT	NHSL OT
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Operational Management

Professional Leadership

7. Employee Implications

- 7.1. Following agreement from the Social Work Resources Committee and the support Care and Clinical Governance Group further work will be undertaken in terms of consultation with staff and the unions.

8. Financial Implications

- 8.1. A single Professional Governance structure for the Occupational Therapy profession could be achieved at no additional cost by extending the role of the existing Head of Profession within NHS to include the professional leadership of OT staff within both Councils.
- 8.2. There is currently a Senior Officer within North Lanarkshire Council (NLC) who has allocated responsibility for Professional Governance and accountability of all NLC OT staff. It would be advantageous to consider a similar professional leadership role within SLC for OT staff. However, this would require a review of current SLC OT Team Leader roles and responsibilities, and opportunities to meet any uplift costs from existing resource.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. There are no implications for climate change, sustainability and environmental implications in terms of the information contained in this report.

10. Other Implications

- 10.1. Failure to consider more integrated Professional Governance arrangements will result in a variance of performance in professional standards of practice across different teams and employers. It will inhibit joint and integrated working practices, and prevent future role development opportunities to support the strategic objectives of NHSL and South HSCP. This could reduce efficiency, and could potentially impact on an increased risk for the public, and consequently the NHSL and Integrated Joint Board.
- 10.2. There are no other issues associated with this report

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 11.2. This paper has been developed in consultation with OT team leads in SLC, and has been endorsed by the South HSCP Head of Health (Host Manager), and the NHSL AHP Director.

Val de Souza
Director, Health and Social Care

28 July 2020

Link(s) to Council Values/Objectives

- ◆ achieve results through leadership, good governance and organisation effectiveness

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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Report

13

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	Social Work Resource Plan - Quarter 4 Progress Report 2019 - 2020
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Resource Plan Quarter 4 Progress Report 2019-2020 for the Period 1 April 2019 to 31 March 2020

2. Recommendation(s)

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

- (1) that the Quarter 4 Progress Report 2019-20, summarised at paragraph 4.2. of this report and detailed at Appendix 1, be noted;
- (2) that the key achievements made by the Resource during 2019-2020, as detailed in paragraph 4.3. of this report, be noted;
- (3) that the areas for improvement and management action as detailed in paragraph 4.4. of this report, be noted; and
- (4) that the additional scrutiny of changes in RAG status of measures between Quarter 2 and Quarter 4 as summarised at paragraph 4.5. and detailed at Appendix 2 of this report, be noted.

3. Background

- 3.1. The Social Work Resources Plan 2019-2020 was approved by Committee on 7 August 2019 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2019-2020.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017-22.
- 3.3. Performance management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front-line service delivery.
- 3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan, and the Neighbourhood Plans, as well as being complemented by the details of individual Service, Business, and other Plans. Ultimately, these details are included in the key work objectives of individual officers.

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

- 3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high-level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.
- 3.7. The latter part of the period covered by this report included the first stages as the Covid-19 epidemic took hold across the United Kingdom. Reference is made to the impact of the disease and the response to it in numerous places throughout the Quarter 4 Progress Report 2019-20, which is attached as Appendix 1.
- 3.8. As Elected Members are aware, 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.
- 3.9. As a result there has been an inevitable impact on performance in some areas, though as this report covers the period to 31 March 2020 this impact is not as great as might be expected in further performance reports that will follow, covering later periods.

4. Quarter 4 Progress Report 2019-20

- 4.1. Progress against all 2019-20 Resource Plan measures is contained in the Quarter 4 Progress Report 2019-20, attached as Appendix 1. 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
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. These will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 4.2. 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 'amber' measures at a future meeting.

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

Status	Measures	
	Number	%
Green	49	75
Amber	5	8
Red	5	8
Report later/Contextual	6	9
Totals	65	100

4.3. Key achievements for 2019-20 are noted below:

4.3.1.

Connect Objective: Improve later life	
Resource Objective	Achievement
Develop and modernise day care services for older people which supports personal outcomes	At the time of writing, all service areas are coping with the unprecedented demands placed on them as a result of COVID-19 pandemic. It is anticipated that the work of the Day Services Review will be reported upon and an options appraisal presented later in the year. It is intended that evidence from the Day Services Review will inform the future direction and development of Older People day care services going forwards.

Connect Objective: Protect vulnerable children, young people and adults	
Resource Objective	Achievement
Monitor the number of investigations undertaken (level of child protection activity)	During the Fourth Quarter of 2019/20 there were 198 referrals relating to 193 children received across the service. This brought the total referrals to date to 685 for the year. Neglect and emotional abuse have continually been the highest source of harm across the year, with neglect accounting for 31% of all referrals and emotional abuse for 32%.
Report the number of looked after children by placement type in order to compare home and community placements on a six monthly basis	As at 31 March 2020, there were a total of 759 looked after children. This is an increase of 69 children since 01 April 2019. The balance of care being 680 (90%) in a Community setting and 79 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.
Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Since 01 April 2019, there has been 1,953 Adult Protection (AP) Inquiries, 925 AP investigations and 19 Protection Plans carried out. Quarter 4 data shows the Resource received 570 Adult Protection Inquiries, carried out 240 AP Investigations with six Protection Plans progressed.

Connect Objective: Deliver better Health and Social Care outcomes for all	
Resource Objective	Achievement

Connect Objective: Deliver better Health and Social Care outcomes for all	
Resource Objective	Achievement
Roll out and monitor the impact of eligibility criteria/prioritisation for service users and carers on a six monthly basis	Completed. No known complaints since the roll out in April 2019 therefore not required to continue this measure
Remodel current commissioned carer support, information and engagement services by 01 April 2020	The contract for our Adult Carer Support Service has been awarded to Lanarkshire Carer Centre, who have provided Carers Support for over 20 years in Lanarkshire. Engagement with the provider commenced just before COVID 19 lock down. Lanarkshire Carers Centre have addressed TUPE (Transfer undertakings of public employees) with South Lanarkshire Carers Network. Contracts have now been signed and new services commenced 01 June 2020.
Provide progress reports to the IJB in relation to Directions	A revised Directions report was issued by the Integrated Joint Board (IJB) at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan. At the April 2019 IJB meeting a further direction was issued with regards to Carers. In the first six months of this year, several updates on Directions have been given to the IJB and Social Work Committee with regards to: <ul style="list-style-type: none"> 1) the modernisation of South Lanarkshire Care Facilities 2) the review of day opportunities 3) progress with the implementation of Self-Directed Support and improvement planning.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	Achievement
75% of people starting their placement within seven days of a CPO Unpaid Work	In 2019/20 79% of people started their placement within seven days of a Community Payback Order (CPO) commencing. In Quarter 4 (1 January 2020 to 31 March 2020), 98 (79%) of Unpaid Work placements commenced within seven days of orders being imposed out of a total of 124.
Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of Q4 was: No of items – 2450 Cost of items - £239,168 Value of items - £244,881 Since April there has been a saving for the Council of - £283,041
98% of clients are first seen within two working	In 2019/20 100% of clients were first seen within two working days of a DTTO commencing. In Quarter 4 there

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	Achievement
days of a Drug Treatment and Testing Order (DTTO) commencing	were five Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing.

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

Connect Objective: Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Provide updates on digital transformation activities within the Resource	A Technology Enabled Care Team consisting of a Project Manager and three Assistive Technology Officers as part of scaling up and rolling out the use of technology solutions to support people in managing their care has now been recruited. This new team provided the necessary knowledge, skills and expertise to increase the use of technology enabled care in supporting people to remain at home. Work is also underway to consider a replacement system within Social Care for SWiSplus. An outline Business Case has been developed for consideration and will be presented to the Senior Management Team in due course.
Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	All returns due in for the period have been submitted within timescales.
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	Data for Freedom of Information (Scotland) Act (FOISA) requests is reported one quarter in arrears. In Quarter 3, 39 requests were received and 39 (100%) were responded to within the statutory time period. To date 154 requests have been received and 94.81% of requests were processed within the statutory time period just missing the target. An action plan has been created to address this. The plan includes a change to internal procedure/internal due dates and continually monitoring the volume of requests and where they are allocated.

- 4.3.3. Full details of progress against all objectives, actions and measures for 2019-20 are included in the report from the performance management system, attached as Appendix 1.

4.4. Areas for Improvement

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

Connect Objective: Protect vulnerable children, young people and adults		
Resource Objective: Protect vulnerable adults		
Measure	Comments/Progress	Action by Manager (where applicable)
90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time. Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time.	Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.

Connect Objective: Protect vulnerable children, young people and adults		
Resource Objective: Getting it right for every looked after child		
Measure	Comments/Progress	Action by Manager (where applicable)
75% of reports submitted to the Children's Reporter within 20 days	To date, 72% (335 out of 473) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. In Quarter 4, 75% (87 out of 117) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. This evidences an incremental improvement over time.	Performance is being monitored by the Head of Children and Justice Services and Service Managers to ensure clear processes and systems are operating in localities prioritising these reports for submission.

Connect Objective: Delivering the plan and achieving best value		
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance		
Measure	Comments/Progress	Action by Manager (where applicable)
90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	Data for Data Protection Act (DPA) requests is reported one quarter in arrears. In Quarter 3, 36 requests were received and 31 (86.11%) were responded to within the statutory time period. To date 106 requests have been received and 81.13% of requests were processed within the statutory time period missing the target.	An action plan has been created to address this. The plan includes a change to internal procedure/internal due dates and continually monitoring the volume of requests and where they are allocated. A webinar in conjunction with Legal Services specifically for Social Work is also being developed.

Connect Objective: Delivering the plan and achieving best value		
Resource Objective: Improve the skills, flexibility and capacity of the workforce		
Measure	Comments/Progress	Action by Manager (where applicable)
5% Labour turnover rate	In 2019-20 the labour turnover rate is 5.6% which is above the target.	At the time of writing, all service areas are coping with the unprecedented demands placed on them as a result of COVID-19 pandemic.

Connect Objective: Delivering the plan and achieving best value		
Resource Objective: Improve the skills, flexibility and capacity of the workforce		
Measure	Comments/Progress	Action by Manager (where applicable)
100% coverage of Performance Appraisals (PAs) of employees in scope	In 2019/20 there were 38.8% of Performance Appraisals completed.	At the time of writing, all service areas are coping with the unprecedented demands placed on them as a result of COVID-19 pandemic.

4.5. Scrutiny of change in RAG status

4.5.1. A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. On analysis of the measures falling into this category, many of the narrative updates input into the system clearly explained the reason for the change in status which illustrates the improved quality of the comments in the quarterly updates. However, the scrutiny did identify a number of measures where services were asked to review the RAG status and/or provide additional explanatory narrative or details to assist understanding. Appropriate amendments were made on the IMPROVe system. A summary of the measures falling into this category of further scrutiny is included at Appendix 2. It should be noted that the measures with a 'report later' status (six measures – 9%) will be followed up and reported on either in the Q4 progress reported to SWR Committee later in the year, or in the 2020-21 Quarter 2 progress report.

4.5.2 The Care Inspectorate conducted inspections on Care at Home services with the result that two areas (Hamilton and Rutherglen/Cambuslang) were issued with Improvement Notices. Social Work imposed voluntary moratoriums on the two localities. The Resource is working closely with the Care Inspectorate to make improvements to the service. Due to COVID-19 the period of the Improvement Notice has been extended.

5. Employee Implications

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

6. Financial Implications

- 6.1. 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.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change, sustainability or environmental implications as a result of this report.

8. Other Implications

- 8.1. 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.
- 8.2. 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.
- 8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. 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.

Val de Souza

Director, Health and Social Care

31 July 2020

Link(s) to Council Values/Objectives

- ♦ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017-22

Previous References

- ♦ Social Work Resource Plan Quarter 4 Progress Report 2018-19 and Social Work Resource Plan 2019-20– 7 August 2019 presented to Committee

List of Background Papers

- ◆ Council Plan [Connect](#) 2017-22
- ◆ [Social Work Resource Plan 2019-2020](#)

Contact for Further Information

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

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Social Work Resources

improve

Resource Plan

Performance Report 2019-20
Quarter 4 : April 2019 - March 2020

(This represents the cumulative position to March 2020)

How to use this performance report

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

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

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

Green

Achieved, or due to achieve with no issues

Amber

There may be problems or minor slippage

Red

Not on course, major slippage anticipated

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

Develop a sustainable Council and communities

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

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

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

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

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

Council Objective / Theme	Green	Amber	Red	Report later / Contextual	Total
Improve later life	6	1		3	10
Protect vulnerable children, young people and adults	12		2	1	15
Deliver better health and social care outcomes for all	8	1		1	10
<i>Improve the quality, access and availability of housing</i>					
<i>Improve the road network, influence improvements in public transport and encourage active travel</i>					
Work with communities and partners to promote high quality, thriving and sustainable communities	10	1		1	12
<i>Support the local economy by providing the right conditions for inclusive growth</i>					
Support our communities by tackling disadvantage and deprivation and supporting aspiration	1				1
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<i>Encourage participation in physical and cultural activities</i>					
Delivering the plan and achieving best value	12	2	3		17
Total	49	5	5	6	65

Improve later life

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
As a result of multi-agency inspections, continue to improve outcome for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	<p>Detailed Actions Plans have been developed in relation to two of our Home Care Services.</p> <p>A draft report of the Joint Inspection of Children's Services has been issued, the partnership has provided supporting narrative and evidence in response to the report content.</p> <p>At the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.</p>	Amber	---	---	---	---	---
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of people aged 65 and over with long term care needs receiving free personal care at home (SW3) in line with national average	Our performance remains consistent with previous years with a slight increase of 0.1%. We are also performing better than the overall Scottish average. Our ranking has improved from 23 (2017/18) to 18 (2018/19)	Green	-----	61%	36%	-----	61%
	Maintain performance of the LGBF: Home care costs per hour for people aged 65 or over (SW1) in line with national average	Home care costs per hour have decreased slightly by £1.10 and are lower than the Scottish Average. Our ranking has improved from 10 (2017/18) to 8 (2018/19)	Green	-----	20	20	-----	21
	Maintain performance of the LGBF: Residential cost per week per resident for people aged 65 or over (SW5) in line with national average	The residential cost per week has increased by £18 since last year and is higher than both the Scottish and the family group average. This is a complicated indicator and does not take into account the varying funding arrangements that are in place, including free personal care/free nursing care as well as the service user's financial circumstances. Because of this, it is difficult to influence the results of this performance measure.	Green	-----	430	401	-----	410

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to improve outcomes for people to live in their own homes and communities for as long as possible	Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	As at 31 March 2020, the proportion of all care at home provided was just over 29% or 1,066 people out of a total of 3,715 people were supported to remain at home receiving 10 hours or more of support. All those in receipt of 10 hours or more of home care were supported by external providers.	Green	-----	29%	0%	0%	0%
	Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	As at 31 March 2020, the proportion of all care at home provided was 53% or 23,759 hours out of a total of 44,659.66 hours were provided to support people to remain at home receiving 10 hours or more of support. All 23,759 hours of intensive home care packages were provided by external providers.	Green	-----	53%	0%	0%	0%
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b) in line with national average	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later	-----	-----	0%	-----	82%
	Maintain performance of the LGBF: Percentage of adults supported at home who agree that they are supported to live as independently as possible (SW4c)	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later	-----	-----	0%	0%	0%
	Maintain performance of the LGBF: Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (SW4d)	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later	-----	-----	0%	0%	0%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	At the time of writing, all service areas are coping with the unprecedented demands placed on them as a result of COVID-19 pandemic. It is anticipated that the work of the Day Services Review will be reported upon and an options appraisal presented later in the year. It is intended that evidence from the DSR will inform the future direction and development of Older People day care services going forwards.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	During the fourth quarter of 2019/20 there were 198 referrals relating to 193 children received across the service. This brought the total referrals to date to 685 for the year. Neglect and emotional abuse have continually been the highest source of harm across the year, with neglect accounting for 31% of all referrals and emotional abuse for 32%.	Green	-----	685	712	754	690
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of children being looked after in the community (CHN9) in line with national average	South Lanarkshire Council's position has improved and is now the same as the Scottish average. The overall numbers of children and young people looked after in a community setting has increased and for those supported in the community.	Green	-----	-----	87%	-----	-----

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Since 1 April 2019, there has been 939 Adult Protection Inquiries, 394 investigations and 17 Protection Plans progressed. Quarter 4 data shows the resource received 228 Adult Protection inquiries, carried out 99 Investigations which led to 3 Protection Plans being progressed.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Since 1 April 2019, there has been 1,953 AP Inquiries, 925 AP investigations and 19 Protection Plans carried out. Quarter 4 data shows the resource received 570 Adult Protection Inquiries, carried out 240 AP Investigations with 6 Protection Plans progressed.	Green	---	---	---	---	---
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there has been a total of 240 LA Guardianship visits undertaken with 93% (224) completed within timescale. Quarter 4 data shows a total of 51 visits with 88% (45) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Green	90%	93%	91%	94%	98%

Protect vulnerable children, young people and adults

Protect vulnerable adults

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time. Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Red	90%	86%	87%	91%	93%

Getting it right for children in need

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement the Corporate Parenting Strategy and Action Plan	Report the number of looked after children by placement type in order to compare home and community placements on a 6 monthly basis	As at 31 March 2020, there were a total of 759 looked after children. This is an increase of 69 children since 1 April 2019. The balance of care being 680 (90%) in a Community setting and 79 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.	Green	---	---	---	---	---

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Maintain performance of the LGBF: Percentage LAC with more than one placement in last year (Aug-Jul) (CHN23)	The number of children whose placements have been maintained has improved significantly and is more favourable than the Scottish average.	Green	-----	16%	0%	0%	0%
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	The Young Carer's service continues to complete statements and reviews of young carers. We have delivered a young carer's festival that took place at Fordell Firs in Fife-Scottish Scouting Headquarters. We have worked with colleagues within Burnbank Family Centre to deliver a parents group in order to better inform them of the impact of caring on their child's life and the break down and support the isolation that these parents are experiencing. We have organised for Columba 1400 to work with some of our young carers. This is part of their leadership programme and this investment will provide additional skills and knowledge. This in turn will help them to achieve better outcomes in line with their non-caring peers.	Green	---	---	---	---	---
	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	The contract for our Young Carer Support Service has been awarded to Action for Children, who already provide a similar service in a neighbouring local authority. Early engagement with the service provider has been hampered with the current COVID 19 situation. A letter has been drafted to the provider with an estimated service start date of early July.	Report Later	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Improve support for looked after children	75% of children seen by a supervising officer within 15 days	To date, 90% of children were seen by a supervising officer within 15 days in 2019/20. In Quarter 4, 15 children were made subject to a Compulsory Supervision Order. Of these 14 children, 93% were seen within 15 days of the hearing date.	Green	75.0%	90.0%	100.0%	100.0%	93.0%
Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	75% of reports submitted to the Children's Reporter within 20 days	To date, 72% (335 out of 473) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. In Quarter 4, 75% (87 out of 117) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. This evidences an incremental improvement over time. Performance is being monitored by the Head of Children and Justice Services and Service Managers to ensure clear processes and systems are operating in localities prioritising these reports for submission.	Red	75.0%	71.0%	88.0%	75.0%	79.0%
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: The gross cost of "Children Looked After" in residential based services per child per week (CHN8a) in line with national average	Continuing work regarding supporting young people within the community having positive effect on numbers requiring residential based services.	Green	-----	2,817	2,546	2,853	2,327
	Maintain performance of the LGBF: The gross cost of "Children Looked After" in a community setting per child per week (CHN8b) in line with national average	While the costs have increased over the last year South Lanarkshire Council has maintained position of lower costs than the Scottish average.	Green	-----	240	202	242	224

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Maintain performance of the LGBF: Percentage of child protection re-registrations within 18 months (CHN22)	The figures show that incrementally over the past few years children are less likely to be re-registered on the child protection register following intervention which is sustaining improvements in wellbeing.	Green	-----	6%	0%	0%	0%

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement eligibility criteria/prioritisation framework for equal access to personal outcomes	Roll out and monitor the impact of eligibility criteria/prioritisation for service users and carers on a six monthly basis	Completed. No known complaints since the roll out in April 2019 therefore not required to continue this measure	Green	---	---	---	---	---

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

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

Deliver better health and social care outcomes for all**Promote mental health across the lifespan**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide updates on national strategies, e.g. See Hear, Mental Health	Progress continues to be made in relation to the See Hear Framework implementation. The Lanarkshire Mental Health & Wellbeing Strategy reflects the mental health and wellbeing needs of the population and sets out the mental health & wellbeing priorities for Lanarkshire organisations 2019-2024.	Green	---	---	---	---	---

Promote choice, control and flexibility in social care

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Self-directed Support (Direct payments and manage personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2) in line with national average	The percentage of Self Directed Support (SDS) spend on adults continues to improve with an increase from 2.9% in 2017/18 to 3.7% in 2018/19. This upward trend is in line with the Scottish and the Family group, however, the result is still below the Scottish average of 7.3%. A robust action plan has been 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. An independent consultation exercise was undertaken with Self Directed Support Scotland and actions arising from this will be implemented thereafter.	Green	-----	4%	2%	-----	3%

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----		----- Last 3 Years -----			
			Status	Target	To Date	2016/17	2017/18	2018/19
	Maintain performance of the LGBF: Percentage of carers who feel supported to continue in their caring roles (SW4e)	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later	-----	-----	0%	0%	0%
	Maintain performance of the LGBF: Rate of readmissions to hospital within 28 days per 1,000 discharges (SW6)	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. Rate of readmissions has increased by 1.1% but our ranking has improved from 14 (17/18) to 13 (18/190. Although performance has decreased, we are still above the Scottish Average by 4.9%.	Green	-----	98	0	0	0

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Maintain performance of the LGBF: Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (SW8)	whilst South Lanarkshire's performance continues to improve, our results are still below the Scottish and Family group average. This data is monitored monthly and reported to the IJB. Performance is linked to the provision of Care at Home for people being discharged from hospital and as a council there is a challenge to get care packages in place. There has also been a 4% rise in A&E attendances in 2018/19 which affects performance.	Amber	-----	1,025	0	0	0

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Work in partnership to support carers to continue in their caring role	Remodel current commissioned carer support, information and engagement services by 1 April 2020	<p>The contract for our Adult Carer Support Service has been awarded to Lanarkshire Carer Centre, who have provided Carers Support for over 20 years in Lanarkshire.</p> <p>Engagement with the provider commenced just before COVID 19 lock down. Lanarkshire Carers Centre are currently addressing TUPE (Transfer undertakings of public employees) with South Lanarkshire Carers Network.</p> <p>Draft letters for both organisations are being issued, with a potential start date of services on 1 June 2020.</p>	Green	---	---	---	---	---
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>In 2019-2020 there were 1080 new cases supported by dedicated Welfare Rights Officers.</p> <p>There were 273 new cases in the fourth quarter. During Q4 the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £29,498 Backdated benefits: £249,509 Annual benefits: £1,783,405</p> <p>In total for 19-20, the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £106,837 Backdated benefits: £920,109 Annual benefits: £6,475,633</p>	Green	-----	1,080	1,010	962	1,057

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of Q4 was: No of items – 2450 Cost of items - £239,168 Value of items - £244,881 Since April there has been a saving for the council of - £283,041	Green	-----	2,450	2,498	2,220	2,530
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15	Due to the current COVID 19 pandemic and staff working from home and other locations, pulling the usual statistical data together has not been possible. Social Work managers continue to monitor the level of mileage undertaken by employees.	Report Later	-----	-----	0%	0%	-----
	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	Fleet services continue to liaise with the designated Planning and Development Officer in Social Work Resources to agree vehicle emissions reduction strategies.	Green	---	---	---	---	---
Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives where appropriate	Social Work Resources continues to have an active role in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan.	Green	---	---	---	---	---

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Support people affected by substance misuse	90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In 2019/20 there have been 606 referrals made to the service with 571 (94%) of cases have started their treatment within 3 weeks of referral. In Quarter 4 from 01 January 2020 to 31 March 2020 there were 111 referrals, 107 (96%) of these referrals started their treatment within 3 weeks of referral.	Green	90%	94%	100%	94%	93%

Implement the Community Justice Outcome Improvement Plan

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	Due to a range of circumstances the Community Justice Partnership has not met in the last quarter. The partnership Co-ordinator has provided commentary on the Community Justice Scotland Corporate Plan 20/23 the deadline for which has been extended until 30th April 2020.	Green	---	---	---	---	---
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	98% of clients are first seen within 2 working days of a DTTO commencing	In 2019/20 100% of clients were first seen within 2 working days of a DTTO commencing. In quarter 4 there were 5 Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing.	Green	98.0%	100.0%	100.0%	100.0%	93.0%

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure high standards of compliance are maintained for Community Payback Orders	75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	In 2019/20 77% of offenders who have an unpaid work requirement have been seen within 5 working days. In Quarter 4 (01 January 2020 to 31 March 2020) there were 124 unpaid work requirements. 98 (79%) were seen within 5 working days.	Green	75.0%	77.0%	73.0%	78.0%	80.0%
	75% of people starting their placement within 7 days of a CPO unpaid work	In 2019/20 79% of people started their placement within 7 days of a Community Payback Order (CPO)commencing. In Quarter 4 (1 January 2020 to 31 March 2020), 98 (79%) of unpaid work placements commenced within 7 days of orders being imposed out of a total of 124.	Green	75.0%	77.0%	66.0%	81.0%	77.0%
Improve management of all offenders including high risk offenders	Produce MAPPA annual report and present to the Community Justice Partnership	The MAPPA annual report (2019) has now been published and available on the website.	Green	---	---	---	---	---
	100% of Criminal Justice Social Work reports submitted to Court by the due date	In 2019/20 98% of Criminal Justice Social Work reports were submitted to Court by their due date. In quarter 4 there were 402 criminal justice social work reports submitted to the court of these reports 394 were submitted by the due date.	Amber	100.0%	98.0%	99.0%	99.0%	99.0%

Work with communities and partners to promote high quality, thriving and sustainable communities**Strengthen engagement with service users and carers**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Participation and Involvement Strategy is updated by 1 April 2020	A proof of the Participation and Involvement Strategy is now available and publication is expected in April 2020.	Green	---	---	---	---	---

Support our communities by tackling disadvantage and deprivation and supporting aspiration**Tackling poverty and deprivation**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Contribute to the tackling poverty agenda	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the Money Matters Advice Service on a quarterly basis	During 19/20, outcomes for people supported by the local Money Matters teams were: Number of new cases: 6450 Weekly benefits: £547,878 Backdated benefits: £4,718,507 Annual benefits: £33,208,163 New debt dealt with: £8,662,373 *Number of people provided with advice where issue was resolved at the initial contact: 6535 *this is additional to the number of new cases	Green	---	---	---	---	---

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

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

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
exercised	90% of audit actions completed by due date	As at the end of Quarter 4, 25 out of 29 (86%) of audit actions due were complete. The target of 90% has not been achieved.	Amber	90%	86%	90%	67%	81%
	Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	In this quarter the risk register has been reviewed in light of the performance of one of our registered care at home services. Corporate Resources have also issued the 2020/21 timetable for Top Risks and Resource Risk Register Review which will commence on 1 April 2020.	Green	---	---	---	---	---
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	Data for Freedom of Information (Scotland) Act (FOISA) requests is reported one quarter in arrears. In Quarter 3, 39 requests were received and 39 (100%) were responded to within the statutory time period. To date 154 requests have been received and 94.81% of requests were processed within the statutory time period just missing the target. An Action plan has been created to address this. The plan includes a change to internal procedure/internal due dates and continually monitoring the volume of requests and where they are allocated.	Green	96%	95%	83%	-----	82%

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

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	Data for Environmental Information (Scotland) Regulations EI(S)R requests is reported one quarter in arrears. In Quarter 3, 0 requests were received. To date 0 EI(S)R requests have been received.	Green	96%	-----	0%	-----	-----
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	Data for Data Protection Act (DPA) requests is reported one quarter in arrears. In Quarter 3, 36 requests were received and 31 (86.11%) were responded to within the statutory time period. To date 106 requests have been received and 81.13% of requests were processed within the statutory time period missing the target. An Action plan has been created to address this. The plan includes a change to internal procedure/internal due dates and continually monitoring the volume of requests and where they are allocated. A webinar in conjunction with Legal specifically for Social Work is also being created.	Red	90%	81%	0%	0%	76%
Ensure monitoring, compliance and control of externally purchased services	Ongoing monitoring of the quality of care provided by externally purchased services	Most of our externally purchased services continue to perform at a good or above level. In this Quarter 4, the Care Inspectorate has reduced its inspection footfall. At the time of writing, all registered care service are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Green	---	---	---	---	---

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

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Produce annual Chief Social Work Officer Report	Chief Social Work Officer Report is produced and forwarded to Scottish Chief Social Work Officer by September 2019	The Chief Social Work Officer report (2019) has now been published and available on the website.	Green	---	---	---	---	---

Promote equality and the well being of staff

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

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	All returns due in for the period have been submitted within timescales .	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure registered care services are compliant with health and social care standards	Report on annual care inspectorate evaluations of our 42 registered services	The annual return of our registered services inspected in 2019/2020 has been forwarded to Internal Audit. Of the 18 services inspected (one being inspected twice in the year) the evaluations of two home care services has involved the development of detailed action plans. An oversight Home Care Inspection Core Group consisting of senior managers has also been established.	Green	---	---	---	---	---
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Proportion of care services graded 'good' or better in Care Inspectorate Inspections (SW7)	The proportion of care services graded 'good' or better in 2018/19 has been broadly maintained for the majority of services. The slight differential in this relates to home care, whereby grading for Hamilton was unsatisfactory and Rutherglen weak. In terms of improvement activity, there is a full review of the Hamilton service and also work being extended to cover improvement activity for the Rutherglen locality.	Amber	-----	78%	0%	0%	0%

Improve the skills, flexibility and capacity of the workforce

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and	5% Labour turnover rate	In 2019-20 the labour turnover rate is 5.6% which is above the target. At the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Red	5.0%	5.6%	2.2%	-----	-----

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
development opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope	In 2019/20 there were 38.8% of Performance Appraisals completed. At the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Red	100.0%	38.8%	90.0%	-----	-----
Progress the Council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	A Technology Enabled Care Team consisting of a Project manager and three Assistive Technology Officers as part of scaling up and rolling out the use of technology solutions to support people in managing their care has now been recruited. This new team provide the necessary knowledge, skills and expertise to increase the use of technology enabled care in supporting people to remain at home Work is also underway to consider a replacement system within Social Care for SWiSplus. An outline Business Case has been developed for consideration and will be presented to the Senior Management Team in due course.	Green	---	---	---	---	---
Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	The Resource continues to contribute to the Council's single use plastic action plan. We continue to work with our registered care services in terms of awareness raising of the impacts of single-use plastic.	Green	---	---	---	---	---
Contribute to a fair, healthy and sustainable food system	Contribute to the development of the Council's Food Strategy which will encompass social, health, economic and environmental concerns related to food	The Food Strategy and Action Plan went to Committee in January 2020. However, at the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic and therefore unable to report on Resource progress at this time.	Green	---	---	---	---	---

Improve later life

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
As a result of multi-agency inspections, continue to improve outcome for people to live in their own homes and communities for as long as possible	Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource	A report, including action plan was presented to both Social Work Committee on 7 August 2019, and Integrated Joint Board on 10 September 2019. Social Work Resource continue to address the actions, and provide regular updates on progress to the Self Directed Support Programme Board.	Green	Detailed Actions Plans have been developed in relation to two of our Home Care Services. A draft report of the Joint Inspection of Children's Services has been issued, the partnership has provided supporting narrative and evidence in response to the report content. At the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Amber
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of people aged 65 and over with long term care needs receiving free personal care at home (SW3) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	Our performance remains consistent with previous years with a slight increase of 0.1%. We are also performing better than the overall Scottish average. Our ranking has improved from 23 (2017/18) to 18 (2018/19)	Green
	Maintain performance of the LGBF: Home care costs per hour for people aged 65 or over (SW1) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	Home care costs per hour have decreased slightly by £1.10 and are lower than the Scottish Average. Our ranking has improved from 10 (2017/18) to 8 (2018/19)	Green
	Maintain performance of the LGBF: Residential cost per week per resident for people aged 65 or over (SW5) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	The residential cost per week has increased by £18 since last year and is higher than both the Scottish and the family group average. This is a complicated indicator and does not take into account the varying funding arrangements that are in place, including free personal care/free nursing care as well as the service user's financial circumstances. Because of this, it is difficult to influence the results of this performance measure.	Green

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

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Continue to improve outcomes for people to live in their own homes and communities for as long as possible	Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	During the week commencing 23 September 2019, the proportion of all care at home provided was 46% or 1746 people out of a total of 3818 people were supported to remain at home receiving 10 hours or more of support. This is split as 682 supported by the inhouse service and 1064 by external providers.	Green	As at 31 March 2020, the proportion of all care at home provided was just over 29% or 1,066 people out of a total of 3,715 people were supported to remain at home receiving 10 hours or more of support. All those in receipt of 10 hours or more of home care were supported by external providers.	Green
	Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	During the week commencing 23 September 2019, the proportion of all care at home provided was 78% or 35,657 hours out of a total of 46,204 hours were provided to support people to remain at home receiving 10 hours or more of support. This is split as 12,044 provided by the inhouse service and 23,613 provided by external providers.	Green	As at 31 March 2020, the proportion of all care at home provided was 53% or 23,759 hours out of a total of 44,659.66 hours were provided to support people to remain at home receiving 10 hours or more of support. All 23,759 hours of intensive home care packages were provided by external providers.	Green

Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (SW4b) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later
	Maintain performance of the LGBF: Percentage of adults supported at home who agree that they are supported to live as independently as possible (SW4c)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later
	Maintain performance of the LGBF: Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (SW4d)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later

Promote good health and wellbeing in later life

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	Papers were taken to the Social Work (SW) Committee on 7 August 2019 to give approval to review Older People Day Services. A range of sub-groups are working on the Review which is due to report back to SW Committee early in 2020. Working sub-groups are; profiling of service users and usage of day services, Best Practice and Knowledge Enquiry, Communication and Consultation, Equality Impact and Workforce Planning. A review development session has been scheduled for 27th November 2019 and option appraisals going forward will be devised for consideration.	Green	At the time of writing, all service areas are coping with the unprecedented demands placed on them as a result of COVID-19 pandemic. It is anticipated that the work of the Day Services Review will be reported upon and an options appraisal presented later in the year. It is intended that evidence from the DSR will inform the future direction and development of Older People day care services going forwards.	Green

Protect vulnerable children, young people and adults

Protect vulnerable children and young people

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	To date there was a total of 318 investigations undertaken during 2019/20. During the second quarter of 2019/20 there were 151 referrals relating to 150 children undertaken across the service. Neglect was the most recorded reason 41.05% (62), followed by emotional abuse 25.82% (39), sexual abuse 12.58% (19) and physical abuse 11.26% (17). There were also 13 pre-birth risk assessments (8.60%) and 1 child care concern referral (0.66%).	Green	During the fourth quarter of 2019/20 there were 198 referrals relating to 193 children received across the service. This brought the total referrals to date to 685 for the year. Neglect and emotional abuse have continually been the highest source of harm across the year, with neglect accounting for 31% of all referrals and emotional abuse for 32%.	Green
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Percentage of children being looked after in the community (CHN9) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	South Lanarkshire Council's position has improved and is now the same as the Scottish average. The overall numbers of children and young people looked after in a community setting has increased and for those supported in the community.	Green

Protect vulnerable adults

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
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Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	<p>To date there has been 501 Inquiries, 204 Investigations and 2 Protection Plans carried out in 2019/20.</p> <p>In Quarter 2, the resource received 238 Adult Support and Protection (ASP) inquiries, carried out 89 investigations in the period which led to 1 protection plan being progressed for under 65 years old.</p>	Green	<p>Since 1 April 2019, there has been 939 Adult Protection Inquiries, 394 investigations and 17 Protection Plans progressed.</p> <p>Quarter 4 data shows the resource received 228 Adult Protection inquiries, carried out 99 Investigations which led to 3 Protection Plans being progressed.</p>	Green
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	<p>To date there has been 863 Inquiries, 436 Investigations and 5 Protection Plans carried out in 2019/20.</p> <p>In Quarter 2, the resource received 450 Adult Support and Protection (ASP) inquiries, carried out 243 investigations in the period which led to 1 protection plan being progressed.</p>	Green	<p>Since 1 April 2019, there has been 1,953 AP Inquiries, 925 AP investigations and 19 Protection Plans carried out.</p> <p>Quarter 4 data shows the resource received 570 Adult Protection Inquiries, carried out 240 AP Investigations with 6 Protection Plans progressed.</p>	Green
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	<p>To date there was a total of 130 local authority welfare guardianship visits due with 98% (127) being completed on time.</p> <p>During 1 July 2019 - 30 September 2019 (Quarter 2) there were 80 visits due with 78 (98%) completed within timescale.</p>	Green	<p>To date there has been a total of 240 LA Guardianship visits undertaken with 93% (224) completed within timescale.</p> <p>Quarter 4 data shows a total of 51 visits with 88% (45) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.</p>	Green
	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	<p>To date there was a total of 1249 Private Welfare Guardianship visits due with 1106 completed on time (89%).</p> <p>During 1 July 2019 - 30 September 2019 (Quarter 2) there were 681 visits due with 616 (90%) seen within timescale.</p> <p>Even know performance is slightly below target this is against a backdrop of a 45% increase the number of people who are now on a guardianship order when compared with the figures 5 years ago.</p> <p>This measure will be performance monitored at Fieldwork Manager and Social Work Governance forums.</p>	Amber	<p>To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time.</p> <p>Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.</p>	Red

Getting it right for children in need

Action	(non statistical measures shaded grey)	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Implement the Corporate Parenting Strategy and Action Plan	Report the number of looked after children by placement type in order to compare home and community placements on a 6 monthly basis	<p>In the period 1 April to 30 September 2019 the total number of looked after children increased by 31 to 706, with the balance of care being 636 (90%) in a Community setting and 70 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.</p>	Green	<p>As at 31 March 2020, there were a total of 759 looked after children. This is an increase of 69 children since 1 April 2019. The balance of care being 680 (90%) in a Community setting and 79 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.</p>	Green
	Maintain performance of the LGBF: Percentage LAC with more than one placement in last year (Aug-Jul) (CHN23)	<p>This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.</p>	Report Later	<p>The number of children whose placements have been maintained has improved significantly and is more favourable than the Scottish average.</p>	Green

Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	The young carer's service continues to deliver on the Carer's Act as it relates to young carers. Staff have attended additional training in respect of the young carer's grant and travel passes. Young Carer's have benefited from better outcomes due to the funding that is now available. This funding has allowed young carers to take part in more opportunities and has reduced isolation, enabled the development of social skills, self esteem, resilience and self efficacy.	Green	The Young Carer's service continues to complete statements and reviews of young carers. We have delivered a young carer's festival that took place at Fordell Firs in Fife-Scottish Scouting Headquarters. We have worked with colleagues within Burnbank Family Centre to deliver a parents group in order to better inform them of the impact of caring on their child's life and the break down and support the isolation that these parents are experiencing. We have organised for Columba 1400 to work with some of our young carers. This is part of their leadership programme and this investment will provide additional skills and knowledge. This in turn will help them to achieve better outcomes in line with their non-caring peers.	Green
	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	Service remodelling during Quarter 2 has continued with a range of procurement activities to encourage a new range of providers to consider delivering this service.	Green	The contract for our Young Carer Support Service has been awarded to Action for Children, who already provide a similar service in a neighbouring local authority. Early engagement with the service provider has been hampered with the current COVID 19 situation. A letter has been drafted to the provider with an estimated service start date of early July.	Report Later

Getting it right for every looked after child

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Improve support for looked after children	75% of children seen by a supervising officer within 15 days	To date, 97% of children were seen by a supervising officer within 15 days in 2019/20. In Quarter 2, 14 children were made subject to a Compulsory Supervision Order. Of these 14 children, <u>100% were seen within 15 days of the hearing date.</u>	Green	To date, 90% of children were seen by a supervising officer within 15 days in 2019/20. In Quarter 4, 15 children were made subject to a Compulsory Supervision Order. Of these 14 children, <u>93% were seen within 15 days of the hearing date.</u>	Green
Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	75% of reports submitted to the Children's Reporter within 20 days	To date, 69% (164 out of 236) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. In Quarter 2, 62% (71 out of 115) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. Number of pressures in the service at the moment emerging from staffing issues and staff time being taken up by inspection requirements. This issue will be monitored by the Head of Children and Justice Services to address issues with the teams to improve <u>locality timescales.</u>	Red	To date, 72% (335 out of 473) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. In Quarter 4, 75% (87 out of 117) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. This evidences an incremental improvement over time. Performance is being monitored by the Head of Children and Justice Services and Service Managers to ensure clear processes and systems are operating in localities prioritising these reports for submission.	Red
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: The gross cost of "Children Looked After" in residential based services per child per week (CHN8a) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	Continuing work regarding supporting young people within the community having positive effect on numbers requiring residential based services.	Green
	Maintain performance of the LGBF: The gross cost of "Children Looked After" in a community setting per child per week (CHN8b) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	While the costs have increased over the last year South Lanarkshire Council has maintained position of lower costs than the Scottish average.	Green

	Maintain performance of the LGBF: Percentage of child protection re-registrations within 18 months (CHN22)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	The figures show that incrementally over the past few years children are less likely to be re-registered on the child protection register following intervention which is sustaining improvements in wellbeing.	Green
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Deliver better health and social care outcomes for all

Deliver better health and social care outcomes for all

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Implement eligibility criteria/prioritisation framework for equal access to personal outcomes	Roll out and monitor the impact of eligibility criteria/prioritisation for service users and carers on a six monthly basis	On-going IT development to scope the requirements which will provide a before and after position relating to the recent implementation of the eligibility criteria are underway. A programme of training is planned for November 2019 – January 2020. Revision to the Outcome Support Plan and Review Module which will provide evidence on how outcomes have been achieved and the impact on the persons health and social care outcomes.	Green	Completed. No known complaints since the roll out in April 2019 therefore not required to continue this measure	Green
Implement the actions detailed within the Health and Social Care Delivery Plan	Report on progress against trajectories for the 6 areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care	<p>Information on the 6 areas of the Health and Social Care Delivery Plan are monitored monthly and formally reported on a quarterly basis to the Integrated Joint Board, Performance Audit and Finance Sub Committee and Social Work Committee. The most recent trends against the 6 areas indicate the following:</p> <ul style="list-style-type: none"> •Accident and Emergency demand continues to show an upward trend of 3.05% when compared with 2017/18 figures. These figures are not dissimilar to the national trends observed across Scotland •Emergency admissions have increased by 1.91% in comparison to 2017/18 •Unscheduled care bed days continue to show a positive trend with a 2.41% decrease observed between 2017/18 and 2018/19 •In total, the Partnership has reduced bed days associated with non-code 9 delayed discharges by 3,652 over the period April to March 2018/19 •The last six month of life by setting shows a positive shift from 84.2% in 13/14 to 87% in 2018/19 for people remaining supported in the community as opposed to a hospital setting •In terms of the balance of care, 83% of people aged 75+ in South Lanarkshire remain at home unsupported. These figures have remained broadly consistent over the last 6 years. 	Green	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.	Green

Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the Integrated Joint Board (IJB) at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan. At the April 2019 IJB meeting a further direction was issued with regards to Carers. In the first 6 months of this year, several updates on Directions have been given to the IJB and Social Work Committee with regards to: 1)the modernisation of South Lanarkshire Care Facilities 2)the review of day opportunities 3)progress with the implementation of Self Directed Support and improvement planning.	Green	A revised Directions report was issued by the Integrated Joint Board (IJB) at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan. At the April 2019 IJB meeting a further direction was issued with regards to Carers. In the first 6 months of this year, several updates on Directions have been given to the IJB and Social Work Committee with regards to: 1)the modernisation of South Lanarkshire Care Facilities 2)the review of day opportunities 3)progress with the implementation of Self-Directed Support and improvement planning.	Green
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Promote mental health across the lifespan

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide updates on national strategies, e.g. See Hear, Mental Health	Lanarkshire Mental Health & Wellbeing Strategy will have a formal launch on 24 October 2019. The Community Planning Partnership and South Lanarkshire Council (SLC) have already signed off on this and North Lanarkshire Council Integrated Joint Board (NLC IJB) will sign off at the beginning of October 2019. South Lanarkshire Council Integrated Joint Board (SLC IJB) endorsed the strategy in September 2019. An Executive Strategy Board has been set up with representatives from SLC, NLC & NHS.	Green	Progress continues to be made in relation to the See Hear Framework implementation. The Lanarkshire Mental Health & Wellbeing Strategy reflects the mental health and wellbeing needs of the population and sets out the mental health & wellbeing priorities for Lanarkshire organisations 2019-2024.	Green

Promote choice, control and flexibility in social care

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Self-directed Support (Direct payments and manage personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ (SW2) in line with national average	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	The percentage of Self Directed Support (SDS) spend on adults continues to improve with an increase from 2.9% in 2017/18 to 3.7% in 2018/19. This upward trend is in line with the Scottish and the Family group, however, the result is still below the Scottish average of 7.3%. A robust action plan has been 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. An independent consultation exercise was undertaken with Self Directed Support Scotland and actions arising from this will be implemented thereafter.	Green
	Maintain performance of the LGBF: Percentage of carers who feel supported to continue in their caring roles (SW4e)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and will be reported in Quarter 4.	Report Later	Data is collected every two years - the next set of results will be available in 2019/20.	Report Later
	Maintain performance of the LGBF: Rate of readmissions to hospital within 28 days per 1,000 discharges (SW6)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	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.	Green

	Maintain performance of the LGBF: Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (SW8)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	whilst South Lanarkshire's performance continues to improve, our results are still below the Scottish and Family group average. This data is monitored monthly and reported to the IJB. Performance is linked to the provision of Care at Home for people being discharged from hospital and as a council there is a challenge to get care packages in place. There has also been a 4% rise in A&E attendances in 2018/19 which affects performance.	Amber
Work in partnership to support carers to continue in their caring role	Remodel current commissioned carer support, information and engagement services by 1 April 2020	Service remodelling for Adult Support, information and engagement services during Q2 has continued with a range of activities to bring the new service to life. Under the steer of the Carers Commissioning Group the Adult Carers Service Specification document has been approved. The Open Tender Process is currently underway with the Adult Carer Service being offered as a specific Lot. The Invitation to Tender alongside the Commercial Envelope and PCS-T have been uploaded with a range of Providers showing initial interest in delivering the new service The Carers Partnership Group has been established with the first meeting taking place in September where a wide range of third sector organisations alongside HSCP staff and other interested parties met to identify the initial activities, plans and actions required to deliver the remodelled service	Green	The contract for our Adult Carer Support Service has been awarded to Lanarkshire Carer Centre, who have provided Carers Support for over 20 years in Lanarkshire. Engagement with the provider commenced just before COVID 19 lock down. Lanarkshire Carers Centre are currently addressing TUPE (Transfer undertakings of public employees) with South Lanarkshire Carers Network. Draft letters for both organisations are being issued, with a potential start date of services on 1 June 2020.	Green
	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	To date there were 523 new cases supported by dedicated Welfare Rights Officers with £520,425 of benefits awarded within 2019/20. The second quarter figures have been broken down below, but are included within the cumulative figures above. Quarter 2: Number of new cases: 276 Weekly benefits: £25,463 Backdated benefits: £227,422	Green	In 2019-2020 there were 1080 new cases supported by dedicated Welfare Rights Officers. There were 273 new cases in the fourth quarter. During Q4 the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £29,498 Backdated benefits: £249,509 Annual benefits: £1,783,405 In total for 19-20, the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £106,837 Backdated benefits: £920,109 Annual benefits: £6,475,633	Green

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

Embed sustainable development strategy across Social Work Resources

Action	(non statistical measures shaded grey)	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of Q2 was: No of items - 1265 Cost of items - £109,205 Value of items - £246,223 Since April there has been a saving over new to the council of - £138,870	Green	The recycled total at the end of Q4 was: No of items - 2450 Cost of items - £239,168 Value of items - £244,881 Since April there has been a saving for the council of - £283,041	Green
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15	Social Work managers continue to monitor the level of mileage undertaken by employees. Whilst this can be challenging due to the need for Social Work Services to respond to crisis, there has been a positive reduction in movement of 2.3% in this quarter, with the year to date reduction in movement of 8.75%.	Green	Due to the current COVID 19 pandemic and staff working from home and other locations, pulling the usual statistical data together has not been possible. Social Work managers continue to monitor the level of mileage undertaken by employees.	Report Later

	Engage with Community and Enterprise Resources' Fleet Services to agree service specific vehicle emissions reduction strategies in line with service delivery requirements	Reports and updates are received from the Fleet Manager and Fuel Efficiency Officer which detail progress made with regards to vehicle emissions reduction strategies. The Fleet and Environmental Services team for the recent National Clean Air Day put on an event demonstrating the choice and affordability of electric and low emission vehicles. All staff were invited to attend and the option to try one of the vehicles was available.	Green	Fleet services continue to liaise with the designated Planning and Development Officer in Social Work Resources to agree vehicle emissions reduction strategies.	Green
Ensure effective contribution to meeting the Council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development Climate Change Strategy 2017-2022	Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives where appropriate	Social Work Resources continues to have an active role in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan.	Green	Social Work Resources continues to have an active role in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan.	Green

Provide access to timely support and interventions for people/groups who are disadvantaged

Action (non statistical measures shaded grey) Measures Qtr 2 Comments Q2 Status Qtr 4 Comments Q4 Status

Support people affected by substance misuse	90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	To date, 90% of drug/alcohol clients started treatment/psychosocial intervention within 3 weeks of referral within 2019/20. In quarter 2 there were 128 referrals made and of these 115 (90%) of clients started their treatment within 3 weeks of referral.	Green	In 2019/20 there have been 606 referrals made to the service with 571 (94%) of cases have started their treatment within 3 weeks of referral. In Quarter 4 from 01 January 2020 to 31 March 2020 there were 111 referrals, 107 (96%) of these referrals started their treatment within 3 weeks of referral.	Green
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Implement the Community Justice Outcome Improvement Plan

Action (non statistical measures shaded grey) Measures Qtr 2 Comments Q2 Status Qtr 4 Comments Q4 Status

Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services	Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board	The Community Justice Partnership continues to meet on a quarterly basis to progress the shared agenda. The Partnership met in June 2019 to self-assess their performance and consider how to improve the performance of the partnership during future years. New processes to report on activities were agreed and will be implemented in the current financial year, by partners submitting high-light reports to the partnership, they also endorsed the priority setting activities that take place throughout the year and are updated at the autumn annual conference for implementation in the following financial year. The current areas for collective priority partnership attention are: •Employability •Poverty •Accommodation The priority groups remain; women, young people and people returning to the area from prison. Annual reports to the SSLB are submitted and the coordinator for the Board is a member of the Partnership.	Green	Due to a range of circumstances the Community Justice Partnership has not met in the last quarter. The partnership Co-ordinator has provided commentary on the Community Justice Scotland Corporate Plan 20/23 the deadline for which has been extended until 30th April 2020.	Green
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Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	98% of clients are first seen within 2 working days of a DTTO commencing	To date, 100% of clients were first seen within 2 working days of a DTTO commencing within 2019/20. In quarter 2 there were 2 Drug Treatment and Testing Orders commenced, both were seen within two days of the DTTO commencing.	Green	In 2019/20 100% of clients were first seen within 2 working days of a DTTO commencing. In quarter 4 there were 5 Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing.	Green
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Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Ensure high standards of compliance are maintained for Community Payback Orders	75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	To date, 79% of offenders on a Community Payback Order (CPO) unpaid work requirement were seen within the timescale. In Quarter 2 there were 149 CPOs with an unpaid work requirement received; of these 115 orders (77%) were seen within timescale.	Green	In 2019/20 77% of offenders who have an unpaid work requirement have been seen within 5 working days. In Quarter 4 (01 January 2020 to 31 March 2020) there were 124 unpaid work requirements. 98 (79%) were seen within 5 working days.	Green
	75% of people starting their placement within 7 days of a CPO unpaid work	To date, 78% of people starting their placement within 7 days of a Community Payback Order (CPO) were seen within the timescale. In Quarter 2, 117 (78%) of unpaid work placements commenced within 7 days of orders being imposed out of a total of 150.	Green	In 2019/20 79% of people started their placement within 7 days of a Community Payback Order (CPO) commencing. In Quarter 4 (1 January 2020 to 31 March 2020), 98 (79%) of unpaid work placements commenced within 7 days of orders being imposed out of a total of 124.	Green
Improve management of all offenders including high risk offenders	Produce MAPPA annual report and present to the Community Justice Partnership	The MAPPA annual report has been completed but is slightly delayed for publication. The intention is to present at the next Community Justice Partnership meeting scheduled for 18 December 2019. North and South Lanarkshire Justice Services have undertaken a review of the MAPPA unit and the contingency arrangements to support its functions. A report is being made available to the Strategic Oversight Group on the findings. It is due to meet on 21 November 2019.	Green	The MAPPA annual report (2019) has now been published and available on the website.	Green
	100% of Criminal Justice Social Work reports submitted to Court by the due date	To date, 99% of Criminal Justice Social Work reports were submitted to Court by their due date within 2019/20. In quarter 2 there were 360 criminal justice social work reports submitted to the court of these reports 354 (98%) were submitted by the due date. The 2% not met in time related to six cases and they are currently being reviewed by local offices.	Amber	In 2019/20 98% of Criminal Justice Social Work reports were submitted to Court by their due date. In quarter 4 there were 402 criminal justice social work reports submitted to the court of these reports 394 were submitted by the due date.	Amber

Strengthen engagement with service users and carers

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
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Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services	Participation and Involvement Strategy is updated by 1 April 2020	The Participation and Involvement Strategy is being updated to include current legislation and practice within the service and to reflect our aim of consistent and meaningful service user and carer participation and involvement, built on the principles of citizen leadership. A draft document is available and it is anticipated that this work will be completed by April 2020.	Green	A proof of the Participation and Involvement Strategy is now available and publication is expected in April 2020.	Green
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Support our communities by tackling disadvantage and deprivation and supporting aspiration

Tackling poverty and deprivation

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Contribute to the tackling poverty agenda	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the Money Matters Advice Service on a quarterly basis	<p>To date, there were 2,117 new cases with a total of £6,946,810 benefits awarded for clients of the Money Matters Advice Service within 2019/20.</p> <p>A breakdown of the Quarter 2 figures are detailed below:</p> <p>Number of new cases: 1658 Weekly benefits: £130,579 Backdated benefits: £1,166,268 New debt dealt with: £2,318,374</p> <p>In addition to the number of new cases, during Quarter 2, 1507 people were provided with advice where the issue was resolved at the initial contact.</p>	Green	During 19/20, outcomes for people supported by the local Money Matters teams were: Number of new cases: 6450 Weekly benefits: £547,878 Backdated benefits: £4,718,507 Annual benefits: £33,208,163 New debt dealt with: £8,662,373 *Number of people provided with advice where issue was resolved at the initial contact: 6535 *this is additional to the number of new cases	Green

Delivering the plan and achieving best value

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

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Ensure high standards of governance are being exercised	90% of risk control actions completed by due date	There were no risk control actions to be completed in this quarter.	Green	There were no risk control actions to be completed in this quarter.	Green
	90% of audit actions completed by due date	<p>To date, 93% of audit actions were completed within the timescale.</p> <p>As at the end of Quarter 2, 13 out of 14 (93%) of audit actions due were complete. The target of 90% has been achieved.</p>	Green	As at the end of Quarter 4, 25 out of 29 (86%) of audit actions due were complete. The target of 90% has not been achieved.	Amber

	<p>Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group</p>	<p>An update of the Social Work Resources Risk Register and Risk Control Plan 2019 was provided to the Insurance & Risk Management Adviser which will be presented at the Corporate Management Team (CMT) meeting scheduled for the beginning of October.</p> <p>The Council's top risk register and risk control plan has been reviewed. This work was completed in September 2019. There were changes to the register and these are summarised as follows:</p> <ul style="list-style-type: none"> • Failure to evidence sufficient progress against Care Inspectorate requirements • Failure to prepare for the analogue to digital switchover • Failure in multi-agency public protection procedures that result in harm to vulnerable children and adults. 	Green	<p>In this quarter the risk register has been reviewed in light of the performance of one of our registered care at home services.</p> <p>Corporate Resources have also issued the 2020/21 timetable for Top Risks and Resource Risk Register Review which will commence on 1 April 2020.</p>	Green
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	<p>Data for Freedom of Information (Scotland) Act (FOISA) requests is reported one quarter in arrears. In Quarter 1, 53 requests were received and 51 (96.2%) were responded to within the statutory time period.</p> <p>To date 96.2% of FOISA requests were processed within the statutory time period meeting the target.</p>	Green	<p>Data for Freedom of Information (Scotland) Act (FOISA) requests is reported one quarter in arrears. In Quarter 3, 39 requests were received and 39 (100%) were responded to within the statutory time period.</p> <p>To date 154 requests have been received and 94.81% of requests were processed within the statutory time period just missing the target.</p> <p>An Action plan has been created to address this. The plan includes a change to internal procedure/internal due dates and continually monitoring the volume of requests and where they are allocated.</p>	Green
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	<p>Data for Environmental Information (Scotland) Regulations requests are reported one quarter in arrears. In Quarter 1, 0 requests were received. To date, 0 requests were received.</p>	Green	<p>Data for Environmental Information (Scotland) Regulations EI(S)R requests is reported one quarter in arrears. In Quarter 3, 0 requests were received.</p> <p>To date 0 EI(S)R requests have been received.</p>	Green
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	<p>Data for General Data Protection Regulation/Data Protection Act requests are reported one quarter in arrears. In Quarter 1, 37 requests were received and 27 (73%) were responded to within the statutory time period.</p> <p>To date 73% of Data Protection Act requests were processed within the statutory time period not meeting the target.</p> <p>The delay in releasing the information was due to the complexity and volume of information requested. There was also a delay in identifying what information was held. The Resource is currently looking at additional strategies to ensure that the timescales will be met.</p>	Red	<p>Data for Data Protection Act (DPA) requests is reported one quarter in arrears. In Quarter 3, 36 requests were received and 31 (86.11%) were responded to within the statutory time period.</p> <p>To date 106 requests have been received and 81.13% of requests were processed within the statutory time period missing the target.</p> <p>An Action plan has been created to address this. The plan includes a change to internal procedure/internal due dates and continually monitoring the volume of requests and where they are allocated. A webinar in conjunction with Legal specifically for Social Work is also being created.</p>	Red

Ensure monitoring, compliance and control of externally purchased services	Ongoing monitoring of the quality of care provided by externally purchased services	Of the 38 external Care Homes for Older People, 36 have been inspected under the new quality framework. Four care homes have grade 2 (weak) under key question 1:How well do we support peoples wellbeing? The new care home, Bothwell Castle has yet to be inspected. All other care homes are performing at a good and above level. We continue to have evidence of good/very good performance across 11 external Day Care Services. Of the 18 Supported Living Providers, 15 are performing at a good and above level. Of the 16 Children's Care Home Services, 15 are performing at good and above levels and 18 out of the 20 Home Care providers are operating at a good or above level.	Green	Most of our externally purchased services continue to perform at a good or above level. In this Quarter 4, the Care Inspectorate has reduced its inspection footfall. At the time of writing, all registered care service are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Green
Produce annual Chief Social Work Officer Report	Chief Social Work Officer Report is produced and forwarded to Scottish Chief Social Work Officer by September 2019	The annual 2018/19 Chief Social Work Officer Report has been drafted, and the draft has been shared with the Scottish Government. The report will be presented to the Social Work Committee on 11th December 2019.	Green	The Chief Social Work Officer report (2019) has now been published and available on the website.	Green

Promote equality and the well being of staff

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans to be in place by 2020	Continue to review Resource Workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle	As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Social Work Committee. The last report was submitted on 2 October 2019 and provided employment information for period June to July 2019.	Green	As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Social Work Committee.	Green

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	The Adult Protection, Drug Treatment and Testing Orders (DTTO), Justice, Community Payback Order and Social Care Survey Q3 and Q4 returns have all been submitted within deadlines in Quarter 2.	Green	All returns due in for the period have been submitted within timescales .	Green
Ensure registered care services are compliant with health and social care standards	Report on annual care inspectorate evaluations of our 42 registered services	Social Work Services are regulated and inspected by the Care Inspectorate and we currently have 42 registered services as well as two Family Centres: 8 Care Homes for Older People 6 Care Homes for Children and Young People 13 Day Care Services for Older People 6 Day Care Adult Lifestyles Services Centres for Adults 2 Community Support Services for Adults (Care and Support) 4 Home Care Services 3 Children's Family Services: Adoption, Fostering, Supported Care During 2019/20, there has been a total of eight inspections carried out; Children's Home x2, Day Centre x4, Home Care Provisionx1 and Residential Home x1.	Green	The annual return of our registered services inspected in 2019/2020 has been forwarded to Internal Audit. Of the 18 services inspected (one being inspected twice in the year) the evaluations of two home care services has involved the development of detailed action plans. An oversight Home Care Inspection Core Group consisting of senior managers has also been established.	Green

Report on the LGBF/Scottish Government Benchmarking Indicators	Maintain performance of the LGBF: Proportion of care services graded 'good' or better in Care Inspectorate Inspections (SW7)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020.	Report Later	The proportion of care services graded 'good' or better in 2018/19 has been broadly maintained for the majority of services. The slight differential in this relates to home care, whereby grading for Hamilton was unsatisfactory and Rutherglen weak. In terms of improvement activity, there is a full review of the Hamilton service and also work being extended to cover improvement activity for the Rutherglen locality.	Amber
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Improve the skills, flexibility and capacity of the workforce

Action	(non statistical measures shaded grey) Measures	Qtr 2 Comments	Q2 Status	Qtr 4 Comments	Q4 Status
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	5% Labour turnover rate	To date, the labour turnover rate is 2.7% which is below the target.	Green	In 2019-20 the labour turnover rate is 5.6% which is above the target. At the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Red
	100% coverage of Performance Appraisals (PAs) of employees in scope	To date, there has been a 40% coverage of Performance Appraisals (PAs). It is anticipated that the target of 100% will be achieved by Quarter 4	Amber	In 2019/20 there were 38.8% of Performance Appraisals completed. At the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Red
Progress the Council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	A Project Governance Coordinator for Technology enabled Care has now been successfully recruited. Work will now commence to recruit further technology enabled care capacity and expertise in line with Social Work Committee approval later this year. This new team will provide the necessary knowledge, skills and expertise to increase the use of technology enabled care in supporting people to remain at home. Work is also underway to consider a replacement system within Social Care for SWiSplus. An outline Business Case has been developed for consideration and will be presented to the Senior Management Team in due course.	Green	A Technology Enabled Care Team consisting of a Project manager and three Assistive Technology Officers as part of scaling up and rolling out the use of technology solutions to support people in managing their care has now been recruited. This new team provides the necessary knowledge, skills and expertise to increase the use of technology enabled care in supporting people to remain at home. Work is also underway to consider a replacement system within Social Care for SWiSplus. An outline Business Case has been developed for consideration and will be presented to the Senior Management Team in due course.	Green
Contribute to reducing the Council's reliance of avoidable single-use plastic items	Contribute to the development of the Council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group	The Resource continues to contribute to the Council's single use plastic action plan having undertaken an exercise across all our establishments this quarter. Work is continuing within our registered care services in terms of awareness raising to the impact of the use of plastics and alternative products.	Green	The Resource continues to contribute to the Council's single use plastic action plan. We continue to work with our registered care services in terms of awareness raising of the impacts of single-use plastic.	Green
Contribute to a fair, healthy and sustainable food system	Contribute to the development of the Council's Food Strategy which will encompass social, health, economic and environmental concerns related to food	There has been no further activity since Quarter 1. The Food Strategy and Action Plan is scheduled to go to Committee in January 2020. Once it has been approved a further meeting will take place of the Food Growing Group.	Green	The Food Strategy and Action Plan went to Committee in January 2020. However, at the time of writing, all service areas are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic and therefore unable to report on Resource progress at this time.	Green

Report

14

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	Children in Need of Care and Protection - Inspection Outcome - Evaluation
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Committee with an update on the Joint Inspection of Services for Children in Need of Care and Protection in South Lanarkshire

2. Recommendation(s)

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

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

3. Background

- 3.1. With the introduction of the Children and Young Peoples (Scotland) Act 2014, the Scottish Government has furthered its ambition for “Scotland to be the best place to grow up in by putting children and young people at the heart of the planning and services and ensuring their rights are respected across the public sector”.
- 3.2. It is within this context of significant legislative changes and the subsequent Child Protection Improvement Programme and National Care Review that the Care Inspectorate reviewed and updated its methodology to enable self-evaluation and inspection actively to focus on Children in Need of Care and Protection.
- 3.3. In the revised model for the Joint Inspection of Services for Children and Young People in Need of Care and Protection, the Care Inspectorate pose five inspection specific questions:
 - 1. how good is the Partnership at recognising and responding when children and young people need protection?
 - 2. how good is the Partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and well and recover from their experiences?
 - 3. how good is the Partnership at maximising the wellbeing of children and young people who are looked after?
 - 4. how good is the Partnership at enabling care experienced young people to succeed in their transition to adulthood?
 - 5. how good is collaborative leadership?

- 3.4. At the point of Inspection, Partnership areas are requested to provide position statements against each of the Inspection questions noted above and how self-evaluation is carried out and key performance indicators evaluated however, these are not formally evaluated by the Inspection Team.
- 3.5. Quality Indicators, 1.1 (key performance indicators), 2.1 (impact on children and young people), 2.2 (impact on families) and all the 9's (leadership) in the Quality Improvement Framework for Children in Need of Care and Protection (2019) are evaluated as part of the Inspection process only.
- 3.6. Inspection - South Lanarkshire Partnership
The Partnership was formally notified by the Care Inspectorate of their plans for inspection on 06 August 2019, this included ten days on site (over two periods) the weeks beginning 28 October and 2 December 2019.
- 3.7. An inspection preparation/steering group was established with representation from across the Children's Services Partnership. Reports outlining the inspection were presented to the Corporate Management Team (CMT) (Council and Health Board), the Council's Executive Committee, Community Planning Partnership Board, Getting it Right for South Lanarkshire's Children's Board and the Integration Joint Board (IJB).
- 3.8. A series of staff briefings were delivered to appraise the Children's Services workforce of the inspection. Sessions were held in all four localities, with over 500 staff attending.
- 3.9. As part of the focus on engagement there were a series of surveys put in place by the Care Inspectorate to scope stakeholder's experiences. These included:
- ◆ a staff survey which was distributed to staff working with children and young people in need of care and protection
 - ◆ a children and young people's survey
 - ◆ a parents survey
- 3.10. The Care Inspectorate requested a Joint Self Evaluation (JSE) to be prepared based on the five inspection specific questions (as noted in 3.3. above) which was submitted on 27 September 2019 along with the associated evidence.
- 3.11. In total, 91% of our staff in Children Services responded to the staff survey, of which 89% fully completed the survey, evidencing not only a very positive response rate but also an engaged workforce.
- 3.12. Based on the survey findings, the Inspectors wanted to explore a few areas further during their week one and week two on-site activity.
- 3.13. The first on-site week commenced on 27 October 2019, with Inspectors undertaking case file reading of 109 cases from Monday - Wednesday. The core records of Police Scotland, Health, Education and Social Work were read in respect of 45 Child Protection cases, with the Lead Professional - Social Work records read for the remaining 64 Corporate Parenting cases.
- 3.14. On Wednesday evening, Thursday and Friday the Inspection Team undertook Participation and Engagement Activity. As a Children Services Partnership we offered the Inspection Team 52 different opportunities to engage with children, young

people and parents/carers. This allowed the Inspection Team to directly engage with children, young people and parents/carers to understand the impact of our services/intervention on their lives.

- 3.15. Based on the Inspection Team's initial reflections of week one, when they met with Senior Officers from across the Partnership on 13 November 2019, they were able to identify specific focus group activity and requested additional opportunities to engage with children and young people for their week two on-site activity.
- 3.16. In total, 46 individual sessions were arranged for the Inspection Team in week two which commenced on 02 December 2019. This consisted of 31 focus group sessions with front line workers, front line managers and senior officers across the Children's Service's Partnership (including Elected Members) - entailing over 350 staff engaging directly with the Inspection Team. The remaining 15 sessions were a combination of attending staff engagement events and meeting with children, young people and families. Where additional sources of evidence were discussed within focus groups, these were subsequently provided to the Inspection Team.

4. Inspection Evaluation

- 4.1. Whilst it was anticipated the Inspection Report would be published on 28 April 2020, on 23 March 2020 the Care Inspectorate took the decision to suspend all publications of inspection reports in light of the demands on public services due to the COVID-19 pandemic. The Inspection Report was subsequently published on 16 June 2020. The report can be accessed [here](#).

Summary of Evaluations

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

- 4.2. The Care Inspectorate recognised a lot of good work that is being done in South Lanarkshire. The adequate evaluations predominately relate to our Corporate Parenting agenda. This includes actively engaging with care experienced children and young people via the establishment of a Champions Board and the testimony of care leavers of services and supports available to them when they leave care.
- 4.3. Whilst the Care Inspectorate could see that there were active steps being undertaken to address these areas, for example, the development of a dedicated Throughcare and Aftercare Team for care leavers, it was too early to see the impact of this. In addition, they were also aware that the launch of the Champions Board had taken place on 10 December 2019 but again felt it was too early to evidence the impact of engagement with care experienced young people.
- 4.4. The Care Inspectorate in its conclusion reported that: The Care Inspectorate and its scrutiny partners are confident that South Lanarkshire Community Planning Partnership has the capacity to continue to improve and to address the points for action highlighted in this report. This is based on:
 - ◆ a strong commitment to collaborative working and improvement
 - ◆ improvements already demonstrated in the wellbeing of many children, young people and their families supported by a wide range of effective services
 - ◆ the potential for continuing improvements through developments which had already begun

- ◆ the support and confidence demonstrated in senior leaders by staff across all sectors
- ◆ the Partnership's own joint self-evaluation which identified many of the strengths and areas for development highlighted in this report
- ◆ positive discussions in Partnership meetings held during the course of this inspection which demonstrated a clear commitment to improvement and learning

5. Good Practice Examples

- 5.1. In the Inspection Report, Aspire and Structured Deferred Sentencing were identified as two good practice examples in South Lanarkshire.
- 5.2. Aspire is the Youth Employability Service co-ordinated by Education Resources. Youth Employability and partners promote and share a consistent vision that all our young people have a positive initial and sustained destination as they enter further and higher education, training and employment.
- 5.3. Closing the attainment gap and improving employability outcomes for children and young people who live in our rural areas, who are care experienced, have additional support needs, are involved with the youth justice system and/or subject to other adverse childhood experiences remain key priorities.
- 5.4. Effective leadership and synergy across council and partner priorities has enabled strong connections between strategic groups of CPP, Opportunities for All and Children's Services to develop our young workforce.
- 5.5. Analysis of the Skills Development Scotland co-ordinated Data Hub supports the tracking of young people age 16 - 19 to ensure positive destinations are achieved and sustained. Despite having one of the largest numbers of young people aged 16-19 in Scotland; we now have one of the highest positive initial destination results comparable with other councils.
- 5.6. The Inspection Team recognised that the Structured Deferred Sentencing (SDS) Court in Hamilton has led to significant improvement in wellbeing for young people.
- 5.7. SDS is a community-based intervention given after conviction, but prior to sentencing.
- 5.8. SDS aims to divert people from the criminal justice system and reduce short term prison sentences. A person convicted of an offence is provided with a period of time between conviction and sentencing in which they receive structured support to address criminogenic needs and stop offending prior to being sentenced. If during the deferral they do not commit any further offences, any subsequent sentence will be lower or they may be admonished.
- 5.9. Young people who engaged had better outcomes in terms of mental health and housing, with positive destinations in terms of employability and inclusion within their community.
- 5.10. The evaluation of outcomes was supported by the University of the West of Scotland evaluation report which Inspectors recognised this was a successful project due to a "welfare-led" approach underpinning the project.
- 5.11. To evidence the success of the project, 90% of those who engaged did not re-offend.

6. Next Steps

- 6.1. The Partnership will be actively engaging with our Care Inspectorate Link Inspector on the improvement plan which will be overseen by the Children's Services Strategy Group and reported to the Getting it Right for South Lanarkshire's Children's Partnership Board.
- 6.2. The Children's Services Strategy Group will develop a communication strategy to ensure partners, stakeholder and wider workforce are informed of the outcome from the inspection and improvement plan going forward.

7. Employee Implications

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

8. Financial Implications

- 8.1. There are no financial implications associated with this report.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. There are no implications for climate change in terms of the information contained in this report.
- 9.2. There are no implications for sustainability in terms of the information contained in this report.
- 9.3. There are no implications for the environment in terms of the information contained in this report.

10. Other Implications

- 10.1. There are no risk implications associated with this report.
- 10.2. Whilst there are risks associated with any external scrutiny process, particularly one of this scale across Council Resources and including other partner agencies of NHS Lanarkshire, Police Scotland and Scottish Children's Reporters Administration (SCRA); it is important that we maintain our good working relationship with the Care Inspectorate based on transparency and improvement.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. There is no requirement to undertake an equality impact assessment regarding the content of this report.
- 11.2. As identified above, there has been extensive engagement with staff, children and young people their families and carers as part of this inspection process.

Val de Souza

Director, Health and Social Care

16 June 2020

Link(s) to Council Values/Objectives

- ◆ protect vulnerable children young people and adults
- ◆ get it right for children and young people

- ◆ achieve results through leadership, good governance and organisational effectiveness
- ◆ focused on people and their needs

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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Report

15

Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	COVID-19 - Health and Social Care Partnership Recovery Composite Report
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Committee with an overview of the Health and Social Care Partnership's Recovery Plans

2. Recommendation(s)

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

- (1) that the contents of this report be noted.

3. Background

- 3.1. The Council's Executive Committee considered a report on the 24 June 2020, COVID-19 Recovery Planning which set out the initial steps towards recovery for all Council Resources. The Recovery Plan which the Executive Committee approved included a section on Social Work Resources which this report refers to along with a similar recovery programme which is underway for the NHS. The Health and Social Care Partnership (HSCP) is responding to the challenges and opportunities in the context of maintaining an integrated approach to strategic planning and operational delivery.
- 3.2. The Committee will be aware that the HSCP has been and will continue to be at the forefront of the response to coronavirus. Key services such as primary care, public protection, social care, and community nursing services have continued through the "Lockdown" period. The restrictions have necessitated some prioritisation of services and adjustments to the approach such as staff being more flexible in their job roles within safe parameters and having to introduce additional measures such as the use of PPE to keep everyone safe. These services have also contended with reduced staff availability due to small numbers being "Shielded" larger numbers falling into "vulnerable" groups and a regular cohort of colleagues who had to isolate due to COVID-19 symptoms in their household. Operational delivery has been supported for example through the redeployment of HSCP staff to priority areas, redeployment of staff from other Council Resources and NHS bank staff.
- 3.3. The HSCP has stood down a range of services as part of the response programme. Scottish Government introduced emergency legislation which eased the duty to assess, so that Social Work teams could adhere to social distancing requirements and concentrate on Public Protection and urgent care. Across the Partnership, non-urgent routine activities have been suspended or reduced for the most part for

several months. Day Services have required to be suspended and alternative supports put in place for a reduced number of higher risk situations. The non-residential charging arrangements have consequently also been suspended for many service users. Similarly NHS responses have concentrated on core activities and areas such Primary Care, treatment rooms, routine AHP activity have stopped or reduced non urgent activity, limited direct contact and moved away from building based contacts to focus on more urgent and home based contacts. The public have responded positively to the need to make these changes and to an extent where they have needed to be encouraged to seek support to avoid emerging health conditions escalating.

- 3.4. On a positive note, the response period has accelerated the adoption of agile working and technology-based interventions and methods of communication. These have proved invaluable in maintaining contact and providing clinical support. Across the system both practitioners and the public have embraced the use of products such as Near Me and Teams to interact and home-based working has become the new normal for many staff who previously operated from the Partnership's offices. Social Work teams for example only come into the office every third week on a rota to cover duty and intake service and thereby maintain social distancing. The response phase is also ongoing, and it is anticipated that agile working will be required for some time. There are many positives in this approach and the recovery phase will seek to consolidate and develop these models so that they become typical. This will require further adjustments to systems of work to support and protect staff and will require longer term consideration of the nature and use of the estate.
- 3.5. The Partnership has also had to undertake new tasks as part of the response. A key example of this has been the set-up of the COVID-19 assessment centres at the Airdrie and Douglas Street bases. These have taken up space previously in use for other services and have also consumed the capacity of staff from other parts of the system. Another area of significant new work has been the support provided to Care Homes and the mechanisms set up to provide assurance and support testing. It is anticipated that these responses will be ongoing for some time and the continued resourcing of these assurance models will need to be addressed. The establishment and operation of the PPE hub has equally taken up a considerable resource primarily from the Partnership but with extra capacity and skills sets brought in from other Resources.
- 3.6. The Lanarkshire Health and Care system has delivered its best performance around delayed discharge throughout the crisis period. There was an intense effort to discharge people from hospital at scale and pace in response to directions from the Scottish Government. As previous Committee Reports have described, this included the temporary recommissioning of McWhirter Care Home as an intermediate care facility, purchasing additional nursing home places and securing additional Care at Home capacity from the independent sector. This was supported by an early discharge planning approach that the Partnership and the Acute sector had already begun to adopt based on learning from NHS Tayside. This improvement needs to be sustained going forward as part of a package to improve performance around unscheduled care generally. The recovery work will include a reassessment of the existing workstreams to embrace learning from this period and rebuild momentum in the transformation and improvement activity.
- 3.7. The activity referred to above has been achieved through a massive effort from a considerable body of staff from the partnership which has been sustained for several

months and will clearly be required for a considerable period ahead. Officers have worked long hours including weekends and public holidays to ensure services continued to operate and that the responses were prompt and effective. These endeavours require substantial expertise and time from planning, project, operational and clinical managers backed by business partners to set-up and co-ordinate. This will not abate in the ongoing response and recovery period and members will note the need to continue to prioritise this activity.

- 3.8. The recovery process has commenced in accordance with the principles set out in the Recovery Report to the Council's Executive Committee and similar NHSL processes and permissions. A key theme for the recovery is that going back to where things were before COVID -19 will not be possible or desirable. One driver to the not possible position is the fact that COVID-19 restrictions and adjustments remain in place for the general population and some people such as frail elderly, Shielded and other vulnerable groups remain very much at risk from infection. People will still not be able to congregate in the waiting rooms at their GP surgery, treatment room or out-patient appointment. These spaces will need to be strictly managed. Similarly, traditional Day Services remain an unsafe environment especially for the cohort of people who attend. For the foreseeable future it will not be possible to use buildings and run services as we did before.
- 3.9. The other key driver is the additional costs of running services and the availability of finance going forward. The response period has been financially supported through a range of government initiatives that have provided funding not just to support the response of the Council and the NHS but also to sustain the social care sector. This funding is finite and there is uncertainty about the medium to long term implications for the sector. Significant adjustment and remodelling are required as services step back up and take account of ongoing risks. One illustration of many is that a routine treatment room intervention might take up to four times as long to carry out due to the time taken to don/doff PPE and prepare the space for the next patient. Fewer people can be allowed into HSCP buildings and many activities will take longer to complete. There is no anticipation of additional funding for workspace and workforce where there were already shortfalls in the availability of key skillsets. The financial consequences of COVID-19 in the long-term are not fully known but are expected to have an adverse impact. The impact will also be felt by external partners and the future nature of the social care market is equally uncertain. The planning assumptions are that there now will be a need for careful consideration of what services should be prioritised how they can be delivered.
- 3.10. On a more positive note the opportunity to embrace new ways of working should not be passed up and are also a driver for change and a steer away from returning to an as was position. Aside from the potential work/life balance benefits for employees from agile working there are potential efficiencies for the Council and outcome benefits for service users and patients from using technology. The Partnership has already engaged in work to develop digital solutions beyond video conferencing and remote access to ICT systems. Technology can be used effectively to help people manage long-term conditions, provide health alerts, avoid escalations, and improve the interface with practitioners. There are also possibilities of using some of the existing platforms to connect some people better and mitigate social isolation. The work in Care Homes for example to support residents to keep in touch with family using video Apps should be built upon. The HSCP therefore suggest that tech workstreams are given a high priority during the recovery phase.

4. Next Steps

- 4.1. The services which have been sustained over the past few months are at the core of the HSCP's business and from the Councils perspective relate to its statutory duties. The initial phase of the Recovery programme has concentrated on planning for such statutory and core activities to be more fully stepped up. For example family contact arrangements for children have been resumed and there is an increase in face to face contact with more vulnerable groups such as adults affected by mental health conditions and addictions who have not responded so well to the new approaches to contact.
- 4.2. The HSCP's senior leadership team have been working closely with colleagues across the Council and NHSL. As with the response phase, recovery will require collaboration across the full spectrum of resources and disciplines as inputs are required not just from a clinical and operational perspective but also from estates, IT, transport, HR and Organisational Development and Finance.
- 4.3. HSCP Managers have been working with the trade unions and professional leads to consider the next steps and undertake walk throughs of buildings, processes, and pathways to determine the measures that are required to re-establish services and keep people safe. As noted above this includes consolidating some of the existing work practices along with the additional protective factors of signage and distance markers to reinforce physical distance. Further measures such as the installation of hand sanitisers, screens at reception points and distribution of PPE are in place. The public footfall into buildings will remain at a minimum and protective measures such as attendance by appointment, minimal waiting areas and sanitising procedures at workstations and in interview areas are amongst the steps being taken to facilitate this.
- 4.4. The Committee is aware that the HSCP has in motion an ambitious Transformation and Improvement Programme which encompasses work related to Care at Home, Day Services and the Care Homes estate from the Council perspective alongside NHS led programmes including Primary Care Improvement and the Mental Health Strategy. Work on these programmes has continued albeit often at a slower pace and with a narrower scope over the COVID19 period. The partnership has already begun to rebuild momentum with these and begin to consider the impact of the COVID situation on the work. It is evident that there are both new challenges and some opportunities and learning that will need to be addressed and capitalised on, respectively.
- 4.5. The Day service at Carluke is a satellite of the Harry Smith Centre in Lanark. As noted in previous discussions with members, Carluke has the lowest occupancy of all the SLC day centres and much of the space allocated to Social Work is under-utilised. Education Resources have a need for some specialist provision within the local area and we have worked together to ensure a more efficient use of space within the building without impacting on the day care service for our clients, should Day Care be in a position to reopen some form of buildings based service.
- 4.6. Both the Council and NHSL have established governance arrangements to oversee the recovery programme. The HSCP's Recovery Programme is likely to move quickly and require frequent and rapid adjustments as the COVID-19 situation evolves, and restrictions are reviewed. The HSCP will work with these forums as the planning develops and is taken forward for implementation. It is anticipated that the IJB will need to review its Strategic Commissioning Plan and its Directions to the Council considering the new situation and future challenges. It is likely that some of

the service commissioned to support the IJB's strategic outcomes will look somewhat different going forward.

5. Employee Implications

- 5.1. There are no direct employee implications arising from this. However as noted in the body of the text there are likely to be various workforce related matters which will require attention over the recovery period. The Resource will work with the Human Resources and Training and Development teams alongside the regular consultation and liaison with the trade unions to address the matters which arise. It is likely that the committee will be asked to consider workforce matters related to recovery in future reports.

6. Financial Implications

- 6.1. There are similarly no direct financial implications associated with this report. Members should however note that the capacity to recover services is related to the availability of financial resources and subsequent reports setting out recovery and redesign options will require to factor this in.

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 is significant risk associated with the ongoing response to COVID-19 and over the recovery period. The risk will be mitigated by continuing to focus on prioritising essential activity and targeting staff and other resources to these activities to ensure business continuity for essential services. The HSCP will continue to adhere to advice and guidance which safeguard both services users and employees. As noted above there are likely to be risks related to the need to deliver services differently and potential from ceasing certain activities either to protect people or due to them no longer being prioritised for support.

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. The HSCP will continue to consult with stakeholders including trade unions, professional bodies, providers service users and carers throughout the recovery programme

Val de Souza

Director, Health and Social Care

27 July 2020

Link(s) to Council Values/Objectives

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

Previous References

- ◆ Executive Committee, 24 June 2020

List of Background Papers

- ◆ none

Contact for Further Information

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

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Report

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Report to:	Social Work Resources Committee
Date of Meeting:	19 August 2020
Report by:	Director, Health and Social Care

Subject:	Care Homes – Change in Guidance
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update to Committee in regard to Care Homes for Older People highlighting:-
- ◆ the announcement by Scottish Government on 17 May of new requirements in regard to enhanced professional clinical and care oversight of Care Homes
- ◆ the current position and supportive engagements around Care Homes within South Lanarkshire
- ◆ the publication by Scottish Government of Visiting Guidance for Adult Care Homes in Scotland
- ◆ commencement of unannounced inspections by the Care Inspectorate and fortnightly reporting of this programme to Scottish Government
- ◆ the announcement by Scottish Government of required medical practitioner reporting of COVID or suspected COVID related death of Care Home resident and investigation by Covid Death Investigations Team.

2. Recommendation(s)

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

- (1) that the change in guidance and support monitoring arrangements in respect of Care Homes be noted; and
- (2) that the lead remits of the Council and Health and Social Care Partnership, including incorporation of the Chief Social Work Officer in oversight arrangements of Care Homes, be noted.

3. Background

- 3.1. Government correspondence estimates that over 40,000 residents live in the 1083 adult Care Homes across Scotland. The majority of adult Care Homes are for older people (75%) and 75% of these Care Homes are run by the private sector, with the remainder run by voluntary sector and local authority/health board sectors. Adults living in Care Homes often have multiple health conditions and complex care needs. Many are inevitably at greater risk of poorer outcomes if they were to contract COVID-19 due to conditions such as frailty, multiple co-morbidity, pre-existing cardio-respiratory conditions or neurological conditions.
- 3.2. On 11 March 2020, the World Health Organisation declared the Coronavirus to be a pandemic. On 23 March 2020, the UK Government introduced measures to minimise the spread of the virus by directing people to remain at home, with the

exception of very limited purposes, stopping all gatherings of more than two people and closing a number of non-essential businesses.

- 3.3. Legislative changes were introduced in recognition of the challenges facing organisations to meet their statutory duties and align their services to meet areas of priority. The Scottish Government Coronavirus (Scotland) Bill received Royal Assent on 6 April 2020 and complemented and regulated the use of emergency powers given to Scottish Ministers under the UK Parliament's Coronavirus Act 2020.

4. Lanarkshire Command Structure and Support response

- 4.1. South Lanarkshire Council and NHS Lanarkshire both responded to COVID-19 challenges by the Council implementing a Corporate command structure, and NHS initiating Gold Command groups led by Directors and Silver and Bronze subgroups to drive the response.
- 4.2. The Health and Social Care Partnership (HSCP) has been a full participant in both Corporate Leadership and NHS Gold Command structures and at all levels below, supporting a coordinated approach across the whole system. The Bronze COVID-19 Command Group Primary Care/HSCP established a multi-agency Care Homes subgroup convening twice weekly to determine Care Home sector support during the pandemic alongside continuing interpretation and implementation of national guidance requirements. SLHSCP and Council are represented on the bronze group.
- 4.3. A Care Home Assurance Group (CHAG) was established on 23 April comprising representation from Director of Public Health (Chair), Nurse Director HSCP, Consultant Public Health, Care Inspectorate, HSCP South and HSCP North representatives, IPC Lead, with membership latterly including Chief Social Work Officer (CSWO), Chief Officers of HSCP and Medical Director. In meeting daily this group has overseen risk prioritisation and engagement visits to all older adult Care Homes in Lanarkshire providing support and have escalated concerns to Care Inspectorate where required.
- 4.4. SLHSCP has held daily calls for key operational professional leads to coordinate activity and log all decisions taken. These leadership briefings allowed for the dissemination of real time information during the evolving period of pandemic where national guidance and requirements were being regularly updated. The daily morning situational briefings have been invaluable in providing overview of this emerging situation, mapping out next steps required, clarifying roles and responsibilities for participants and assisting in forward planning. COVID-19 Briefings with organisational response updates have also been established for elected members.
- 4.5. The programme of individual engagement visits to Care Homes in South Lanarkshire in May 2020 involved representation from SLHSCP, Public Health and Care Inspectorate. A thematic analysis was also undertaken with the Care Homes to identify common concerns. This analysis has highlighted training and educational needs in relation to:
- access to updated Health Protection Scotland (HPS) guidance
 - management of an outbreak
 - standard infection control precautions such as PPE, hand hygiene; Uniform Policy; management of clinical waste
 - staff support: mental health and wellbeing

- 4.5.1. Care Home providers were briefed in advance of these engagement visits and feedback from Care Home providers indicates that these visits were well received. A number of recommendations were made in response to the themes, noting that many of these actions of support had already commenced in regard to Care Home engagements.

5. Coronavirus (COVID-19): enhanced professional clinical and care oversight of Care Homes

- 5.1. On 17 May 2020, Scottish Government issued further correspondence to Chief Executives, Medical and Public Health Directors and Chief/Lead officers. The correspondence summarised what has been put in place already at a local and national level, including : the emergency Coronavirus legislation, an assortment of guidance, provision of PPE, commitments around workforce salaries and the real living wage; £50m of initial investment for provision of resilience and sustainability of services; roll out of testing for staff and residents and the establishment of a Care Home Rapid Action Group advised by a CMO/CNO led Care Homes Clinical and Professional Advisory Group.
- 5.2. The correspondence of 17 May 2020 also set out new arrangements to be put in place to ensure appropriate clinical and care professionals across Health Boards and HSCP take direct responsibility for the clinical support required for each Care Home in their Board area recognising that COVID-19 is a public health crisis in social care settings. Nurse and Medical Directors are required to take direct responsibility for the clinical support required for each Care Home in their NHS Board area in collaboration with Directors of Public Health. Nurse and Medical Directors, in conjunction with Healthcare Associated Infection leads, providing practical expert advice and guidance on infection prevention and control.
- 5.3. There is a requirement for all Health Boards to establish a Care Home Clinical and Care Professional Oversight (CHCCPO) team comprised of the following professional roles:
- The NHS Director of Public Health
 - Executive Nurse lead
 - Medical Director
 - CSWO
 - HSCP Chief Officer
- 5.4. As of week commencing 18 May 2020 the CHCCPO team is required to assume a number of responsibilities including holding a daily discussion covering each home in their area with a focus on infection prevention and control and to provide appropriate responsive clinical support. A key remit being professional oversight, analysis of issues, and identification and implementation of supports to assist Care Homes sustain services during the pandemic. Joint inspection visits are also undertaken as required by the Care Inspectorate and Healthcare Improvement Scotland (HIS), working together to respond to priorities and concerns
- 5.5. Care Home Testing – guidance in situ now means anyone in a Care Home having COVID symptoms will be tested (for normal outbreaks, testing is only done on a sample of potentially positive cases). Weekly testing arrangements for all Care Home staff are now also in place. Testing information reports are submitted weekly to Government.

- 5.6. Coronavirus (No.2) (Scotland) Act 2020 – Powers to Intervene in Care. The Coronavirus (No.2) (Scotland) Act 2020 is emergency legislation which sets out a range of provisions that ensure swift interventions in Care Homes where there is a serious risk to individuals. These are:
- ♦ [Emergency Directions](#) - Health Boards can make specific asks of Care Homes where they believe there is a material risk to health within the Care Home. Where the Health Board believes they haven't been complied with, the Health Board can take steps to ensure they are carried out
 - ♦ [Emergency Intervention Order](#) - Ministers may authorise a nominated officer to temporarily take over the operation of a Care Home if there is a serious threat to life, health or wellbeing within the home
 - ♦ [Powers to purchase Care Home and care at home services](#) - Putting beyond doubt the powers available to Local Authorities to purchase a Care Home or Care at Home Services and Health Bodies to purchase a Care Home by agreement
- 5.6.1. The powers that have been put in place allow for public bodies to make the swiftest of interventions where required to do so. The powers are all related to COVID-19 and can only be used in a situation where coronavirus is a factor in the failure of service. They are also included in emergency legislation meaning that they are temporary powers during the current situation. The powers will be available for the duration of the Act, which is presently due to last for six months. It is anticipated that the circumstances in which these powers would be used are rare.
- 5.7. CSWO's have formally requested clarification on roles and responsibilities in relation to the Enhanced Professional and Clinical Oversight structures for Care Homes that were established on 18 May 2020. CSWO's have outlined the need to ensure a human rights based approach as the focus has to date appeared predominantly clinical. This has been acknowledged by the national Care Home oversight board who have informed further guidance will reiterate the distinctive role of the CSWO and additional resources will be made available to support CSWO with this role.

6. South Lanarkshire Position - Care Homes

- 6.1. In addressing the Coronavirus pandemic, Care Homes have experienced considerable pressures in supporting both COVID-positive and non COVID residents ensuring Health Protection Scotland (HPS) Guidance and Government requirements are adhered to in regard to both Care Home residents and the care workforce.
- 6.2. The Lanarkshire Partnership (South Lanarkshire Council, SLHSCP, North Lanarkshire Council, NLHSCP and NHS Lanarkshire) work with this provider sector has been characterised by a range of extensive activity including: encouraging review and update of Care Home Business Continuity Plans; Weekly Care Home teleconferences; Increased engagement and contact from locality staff with Care Homes and also by the Care Home Liaison Team (CHL); support management of any issues, for example, infection outbreaks, PPE availability; signposting and engagement around Staff health and wellbeing supports including “wobble rooms” and psychological supports.
- 6.3. Within South Lanarkshire there are seven Council registered and 41 Independent sector registered Care Homes for older people. Since implementation of Phase One lockdown in March 2020, a weekly Care Homes group telephone conference chaired by a social work manager within the SLHSCP is held with Care Home providers. Also in attendance are council representatives from Procurement and Finance, SLHSCP locality/fieldwork managers, NHS representatives and Care Inspectorate.

The conference call provides the opportunity to share and update information and signpost providers to emerging guidance and reporting requirements. Care Home Providers likewise can run through any issues they have regarding the impact of COVID-19 and pressures they are experiencing, and this is assisting develop a shared understanding of the Care Home sector and where particular support may be required.

- 6.4. Care Home providers have shared a range of examples of how residents, families and staff have been actively supported during the COVID-19 pandemic, for example, use of video calls for family chats; families emailing in letters which are then printed off and issued/read to residents; use of arts and crafts leading to fun games and competitions for residents within Care Homes such as t-shirt making; residents sharing experience of lockdown feelings and support including a resident sharing a poignant poem highlighting this aspect.
- 6.5. A key task for the Partnership set by the Scottish Government was to rapidly free up space in the acute hospitals in anticipation of a peak in COVID-19 related demand for beds. This has been successfully achieved and included:
- ◆ purchasing additional Nursing Home beds;
 - ◆ the two former South Lanarkshire Council Care Homes, McWhirter's in Larkhall and Kirkton in Blantyre were temporarily recommissioned and staffed to support service users using an intermediate care approach, however to date Kirkton has not been required
 - ◆ HSCP staff (Nursing and Social Care) were deployed to support commissioning of a vacant wing of Bothwell Castle Care Home to temporarily accommodate service users. This arrangement has now ended as it is no longer required
- 6.6. These resources were required to deliver additional care at a point in time when the community workforce was depleted across the entire Social Care sector. McWhirters is primarily being used for people who should be at home but where there has been very limited capacity to start new Care at Home. Kirkton has been on standby should the numbers of referrals increase rapidly but to date has not been required. These three units have been staffed through a combination of redeploying residential staff, day service staff and using other council employees particularly from Leisure Services. NHS Lanarkshire and HSCP Managers have delivered training to support these employees into a Social Care role and to undertake vital signs monitoring to support the targeting of Primary Care Services for these residents.
- 6.7. Similarly, to other providers the South Lanarkshire Partnership has implemented all Scottish Government and regulatory procedures as detailed in the guidelines to safeguard residents and staff during this pandemic. Within the Council Residential Care Homes to date only two service users have been diagnosed with COVID-19. Service users have demonstrated great resilience and spirit during this difficult time and indeed many have taken the opportunity to boost morale within the Care Home for the other resident and staff and thus providing comfort for loved ones who cannot be with them at this time, for example, 98-year-old service user who raised funds for the NHS by playing the piano for 100 days in McClymont Care Home, featuring on Scottish news feature. Also, two resident veterans from David Walker Gardens who brought history to life for young children learning about VE day.

7. Care Home visiting

- 7.1. On 25 June 2020 Scottish Government published Visiting guidance for Adult Care Homes in Scotland. This sets out a four staged approach to the reintroduction of visiting. Stage one with the policy of essential visits only (End of Life Stress and Distress). As of 3 July 2020, in moving to stage two, Care Home residents will be

able to receive an outdoor visit from a nominated Visitor on the basis the Care Home has been COVID-19 free for 28 days.

- 7.2. Locally, the Health Protection Team and the Clinical and Care Oversight group will have responsibility for supporting Care Homes and ensure risk assessments are in place and each home has introduced a revised visiting policy before approval for visiting by Public Health can commence for that Care Home.

8. Care Home Inspections

- 8.1. The Care Inspectorate have commenced a programme of unannounced inspections to Care Homes and are now submitting a fortnightly report to the Scottish Government on their findings from all recent Care Home inspections. More recent inspections have been graded against the revised Care Home quality assurance framework which asks an additional key question: 'How good is our Care and Support During the COVID-19 Pandemic?'

9. COVID-19- Deaths of Care Home Residents

- 9.1. In response to the significant public concern into the number of deaths from COVID-19 within Care Homes, the Lord Advocate has advised medical practitioners that from 21 May 2020 they must report deaths or presumed deaths of residents within Care Homes, due to COVID-19, to the Procurator Fiscal; reporting is also required for staff where there are reasonable grounds to suspect that they may have contracted the virus in the course of their employment or occupation.
- 9.2. The Crown Office and Procurator Fiscal Service (COPFS) has established a dedicated COVID-19 Death Investigation Team (CDIT) who are working closely with Police Scotland to obtain the information which it requires to identify and investigate these deaths. The COPFS CDIT has been established to investigate deaths, the nature and extent of that investigation will depend on the particular circumstances ranging from limited to more extensive investigations.

10. Employee Implications

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

11. Financial Implications

- 11.1. Communication issued by Health and Social Care Scotland and COSLA sets out the national principles for sustainability payments to social care providers during COVID19. This provided a consistent set of principles to ensure that the social care sector remains sustainable during the emergency response to COVID-19. These principles are based on commitment to meet reasonable additional costs to ensure sustainability. The most recent version of this guidance was issued on 12 June 2020 and are in place until the end of July 2020. The Director HSCP wrote to Care Homes on 25 June 2020 informing that the processes being established in South Lanarkshire reflect the current position reached between Scottish Government and COSLA regarding support arrangements around COVID-19 and will be subject to review where required.
- 11.2. The financial implications of the response to COVID-19 are estimated at this stage are included in the Mobilisation Plan submitted to the Scottish Government. £50m has been allocated Scotland wide and the HSCP has received £2.9m to date.

12. Climate Change, Sustainability and Environmental Implications

- 12.1. There are no implications for climate change or the environment in terms of the information contained in this report.
- 12.2. Presently there are no immediate sustainability issues for Care Homes with guidance issued to providers regarding the submission of claims in regards to additional costs sustained through response to COVID-19.

13. Other Implications

- 13.1. There are no other implications associated with this report.

14. Equality Impact Assessment and Consultation Arrangements

- 14.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 14.2. There is no requirement to undertake any consultation in terms of the information contained in this report.

Val de Souza

Director, Health and Social Care

27 July 2020

Link(s) to Council Values/Objectives

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

Previous References

- ◆ none

List of Background Papers

- ◆ none

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