

Report

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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