

# North Lanarkshire Council Report

## Adult Health and Social Care Committee

approval  noting

Ref AG/MF

Date 18/02/20

## Annual Report of the Chief Social Work Officer 2018/19

**From** Alison Gordon, Head of Children, Families and Justice Social Work Services / Chief Social Work Officer

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### Executive Summary

The Chief Social Work Officer (CSWO) of each local authority is required to provide an annual report and a standard template for this purpose is issued by the office of the Chief Social Work Advisor to the Scottish Government. The North Lanarkshire CSWO Report 2018/19 which is attached as an appendix to this report provides information on the delivery of statutory functions, performance and improvement activity across the range of social work services over the last year. In addition information is provided on the wider landscape and governance of social work provision in North Lanarkshire and on both the national and local challenges impacting on the delivery of social work services.

The report reflects the key structural changes arising from 'We Aspire - A Shared Ambition' and covers a period of transition for the social work service during which Children, Families and Justice Social Work Services transferred to the new Education and Families Directorate but with this position only fully formalised following Scottish Ministerial approval of the revised Integration Scheme in April 2019. Whilst social work services are therefore now delivered through both Health and Social Care and Education and Families, the Chief Social Work Officer retains practice and staff governance responsibilities across all social work functions.

### Recommendations

It is recommended that Committee

- (1) Approve this report
- (2) Note that approval of the report will also be sought through the Education and Families Committee
- (3) Remit the report for noting to the Integration Joint Board Performance, Finance and Audit Committee

### The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

## **1. Background**

- 1.1 The requirement that each local authority appoint a professionally qualified Chief Social Work Officer is contained in Section 45 of the Local Government (Scotland) Act 1994. Statutory Guidance on the role of the Chief Social Work Officer was updated in 2016 in particular to reflect the impact of Health and Social Care integration, extending the responsibilities of the role to provide advice to the Integration Joint Board (IJB). In addition to providing advice both to the Local Authority and IJB in relation to the discharge of statutory social work functions the role continues to carry key responsibilities for professional leadership, values and standards both for directly provided and commissioned services.
- 1.2 As outlined in a previous report to the then Housing and Social Work Committee in 2016, the Chief Social Work Officer role sits with the Head of Children, Families and Justice Social Work Services. Whilst however the role requires to be undertaken by one designated individual, delegation of responsibilities is permitted where required by the scale of business. In North Lanarkshire this means that the Head of Adult Social Work Services, routinely exercises delegated responsibilities for decision-making and professional standards within adult services as well as providing support and cover with respect to the wider functions of the CSWO role.

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## **2. Report**

- 2.1 The report outlines the continuing challenging context for social work service delivery arising from growth in demand for services, service complexity and new legislative requirements against a background of financial and workforce pressures but also outlines key service innovation and continuous improvement activity supporting both the delivery of core statutory functions and the aspirations of the Plan for North Lanarkshire. The report contains some case studies which help to illustrate that whilst relationship based practice remains at the heart of effective social work delivery, integrated working and the smart use of technology are also supporting positive outcomes.
- 2.2 The overall performance of the social work service in North Lanarkshire remains strong and benchmarks well on cost nationally, in particular supporting, and supported by, a positive balance of care whereby in both adults and children's services most individuals, including those with complex needs, are supported within their own families and communities. Services such as justice and addiction services also have a strong focus on working holistically to support rehabilitation, recovery and reintegration. Over the past two years however there has been a net increase in the number of children who are looked after and in demand for care home placements and intensive supports for adults with consequential cost pressures impacting also on assessment and planning capacity within the service. In order to address this going forward it is critical that social work can draw on support from, and work with, other services to continue to support early intervention both to deliver positive outcomes and address the inequalities experienced by our most vulnerable populations and also to avoid increased costs associated with negative shifts in the balance of care and more costly crisis intervention,

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### **3. Equality and Diversity**

- 3.1 Fairer Scotland Duty  
No direct impact though the effective delivery of social work services supports this duty,
- 3.2 Equality Impact Assessment  
N/A

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### **4. Implications**

- 4.1 Financial Impact  
None
- 4.2 HR/Policy/Legislative Impact  
None
- 4.3 Environmental Impact  
None
- 4.4 Risk Impact  
Key risks highlighted within the report are incorporated in relevant risk registers.

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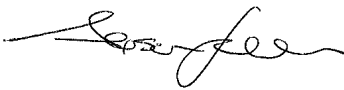
### **5. Measures of success**

- 5.1 Information on performance is detailed within the attached report.

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### **6. Supporting documents**

- 6.1 Annual Report of Chief Social Work Officer 2018/19



**Alison Gordon**  
**Head of Children, Families and Justice Social Work / Chief Social Work Officer**

## The Chief Social Work Officer Function

The requirement that each local authority appoint a professionally qualified Chief Social Work Officer (CSWO) is contained in Section 45 of the Local Government (Scotland) Act 1994. The CSWO provides professional governance, leadership and accountability in respect of the delivery of social work and social care services, including commissioned services. A key aspect of the role is to provide the local authority Chief Executive, Elected Members and, as a result of health and social care integration, the Integrated Joint Board with advice on social work service delivery and cross-cutting issues and equally to support a broad understanding of the complexities involved in delivering the related statutory responsibilities which involve consideration of need and the management of risk and liberties. The then Scottish Office explicitly recognised that the need for the CSWO role was driven by “the particular responsibilities which fall on social work services in that they affect personal lives, individual rights and liberties to an extent that other local authority services do not.” (Circular: SWSG2/1995 May 1995). The CSWO also has a direct remit for decisions in a number of statutory matters including in relation to secure accommodation, adoption and welfare guardianship.



Another important aspect of the CSWO role is that of informing the delivery of a range of universal services to support social welfare. At a time of significant constraint on public finances this requires all aspects of the local authority and its partner's service delivery to play their part in protecting and supporting the most vulnerable people in our communities. This focus requires the CSWO to contribute to discussions that identify the thresholds of intervention and the targeting of support across the broad range of public service delivery.

In North Lanarkshire, the CSWO role is held by the Head of Children, Families and Justice Social Work Services and supported by the Head of Adult Social Work Services who holds delegated responsibilities for adult services, provides cover where required and supports the CSWO in relation to the wider functions of the role.

## Annual Report

As part of the role the CSWO is required to provide an annual report in accordance with Scottish Government guidance. This report seeks to provide an overview of social work activity in North Lanarkshire for the period April 2018 to March 2019 and addresses the following areas:

- Key challenges, developments and improvements during the year
- Governance and accountability arrangements including partnership working.
- The context and landscape for service delivery within North Lanarkshire
- Finance and resources
- Performance, service quality, continuous improvement and developments within the service.
- Workforce planning, development and workforce challenges
- Looking Forward 2019/20

In presenting this report I would like to thank all of the staff involved in the delivery of social work services in North Lanarkshire for their commitment and hard work over the past year and also to thank the colleagues and partners whose support has been critical to the delivery of the service.

**Alison Gordon Head of Children, Families and Justice Social Work Services/ Chief Social Work Officer**

## 1. Summary reflection on performance, key challenges, improvements and developments during the past year.

Social work services within North Lanarkshire continue to be delivered within a context of considerable change and challenge both nationally and locally. Demands across key areas of the service also continue to grow driven by demographic change, new legislative responsibilities, the impact of poverty and an increase in complexity of presenting needs. The financial climate clearly remains challenging both for the service, its partners and the community. Whilst the service retains a strong commitment to prevention and early intervention as critical to improving lives and managing longer term demands, capacity to invest in these areas has been strained both by demand and related cost pressures around core statutory functions with limited new national funding linked primarily to the delivery of additional legislative duties rather than service transformation as in some other areas of the public sector.

Over a number of years innovative practice in North Lanarkshire, including a commitment to personalisation and intensive community supports, has supported a strong balance of care in both adult and children's services with the proportion of individuals supported in their own homes and communities benchmarking well nationally. Whilst this remains the case there has been an increase over the last two years in external residential and fostering placements for children and young people and there has been a growth in the overall number of children and young people becoming looked after, principally related to an increase in children and young people in kinship placements. Whilst the rate of care home admissions remains one of the lowest in the country, care home spend has also increased over the past year in response to complexity of need as well as demographic pressures.

In this context a key plank in retaining our capacity to promote prevention, inclusion, supporting people within their own homes and communities and improving outcomes has been to continue to focus on strong assessment and planning and relationship based practice whilst seeking best value from integrated and partnership working, opportunities for service reconfiguration and the creative use of technologies,

A key contextual development over 2018/19 has been the introduction of the *Plan for North Lanarkshire* as a single vision for the area based on inclusive growth within which social work and social care have a clear role in supporting the ambition of addressing inequalities and improving outcomes for those in our communities who face the biggest challenges. The *Plan* has provided a vehicle for enhanced corporate and partnership working which has already shown benefits for those supported by social work, for example in the further development of the Family Firm and stronger links between Justice and employability services.

## Children's Services

As signposted in my last report the most significant change over the past year has been the realignment of children and families and justice social work within the new Education and Families Directorate, focussing the service on new opportunities but also involving a substantial reconfiguration of governance, strategic and operational arrangements. The new arrangements have however already supported the establishment of our new Virtual School and more joined up working in relation to children and young people with additional support needs and around the equity/child poverty agenda.

The service has also continued to prioritise a number of change and improvement programmes including the further embedding of the Safe and Together Model for working with domestic abuse and continuing work under the 'transforming pathways' programme targeting children and young people on the 'edges of care'.

A newer focus has been an identified need to explore more effective multi-agency responses to young people at risk in the light of the increasing number of young people presenting with complex issues of substance misuse and self-harm sometimes alongside concerns around exploitation or unhealthy relationships and/or offending behaviours.

## Adult Services/Home Support

Significant energy has been invested over the past year in further developing a new mixed model for home support. This model has been designed to facilitate the expansion of self-directed support and choice and control for older adults who require ongoing paid support. It aims also to strengthen access to re-ablement for those who may require intensive and time limited support alongside a more specialist response and support for those with frequently changing needs, including for end of life care. In order to address this as well as the cost pressures on the service the management and placing model for the service will be radically reconfigured to a central hub. This will be implemented over the next year making best use of technology and dynamic scheduling.

Alongside this, other priority areas of focus have been around First Point of Contact and the promotion of 'good conversations' and the continued development of opportunities for self-management as well as the continued embedding of the integrated rehabilitation service and a pilot project aimed at improving responses to high resource users.

Other key areas of activity over the past year have included:

- The revision of the delivery of mental health/MHO services resulting in new service delivery arrangements to be introduced in 2019/20
- The review and update of Adult Protection procedures which was completed with a rollout plan from July 2019.
- The establishment of six integrated rehabilitation teams, building on learning from the Motherwell Pilot project. These are multi agency teams including both health and social work occupational therapy and health physiotherapy with a single team leader.

### Justice Services

Justice Services have continued to focus on building effective partnerships to support effective and holistic responses to service user needs and to reduce offending, with the North Lanarkshire Community Justice Partnership the first in the country to undertake a Validated Self Evaluation supported by the Care Inspectorate and Community Justice Scotland at the end of 2018.

We have also placed a significant focus on community engagement holding a number of open days at our Restorative Justice base which have included events for schools, students of the University of the West of Scotland, Members of the Scottish Youth Parliament and Local Community Councils with the aim both of highlighting the work undertaken by the service and promoting understanding of the issues and stigma faced by people involved in the Justice system.

Other areas of specific focus have been around the expansion of diversion and on young people involved or impacted by the justice system with continuing partnership with children's services around parenting support and with Families Outside.

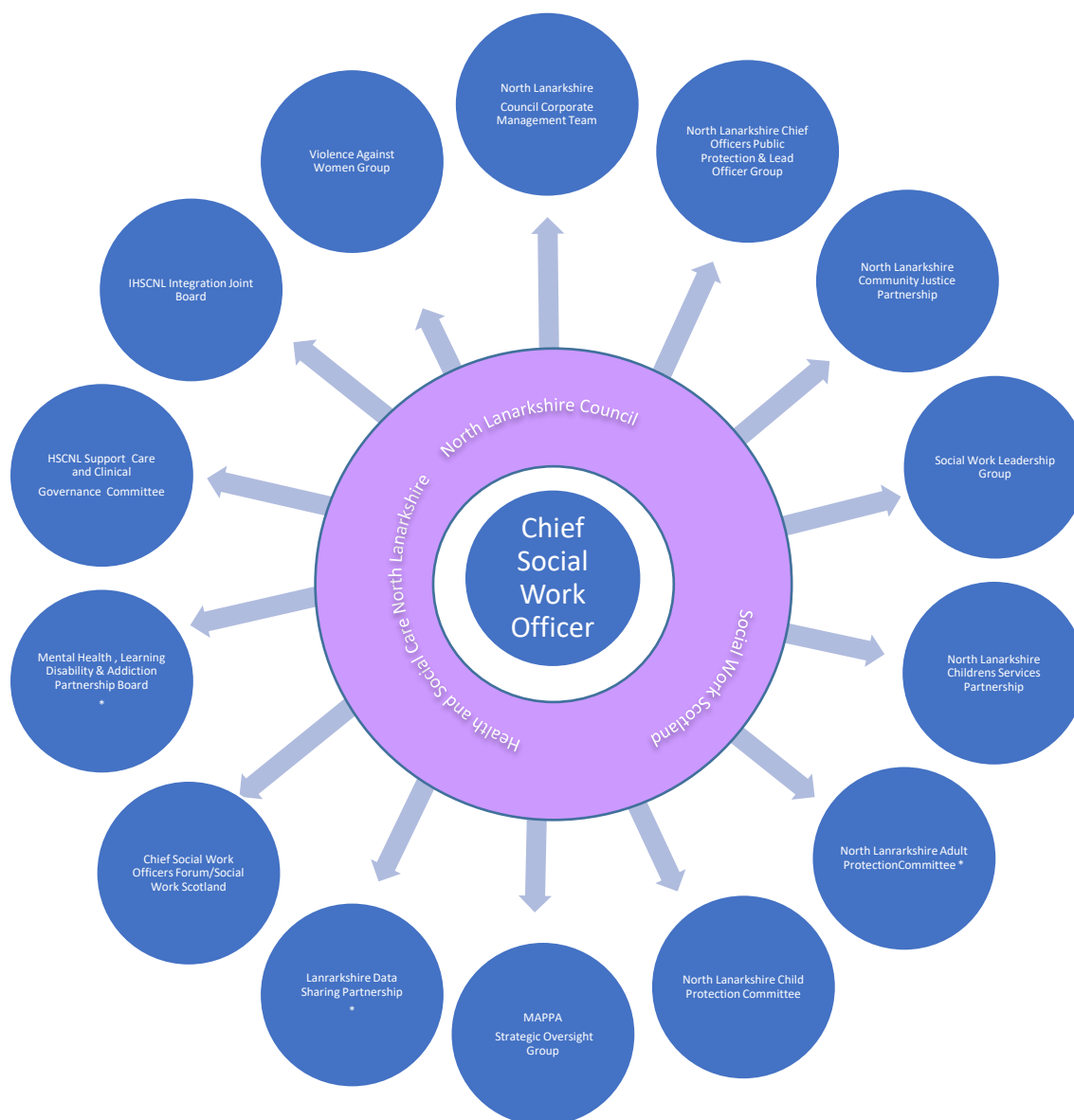
An area of challenge for the service continues to be the capacity for targeted intervention in relation to Domestic Abuse. North Lanarkshire is one of the areas which have not been successful in achieving allocation of national funding for specialist programmed work with perpetrators and this has limited our ability to address demand as effectively as we would wish.



## 2. Governance and accountability arrangements including partnership working

An important aspect of the role of CSWO involves developing and maintaining relationships and building and sustaining strong partnerships across a range of organisations and structures. In addition to the specific responsibilities of the CSWO to the council and HSCNL the CSWO holds a key leadership role within a number of partnership groups and contributes to the wider national social work community.

The diagram below illustrates the most significant of these:



\* delegated to Head of Adult Social Work Services

In September 2018 a new vision 'We Aspire – A shared ambition for North Lanarkshire' was set out by the new Council Chief Executive <https://mars.northlanarkshire.gov.uk/egenda/images/att88713.pdf>. This included an intention to review the Integration Scheme with a view to removing Children, Families and Justice Social Work Services from the Health and Social Care Partnership and realigning these to a new Education and Families Directorate within the Council with a view to maximising synergies to improve outcomes for children, young people, individuals and families and to promote integrated working across all of the new service portfolios. In support of this the Head of Children, Families and Justice Social Work/CSWO post moved to the new Education and Families Service but with an identified lead responsibility for maintaining shared outcomes and joint working with adult social work and children's health services and becoming a member of the core corporate management team. Following appropriate consultation and alongside a wider review with NHS Lanarkshire of integration arrangements the revised Integration Scheme received the necessary ministerial approval in April 2019.

Work to develop new operating models and supporting structures for the new service configurations in line with the wider *Plan for North Lanarkshire* are currently being developed and finalised. Whilst aspects of this process are complicated by historical cross-cutting service support arrangements within social work and involve the disaggregation and realignment of integrated locality arrangements, there has been a clear appetite from staff to make the most of the opportunities these changes provide. At the same time there remains a commitment to retaining strong joint working both across social work care groups and wider services. A priority within both the modelling for Adult Health and Social Care and Education and Families has been to ensure sufficient professional social work capacity within new integrated arrangements both to deliver on statutory responsibilities and support improved outcomes. Some of the 'early wins' from these new arrangements are reflected elsewhere in this report.

## 2.1 North Lanarkshire Council and North Lanarkshire Partnership

The new *Plan for North Lanarkshire* sets the direction for the council and partners. Its purpose is to communicate the shared priorities and provide a focus for activities and resources around place making. It is a high level strategic document that outlines a long-term vision for North Lanarkshire - a vision where North Lanarkshire is the place to *Live, Learn, Work, Invest, and Visit* and of inclusive growth and prosperity. It's a Plan with a shared ambition that aims to ensure the benefits that this brings reach all our communities, and that there is a much fairer distribution of wealth.

It integrates the previous council Business Plan and ambition reports, and the North Lanarkshire Partnership (NLP) Local Outcomes Improvement Plan (LOIP)

<https://www.northlanarkshire.gov.uk/index.aspx?articleid=1240> and is centred on:

- improving economic opportunities and outcomes
- supporting all children and young people to realise their full potential
- improving the health and wellbeing of communities
- enhancing participation, capacity and empowerment across our communities and
- improving North Lanarkshire's resource base

As part of *The Plan for North Lanarkshire* the social work Heads of Service have lead responsibility for a number of the associated actions and progress against these is considered by the Council's Corporate Management Team.

The CSWO and Head of Adult Social Work have also a key role in ensuring connections are made across the wider range of corporate programmes of work, which impact on areas which are important to those who use social work services and which also provide clear opportunities to gain support for the delivery of social work functions.

Following the recent restructure, committee structures within the Council have also been revised with a new Adult Health and Social Care Committee and an Education and Families Committee established to ensure appropriate oversight of the delivery of social work functions.

The overarching framework for partnership working in North Lanarkshire continues to be provided by **North Lanarkshire Partnership** (NLP) <https://www.northlanarkshire.gov.uk/index.aspx?articleid=30993> which brings together the major public sector agencies in the area along with Voluntary Action North Lanarkshire (VANL) the third sector interface in the area. The priorities for delivery across the partnership are now included in *The Plan for North Lanarkshire*.

The **Children's Services Partnership** (CSP) provides multi-agency governance and strategic planning and direction for children's services in North Lanarkshire. During 2018/19 the revised and strengthened Children's Services Partnership Board was implemented with the introduction of councillor and NHS board membership and a clearer relationship between the Board and the other key delivery elements for children services such as the Improving Children's Services Group. This year also saw the second full year of implementation of a new Children's Services Plan for the period 2017-20,

<https://www.northlanarkshire.gov.uk/index.aspx?articleid=30406>.

This plan focusses on a small number of key priorities specifically Prevention; Neglect (including Domestic Abuse and Substance Misuse); Mental Health Wellbeing and Resilience, Looked after Children and Young People and Child Poverty. The development of 4 task groups to take forward actions relating to the 4 main priorities has continued and concurrently NLP is developing a Tackling Poverty Strategy with the work around child poverty part of this overall strategy to ensure synergy.

To support the work of the CSP, the CSWO chairs the Improving Children's Services Group which has oversight of the work of the task groups together with a range of improvement programmes linked to the CSP.

The **North Lanarkshire Community Justice Partnership (NLCJP)** currently also chaired by the CSWO formally assumed responsibility for the oversight of Community Justice in North Lanarkshire in April 2017 taking over from the Lanarkshire Community Justice Authority. The partnership has benefited from the strong participation of partners and published the 3 year North Lanarkshire Community Justice Outcome and Improvement Plan (NLCJOIP) in March 2017. <https://www.northlanarkshire.gov.uk/CHttpHandler.ashx?id=20573&p=0>

The plan, which received positive feedback from Community Justice Scotland, sets out both how the partnership intends to meet the seven national structural and person centred outcomes for community justice and also identifies local priorities including a focus on prevention and diversion, domestic abuse, improved access to mental health support and the development of a learning hub. North Lanarkshire Community Justice Partnership was the first in Scotland to undertake a supported and validated self-evaluation of community justice during 2018-19. The Care Inspectorate concluded that "As a result of the activities undertaken we are pleased that we are able to validate the partnership's approach as appropriately robust and mature. We consider that through their self-evaluation, the partnership has been able to appropriately identify strengths and areas where improvement is required. We are confident that the partnership is well placed to establish a shared culture of continuous improvement as they strive to achieve excellence in the implementation and delivery of the community justice model".

## 2.2 Health and Social Care North Lanarkshire

**North Lanarkshire Health and Social Care Partnership** published its first Strategic Plan in March 2016:

<http://www.nhslanarkshire.org.uk/About/HSCP/Documents/Strategic%20Commissioning%20Plans/HSCNL-Strategic-Plan.pdf> together with its Strategic Commissioning Plan: Achieving Integration in March 2017 <http://www.nhslanarkshire.org.uk/boards/2017-board-papers/Documents/May/NL-HSCP-SCP-Achieving-Integration-Delivery--May-2017-Board.pdf> which sets out the priorities for service delivery.

The Integrated Joint Board and its Performance, Audit and Finance Sub Committee provide the overarching governance structure for the partnership. Both the Head of Children Families and Justice Social Work Services/CSWO and the Head of Adult Services provide professional social work advice to the Board. The Mental Health, Learning Disability and Addictions Partnership Board (chaired by the Head of Adult Social Work Services) and the Frailty and Long Term Conditions Partnership Board (chaired by the Head of Health) have the role of informing and implementing strategic direction on behalf of HSCNL across their respective areas and maximising the opportunities provided by the integration of Health & Social Care to promote best practice and improve access for individuals to the right support.

As already noted above a comprehensive review of integration arrangements has been undertaken over the 2018/19, looking at themes including governance, leadership, finance and operational structures and the resulting action plan will be progressed over 2019/20.

<https://mars.northlanarkshire.gov.uk/egenda/images/att91211.pdf>

### 2.3 Support, care, practice and staff governance arrangements

The Health and Social Care Partnership's **Support Care and Clinical Governance Committee (SCCGC)** meets on a quarterly basis and is chaired on a biannual rotation by the CSWO, Medical Director, AHP Director and Nursing Director. During the past year a range of development activity has been undertaken locally to build on and embed joint arrangements and the Nursing Director and CSWO have also participated in national appreciative enquiry themed events on this area. The terms of reference for the SCCGC have been updated to reflect the organisational changes within the partnership and will again be revisited over the next year in line with anticipated updated national guidance and the conclusion of new operating arrangements.

In view of the need also to maintain coherence in practice and staff governance across social work functions and care groups the framework for professional social work has been further strengthened and is supported both by quarterly social work leadership and quarterly workforce meetings and by a revised supervision policy more attuned to work within integrated settings. Further work is taking place to ensure clarity of interface with the wider SCCG arrangements. Following a successful conference focussed on social work identity, referenced in more detail in section 6 below, further engagement is also planned with senior practitioners and other frontline staff on how current arrangements may be extended to embed their direct involvement in the continuous improvement agenda for social work.

## 2.4 Public Protection

Leadership in the field of Public Protection clearly remains a key responsibility of the CSWO and the Head of Adult Social Work Services who collectively provide support to the Chief Executive of the Council in his role as chair of the **Chief Officers' Public Protection Group (COPPG)** to which the MAPPA Strategic Oversight Group, Violence Against Women Group, Adult Protection Committee and Child Protection Committee report on a quarterly basis. The CSWO chairs the Lead Officers Public Protection Group, is currently vice chair of the CPC and will assume the rotating chair of the pan Lanarkshire MAPPA SOG in May 2019 whilst the Head of Adult Social Work Services is a key member of the Adult Protection Committee. The CSWO has also recently assumed the chair of the Violence against Women Group following recognition that this strand of the public protection framework did not have the same level of support or ownership across agencies despite Domestic Abuse being an identified priority within both Children's Services and Community Justice Plans. A review aimed at strengthening the VAWG is now being taken forward.

## 2.5 Engagement with the Community and Voluntary Sector and people who use support and services.

The Social Work Service and CSWO play a key role also in ensuring that the voices of people who use and have experience of social work services are heard not only in individual planning but that they inform the design and delivery of the service. Throughout the range of our partnership working including our adult service Partnership Boards we maximise the opportunities for this to happen and work with a number of community and voluntary sector organisations to develop the quality of engagement.

Voluntary Action North Lanarkshire (VANL) continues to provide the key local interface with the community and voluntary sector in North Lanarkshire and participates as equal partners in the partnership structures described above and in a wide range of linked improvement activity. This has included membership of the Children's Services Partnership Board and the ongoing involvement and facilitation of two endorsed third sector networks linked to the Community Justice Partnership: a Reducing Reoffending Network led by SACRO and a Victim Services and Community Engagement Network led by Victim Support. These networks involve over 20 third sector and community group representatives and have significantly broadened engagement around the community justice agenda.

Within Adult Services, VANL have played a central role in developing voluntary and community sector involvement through community capacity and carers support work. This successful approach and model, which was initially developed as part of the Reshaping Care for Older People programmes, has been extended across all care groups and is led by the multi-agency Community Capacity Building Group. The work is focused around nine thematic areas and care groups and through the use of a £1.1 million devolved budget has directly invested in 77 organisations and community groups who have worked in areas connected to physical activity, overcoming loneliness, hospital discharge, and early years. <https://mars.northlanarkshire.gov.uk/egenda/images/att88334.pdf>

Following a series of co-production workshops involving young people and children's services staff the Children's Service Partnership and the Youth Council, on behalf of young people in North Lanarkshire signed up to a Partnership Agreement in 2018 providing a framework for ongoing engagement and co-production activity <https://www.northlanarkshire.gov.uk/CHttpHandler.ashx?id=21857&p=0>

Involvement processes have also been strengthened with and between specific groupings of young people including care experienced and looked after young people through Today Not Tomorrow (TNT). A new role of elected member Care Experienced Champion has also been identified as a key advocate for care experienced children and young people within the council.

Young people have also been actively involved in discussions with Children's Services Partnership Board to identify how they best wish to engage and inform the Board going forward.

Of key importance in social work across all care groups is the principle that engagement, inclusion and empowerment are not seen as episodic events but embedded also in day to day practice with a focus on good conversations and strength based approaches and this will remain a key element of alignment across both service areas as new operating models are established going forward.

### **3. Social Services Landscape in North Lanarkshire.**

An analysis of the area profile shows that North Lanarkshire has seen a number of successes in recent years, but there are also challenges. This analysis provides the evidence that has informed the direction for The Plan for North Lanarkshire.

While trends show strong improvements in a number of key indicators relating to economic growth, investment, employment, and educational attainment, there are still unacceptably high levels of deprivation and child poverty, and clear areas of inequity and inequality remaining.

This means that not all of North Lanarkshire's people share equally in the improving picture, and there is an element of social exclusion across some of our towns and communities:

## POPULATION

- *North Lanarkshire has an estimated resident population of 339,960 (2017).*
- *18.5% are under 16, 64.7% adults of working age (16-64) and 16.8% are pensioners (65+).*
- *Currently the population is predicted to increase by 1% (3,421 people) by the year 2026, compared to growth of 3.2% in Scotland. The population is then predicted to decrease by 0.9% (3,188 people) from the years 2026 to 2041.*
- *Total net migration rate is +2.16 per thousand (2017) compared to +4.4 per thousand in Scotland; meaning more people are coming into North Lanarkshire than leaving, but this is at a lower rate than Scotland.*
- *2.1% of our population belong to an ethnic minority, this equates to 7,048 people as at the 2011 census.*
- *There are 151,000 households in North Lanarkshire (2017)*
  - *57% are owner occupied compared to national average of 58%*
  - *24% are local authority compared to national average of 12%*
  - *6% are housing association compared to national average of 11%*
  - *12% are private rented compared to national average of 15%*
  - *1% are vacant compared to national average of 4%*
- *The council is the largest local authority landlord in Scotland with a stock of 36,315 homes (2018).*
- *21,500 of residents live in the 5% most deprived areas, according to the Scottish Index of Multiple Deprivation (SIMD); 75,000 of residents live in the worst 15% datazones (2016).*
- *3.6% of working age people claim one or more benefits (2018) compared to a Scotland average of 2.8%.*
  - *21% of children live in households that experience both a low income and material deprivation*
  - *32% live in a low income household (but not in material deprivation, although may still be at risk of poverty)*
  - *41% live in a household in material deprivation (but not on a low income and may have only recently moved out of poverty)*
- *24.8% of children live in poverty (after housing costs), compared to a national average of 23% (2017).*



## EDUCATION

- *In 2017 there were 47,898 pupils in North Lanarkshire's schools (27,522 in primary schools and 20,376 in secondary schools).*
- *32% of pupils gained 5+ awards at level 6 compared to a Scotland average of 34% (2017/18). This is an improvement from 23% in 2011/12.*
- *18% of pupils living in the 20% most deprived areas (according to the SIMD) gained 5+ awards at level 6 (2017) compared to a Scotland average of 16%. This is an improvement from 12% in 2011/12.*
- *The literacy attainment gap in Scottish Attainment Challenge schools has reduced by 1.7% from 2016/17 to 2017/18. This means that pupils in the trial schools who were scoring below average in 2015/16 improved their reading and phonics scores following the increased support they received.*
- *97.4% of all pupils achieved 1 or more qualification at SCQF level 3 or above in 2017 compared to a Scotland average of 98.7%. This rate drops to 78% for pupils who are looked after children, compared to a Scotland average of 86%.*
- *35 pupils per 1,000 were excluded from school in 2016/17 compared to a Scotland average of 26.8 per 1,000.*
- *North Lanarkshire has the highest rate of exclusion from school for looked after children with latest figures (2016/17) showing a rate of 137.1 exclusions per 1,000 pupils, compared to a Scotland average of 79.9 per 1,000.*
- *91.8% of North Lanarkshire's pupils enter a positive destination upon leaving school (2016/17) compared to a Scotland average of 93.7%. This is an improvement from 87.6% in 2011/12.*
- *8.2% of pupils not entering a positive destination include those children who are hardest to reach and engage with.*
- *13.6% of North Lanarkshire's working age population (aged 16 to 64) have no formal qualifications (2017); this equates to 29,400 people. Despite showing improvement and dropping from 20.1% in 2011, this remains higher than the Scotland average of 8.7%. \*(as at date of publication)*

## ECONOMY

- *Latest GVA per head is £19,605 (2016) rising from £15,980 in 2010; this is the fastest growing GVA in Scotland. This means that North Lanarkshire's economy is expanding as can be seen from the latest growth figures which show growth of 3.7% per annum compared to 3.2% in Scotland overall.*
- *There are 9,930 enterprises located within the area. Almost 95% of these enterprises employ less than 50 employees. 12.5% of enterprises are in the wholesale and retail sector, 16.7% in construction (2018). 57.6% of VAT/PAYE registered businesses in North Lanarkshire survive for at least three years (2017) compared to a Scotland average of 60.4%.*

- 77.8% of all people economically active are in employment (October 2017/September 2018) compared to a Scotland average of 77.6%
- 3.6% are unemployed (2019) compared to a national average of 2.8%
- 7.7% are self-employed (the highest figure ever since 2004) compared to a national average of 8.2%
- The average earnings per week of people who both live and work in North Lanarkshire is £548.90 (2018) compared to a Scotland average of £562.70. Earnings in North Lanarkshire have seen a year on year increase, but at a lesser rate than the national average.
- 75.8% of North Lanarkshire's population is estimated to live within 500 metres of a derelict site (2017) - this is land available for development. This is much higher than the Scotland average of 29.8% demonstrating the potential for investment opportunities in North Lanarkshire.

## COMMUNITIES

- Total recorded crime shows no increase in North Lanarkshire from 2016/17 to 2017/18, compared to a 1% increase in Scotland.
- Crime rates (493 per 10,000 population) are the seventh highest in Scotland and higher than the national average (451 per 10,000 population, 2017/18)
- The highest crime rates tend to relate to fire raising and vandalism and other crimes (e.g. drug related), and miscellaneous offences (such as common assault, breach of the peace, drunkenness and other disorderly conduct)
- 95% of residents living in accessible small towns rate their neighbourhood as a very good or good place to live, compared to an average rating of 97% in Scotland overall (2016).
- 77% of residents living in the 20% most deprived areas think their neighbourhood has improved, or stayed the same, in the past three years, compared to an average rating of 72% in Scotland overall (2016).
- 43.8% of North Lanarkshire's residents turned out to vote in the local elections in 2017; this compares to 46.9% nationally. This has reduced from 50.4% in 2010.
- 27% of adults provided unpaid help to a local organisation in the last twelve months (2017), an increase from 16% in 2014. This compares to 28% nationally.
- North Lanarkshire is home to a wide range of opportunities for the promotion of leisure activities that can benefit the health and wellbeing of individuals - this includes 6 country parks and gardens, 6 town parks, 9 local nature reserves, over 350 sites of importance for nature conservation, and 171 play areas.

## HEALTH, WELLBEING AND CARE

- *Life expectancy at birth (as at 2015/17):*
  - *male 75.3 (Scotland average 77.0)*
  - *female 79.4 (Scotland average 81.1)*
- *Mortality rates (for those aged under 75) are well above the Scottish average for cancer and coronary heart disease.*
- *Hospitalisation rates for emergencies and chronic obstructive pulmonary disease are also well above the national rates.*
- *The percentage of the population prescribed drugs for anxiety/depression/ psychosis in 2016/17 was 20.2% against a Scottish figure of 18.5%. This has risen steadily from 2009/10 at 15.2% (14.4%) and the gap has widened.*
- *When asking a sample of patients (adults) registered with general practitioners in North Lanarkshire they reported that:*
  - *• 75% of those supported at home agree they are supported to live as independently as possible compared to the Scotland average of 81% (2017/18)*
  - *• 76% of those supported at home agree that their services and support has an impact on improving or maintaining their quality of life compared to the Scotland average of 80% (2017/18)*
  - *• 33% of carers feel supported to continue in their caring role compared to a Scotland average of 37%*
- *23.1% of babies are breastfed at 6-8 weeks compared to a Scotland average of 41.7% (2017/18), suggesting fewer babies get the best start in life in North Lanarkshire.*
- *81.1% of children reviewed at 27-30 months had no concerns recorded compared to a Scotland average of 82.4% (2017/18). Early identification of developmental issues is crucial to ensuring that children reach their full potential.*
- *95% of looked after children are looked after in a community setting - this is one of the highest rates in Scotland. Of these, on average:*
  - *70% are looked after in a home setting*
  - *• 25% within another community setting, such as foster care*
  - *• less than 5% in residential setting, such as children's houses*
- *In 2006 there were 61 (approximately 0.9 per 1,000 of the 0-15 population) children's names on the child protection register compared to a total of 115 (approximately 1.8 per 1,000 of the 0-15 population) in 2017*
- *While North Lanarkshire continues to have one of the lowest rates of Child Protection Registration in Scotland, we have not experienced a fall in the rate which has been seen across Scotland as a whole*

Social work services in North Lanarkshire support a wide range of people including children, young people and families, people with a range of physical and learning disabilities, mental health or addiction issues, people with complex health needs, frailty and dementia and people with convictions, at risk of or impacted by offending including through the supervision and rehabilitation of offenders. Through every aspect of this work, support and services are delivered with an outcome focused approach which is embedded throughout our training programmes, operational processes and administrative systems including our social work information system (SWIS). This focus irrespective of the individual's age or concern ensures that everyone is treated as an individual with the support they receive tailored to their particular issues.

The mixed economy of care in North Lanarkshire means that a significant part of service delivery is provided by the third and independent sector. In adult services this includes supported living services and care home placements whilst day opportunities, addiction services and integrated day support for older adults continue to be provided directly. In children and families and justice services the majority of support remains through in house provision with the exception of areas such as advocacy, support for young carers, SDS framework providers and some purchased placements.

Delivering these services in a climate of increasing demand and constrained public finance is not without its challenges, despite this we have retained our commitment to a prioritisation framework which provides flexible proactive and preventative support whilst also fulfilling our public protection duties.

### 3.1 Commissioned Services

Third sector and commissioned services play a significant role in social care and support.

Many of third sector and community organisations help to minimise the need for statutory service involvement through maximising independence and minimising risk. Others play a part through providing information, advice and signposting, whilst others offer opportunities for greater social inclusion and community involvement. More widely, the third sector play an important role in attracting external funding to our area to augment and enhance statutory funding, as well as to deliver innovative and creative approaches to tackle some of the issues experienced across our area.

With respect to commissioned services there is a framework of independent and third sector providers which people with an individual budget can choose from, as part of wider Self Directed Support (SDS) provision. There are 19 providers for adults and 11 for children and young people. People can also select a support provider from outwith this framework in situations where such a choice would be appropriate. Strong relationships and regular joint engagement and development sessions with providers have been critical to maintaining high standards and tailored supports whilst addressing cost pressures in this area.

The Support at Home framework has 14 providers from a mixture of independent and third sector organisations. These, along with care homes account for the majority of our commissioned provision and each contract grouping is supported by a dedicated monitoring officer as part of our Service Improvement Process (SIP) model and wider contract management framework.

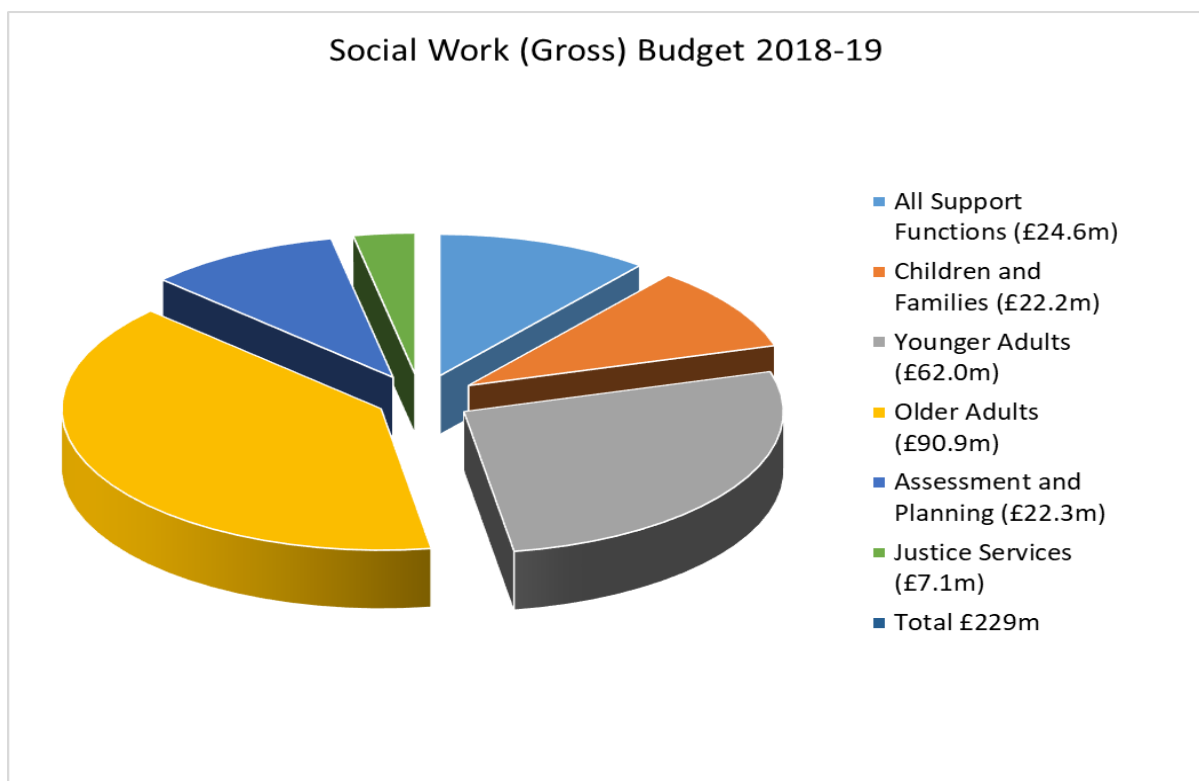
Other commissioned services include support for carers, independent advocacy, mental health services and a number of individual support arrangements. During 2018/19 the HSCP agreed to a temporary increase in support for commissioning to ensure sufficient capacity for both new activity and retendering including the expansion of carers support in line with new legislative responsibilities and a review of commissioned domestic abuse services.

During the past year, independent sector organisations locally were also successful in attracting Scottish Government funding through “Support in the Right Direction” – funding around wider SDS Supports where people were not in receipt of an individual budget.

Meeting requirements under the living wage and managing demand within budgets along with staffing and recruitment do remain challenges and are therefore areas of continued dialogue with commissioned services.

## 4 Finance and Resources

In 2018/2019 the gross social work budget for North Lanarkshire totalled £229 million, allocated as follows:



For the 2018/19 financial year, North Lanarkshire Council passed on additional Scottish Government funding totalling £3.973m for social care provision to reflect a number of national policy commitments including continuing to ensure social care workers receive the Living Wage and implementation of the Carers (Scotland) Act.

The cost of social work services in North Lanarkshire continues to be low in most areas of spend when benchmarked across Scottish Local Authorities particularly when the relatively high levels of deprivation experienced by local communities are factored in. The level of performance achieved by social work, at a relatively low cost, has only been possible to date because of our ongoing focus on shifting the balance of care in both adult and children's services and systemic support for individual assessment and planning however, the sustainability of this position has been increasingly challenged over 2018/19 due to the continued increase in demand for adult services including home support and care homes placements and the recent growth in the number of children accommodated, pulling spend and staff resource towards these groups. There is a risk therefore that this and the potential for further savings requirements will begin to impact on our capacity to maintain and build on previous successes by eroding capacity to support early intervention and prevention.

Additional spend incurred in 2018/2019 across social work services reflected cost pressures arising in a number of areas principally:

- significant demand pressures within home support, independent care homes, family placements
- an increase in the demand for equipment and adaptations to maintain people at home, prevent admission to and facilitate discharge from hospital
- general inflationary costs, including the impact of the nationally agreed pay award being higher than originally budgeted for
- Non-recurring restructure costs associated with approved savings options.

For this period pending approval of integration scheme changes all social work budgets remained within Health and Social Care. The savings target for 2018/2019 was £6.337m (NHSL - £1.745m; NLC - £4.592m) with £5.487m (87%) achieved in year. The balance of the saving which was not achieved in 2018/2019 of £0.850m (13%) related to the time taken to finalise human resources processes and procedures for social care services staff affected by service changes. These savings will be achieved in full during 2019/2020.

In view of the additional cost pressures however the achievement of a balanced position at 31 March 2019 across social work services was reliant on the implementation of a budget recovery plan and non-recurring funding solutions. This included the transfer from IJB reserves of £1.400m and the contribution from NHS Lanarkshire of £1.259m, both of which were non-recurring. A further non-recurring contribution from NHS Lanarkshire of £0.249m was agreed at the year-end for the Integrated Equipment and Adaptation Service. The IJB also approved the drawdown of further reserves of £2.465m in order to achieve a balanced budget across social work.

In 2019/2020 and beyond, the main financial risk remains associated with demand pressures for service within home support, independent care homes and family placement services and a budget recovery plan for 2019/2020 is therefore being developed whilst efforts continue to redesign support and services and to ensure best value and where possible divert demand through effective early intervention.

## **5. Performance, service quality, continuous improvement and developments within the service.**

Social work services are delivered across a continuum of need, ranging from proactive and preventative support at one end of the spectrum through to the delivery of public protection duties at the other. Across all areas of this spectrum continuous improvement and service development activity are ongoing.

The following sections of this report provide examples of key developments and provide information on the service's performance over the last year.

### **EARLY INTERVENTION**

#### **Assistive Technology**

Assistive technology remains a key vehicle for innovation both to improve outcomes and support for independence and to ensure the efficient delivery of support. A key focus over this year has been on increasing staff awareness and knowledge of both assistive technology and mainstream technology solutions to support people we work with, their families and carers. A central component of this has been the development of the 'tech flat' at Allershaw Tower, Gowkthrapple. The flat showcases a wide range of assistive technology provided by Health and Social Care as well as mainstream technology that people can test out before considering its potential incorporation as part of a support plan or independent purchase. There have been nearly 600 visitors to the 'tech flat' since it opened in September 2018.

To support and promote the use of mainstream technology in localities our rehabilitation and mobility officers have also been given technology test kits and trained in their use. The test kits consist of Alexa and Google Home devices, Ring video doorbell, smart plugs, mifi units and tablets. The rehabilitation and mobility officers have already been demonstrating this technology to colleagues, community groups and partners. Small mainstream technology kits have also been given to our hospital social work teams to aid discussions with patients and their families about the range of technology options available, for example, to remind people about appointments or to keep in touch with family/friends.

### **Case Study**

Ms A is in her fifties, she has a learning disability and experiences tonic clonic seizure activity. She lives in sheltered housing and is supported by a private provider at set times during the day and a private provider video response service overnight.

Ms A had fallen in a communal corridor after experiencing seizure activity and paramedics attended her. The locality support services worker and assistive technology advisor initially trialled linking an iVi falls sensor to the warden call alarm system in situ, however, the coverage range of the technology did not extend outside of Ms A's flat.

Ms A was subsequently provided with an Epicare wrist worn epilepsy sensor. This sensor is Bluetooth linked to Ms A's smartphone and when seizure activity is detected the Epicare app automatically phones Ms A's care providers, as per the agreed escalation protocol.

The Epicare sensor quickly proved to be effective by detecting seizure activity and alerting support staff that Ms A required urgent assistance. The Epicare sensor has increased Ms A's confidence and independence both within and outside her home. Locality support services continue to care manage Ms A but no longer need to provide additional supports.

### **Psychology of Parenting Programme (PoPP)**

During the 2018/19 social work staff alongside staff from Early Years, Community Learning and Development and the CAMHS service continued to deliver 'Incredible Years' Parenting Groups through the Psychology of Parenting Programme. The programme has been supported nationally and is a preventative mental health programme targeted at parents and carers of children aged 3-6 who have been identified as experiencing elevated levels of behavioural difficulties, based on evidence of poor long term outcomes where these difficulties are unaddressed.

This was the second year that Incredible Years groups ran throughout North Lanarkshire. With seven groups set up at venues including Primary Schools, community centres and Families First in Bellshill and supported by a free crèche. The popularity of the groups was evidenced by the very low drop-out rate, compared to other group work programmes.



The targeted fourteen week programme was attended had average attendance per week of eight participants per group measuring impact via SDQ (Strengths and Difficulties Questionnaires) completed by participants to reflect where they believe the children are in terms of emotional conduct, hyperactivity and other issues including pro social behaviours. Significant reduction in these scores on completion indicates that the participants have a much better understanding and insight into the importance of supporting their children to better regulate their emotions and self-control which in turn allows them to interact more appropriate with peers, improving their social standing, and become better learners in education as they are able to manage the educational environment on a more equal standing as their peers, who have been less exposed to ACE's in their young lives.

### **Family Group Conferencing**

Family decision making or Family Group Conferencing (FGC) is a decision making approach based on a well-developed model, which involves the extended family in making plans for children and their family unit. The child's wellbeing is the prime focus, with the process being family led, encouraging families to use their own strengths and resources to make plans for their children, in a safe and structured environment.

The model was strengthened locally in January 2018 through the allocation of two dedicated FGC social workers to develop the FGC service within locality children and family teams.

The FGC service continues to use the early year collaborative improvement methodology and was initially piloted in Wishaw then expanding to the Coatbridge Locality Team. Evidence from the past year had demonstrated that families involved in the FGC process have benefited and child wellbeing had improved. Independent evaluation questionnaires confirm that the voice of the child had been heard and family members had been active in decision making for children with some of the most effective family group conferences focussed on supporting rehabilitation of children from care placements or the prevention of accommodation.

Some families involved made a family plan during this time without going to a meeting and the example below demonstrates how not all referrals require a family group meeting but can nonetheless with careful support achieve positive outcomes.

The service is currently considering how best to expand the Family Group Decision-Making model within the service, recognising the potential of this to empower families, improve outcomes and its potential as a 'spend to save' vehicle.

### **Case study – Family Group Decision-Making**

B, a 14 year old girl was residing with her maternal grandmother due to breakdown her relationship with mother which was very volatile. A contributing factor was the previous sudden death of the young person's dad and subsequent estrangement from the paternal family.

The FGC referral was looking to achieve an agreement on family support between family members and also to address the following areas identified with the young person and her family as key during the planning period: (1) agree long term residence of B; (2) to improve mother/daughter relationship; (3) to improve young person's self-esteem and reduce risk of self-harm and (4) for young person to have access to paternal family members.

The FGC intervention took place over a 6 week time frame and involved engaging with B who prepared a family network and identified her views and wishes for the future.

As a result of the process the mother agreed to share contact details of two paternal family members who engaged with the FGC facilitator. Both stated that they were eager to meet the young person but were happy to go at her pace as they recognised the emotional journey she had been on. Contact also progressed with other paternal family members as links were re-established.

This began the process of increasing B's belonging within their family and improved engagement/relationships and communication between family networks. At the conclusion of FGC involvement family members all appeared positive and willing to support B maintain contact and re-establish relationships, also supporting the resolution of other areas of concern.

Both the Psychology of Parenting Programme and the further development of the Family Group Conferencing model support the delivery of the local authority's responsibilities under the Children and Young People (Scotland) Act 2014, National Guidance Part 12, which highlights the importance of developing and strengthening the support to families at the earliest stages of intervention

### **Diversion from Prosecution Review**

There has also been a significant focus on early intervention for those involved in the criminal justice system. As part of this awareness sessions on diversion have been delivered jointly by criminal justice social work and procurator fiscal staff to a range of staff from social work and Police Scotland. This training which was delivered over a 10 week period was designed to raise the profile of diversion from prosecution and share what criminal justice social work in North Lanarkshire can offer in order to ensure that appropriate individuals are diverted from the criminal justice system as well as demonstrating the wider potential benefits to individuals of more effective use of diversion. The impact of this on practice in North Lanarkshire will be closely monitored by the service and Community Justice partners going forward.

## STATUTORY SUPPORTS

### Transition work with Young People

A key area of concern for families of young people with additional support needs is the transition from children to adult services, The service has a small central team who support locality teams in this area of work, adopting a partnership approach with the young people, families and professionals to help ensure that the planning is based upon a good understanding of each young person's wishes, aims and ambitions, that is person centred and outcomes focused.

The overall numbers of school leavers supported has increased incrementally year on year from 66 in 2010/11 to 121 in 2018/19 with young people benefiting from a range of tailored supports. Of those transitioning over the last year 38 have individual SDS budgets; 41 receive support from the locality support services; 30 will be attending supported college courses; and the other young people are moving on to a range of options, including mainstream college courses; University and Modern Apprenticeships.

Two young people have still to move into a positive destination, but remain linked with social work support.

A significant number of young people whose needs are lower and who are not eligible for funded social work support have been supported to make successful applications to the Independent Living Fund (ILF) Transition Fund to fund a range of opportunities to assist them to move successfully into adult life, whilst those with the most complex needs are supported through individual budgets to pursue activities of choice which will enable them to have positive, meaningful lives and to achieve positive outcomes.

The team has developed information for young people and families about transition planning, including information for young people with a disability, but also for looked after young people and young carers approaching adulthood. This information is available on the North Lanarkshire Making Life Easier website and is promoted also to other professionals involved in transition planning.

The team is located within Health and Social Care, but works closely with colleagues in Education and Families. The team is also involved with the newly developing Winter Leavers Programme, a corporate response to address the relatively poorer outcomes for young people leaving school at this time, with two of the team volunteering as mentors for young people on the programme. Many of the young people involved with this programme have additional support needs, and the team is linking closely as a key partner in this development.

## Self-Directed Support (SDS)

North Lanarkshire has a history of supporting people with complex needs through SDS predating legislation in this area and in 2018/19 North Lanarkshire allocated over £50 million in individual SDS budgets to support around 1,445 people.

Our commitment to ensuring that people are supported with an appropriate level and form of support have been drivers for the further development of individual solutions through reviews whilst our commitment to supporting the Scottish living wage has also been a driver in the development of individual approaches to support delivery. Partnership working with support organisations allows us to continually consider where the rapidly changing world of technological solutions can assist in maximising independence and reducing risk with these supports, described in further detail above, being used as part of the more comprehensive support plans for those with individual budgets as well as those with lower levels of need.

Work in identifying and testing a means of arriving at an individual budget through a system of Guided Self-Assessment (GSA) has been developed and refined locally over a number of years with a more recent focus on ensuring the effective implementation of SDS for people who, often as older adults, would traditionally have received a home support service. There has been extensive testing to ensure that NLC resource allocation systems, including the GSA, are fit for purpose for this group.

Development work with both NLC staff as well as managers from provider organisations delivering a home support service is ongoing and has included a focus on the identification of system change at all levels. For one provider, traditional invoicing arrangements have ceased and individual budgets have been identified for each person they support. This has enabled internal NLC financial systems to develop in preparation for the extension of this work which will ultimately result in greater choice and control for the around 3500-4000 people who receive a home support service in North Lanarkshire each year.

## High End Resource Users

A previous analysis of people identified as high resource users (frequent attendees) of Emergency Department (ED) within Lanarkshire between the period 2014-2016 highlighted these individuals typically experience higher admissions and a greater burden of chronic disease but often do not engage with the services that would potentially be the most effective in supporting them.

A joint pilot project across the Health and Social Care Partnership with two lead officers was agreed with the aim of using learning to inform a whole systems approach which was person centred. The approach for the pilot was to attempt build on individual strengths and build better connections with the individual's community with 26 individuals identified as a first cohort.

The short term outcomes to date include:

- 62% (16) of individuals engaged with the project
- 58% (15) of the 26 individuals were actively engaging with other services
- 52% (118) of ED attendances were identified as being re-directable
- 50+ non clinical referrals made to various agencies for support for the 16 participants
- A 36% decrease from 357 to 226 in ED attendances across all of cohort 1 (November 2018-August 2019)
- Positive feedback from individuals who engaged who reported improved health and well-being, being more able to cope and felt listened to.

Further evaluation will inform decisions on future approaches to this group of people and potential systems change to improve outcomes.

### Home Support

The design of the new management and administration arrangements for the new service have been agreed and will be rolled out in 2019-20. As previously noted this includes a single central base and streamlined processes maintaining support for local delivery. It is also built around:

- A workforce plan for all staff including succession planning
- Development of enhanced mobile working including dynamic scheduling to reduce the administration time for staff and ensure more effective work and resource planning for the direct provision of service.
- Stretching the working day and increased weekend working to support more effective management of staff and service and partnership working given the high proportion of service delivered out with core office hours.

It is intended that will be in place for March 2020 with more detail in the next report.

### Young Carers

A new Carers Strategy 'North Lanarkshire Strategy for Adult Carers and Young Carers 2019-2024' has been developed over the past year. This is a joint strategy covering all carers but a separate action plan specific to young carers has been completed recognising their specific challenges and needs.

Specific support services are commissioned through Action for Children who are currently supporting approximately 170 young carers age 8-18 years old and have also developed a new website for young carers [www.northlanarkshireyoungcarers.org](http://www.northlanarkshireyoungcarers.org)

One of the highlights of the year for young carers is the annual national young carers' festival and a group of 16 young carers from North Lanarkshire were supported by staff to attend the residential festival in early August 2019.

Other key activity to support young carers over the last year has included:

- The introduction of the Young Carers Statement, the format of which has been developed in consultation with young carers. Use of this has been very positive with approximately 80 statements completed since the introduction of the Act. The format is currently being reviewed with young carers a year down the line to ensure it is meeting needs.
- Work around transition pathways to support young carers into Adult Carer services and Adult Carers Support Plans.
- Preparation and awareness raising to support the implementation of the new Young Carers Grant in August 2019.

### Looked After Children and Young People

#### Number of looked after children as of 31<sup>st</sup> March 2019

Placement type	Number of children
Foster Care (NLC)	152
Foster Care (Independent)	47
Home Supervision	294
Kinship Care	296
Residential (NLC)	27
Residential (Independent)	12
Secure	4
<b>Total</b>	<b>832</b>

As of the 31<sup>st</sup> of March 2019, there were 832 children and young people looked after in a range of settings. From the above table, it can be seen that 71% (590) of the total number of looked after children are supported to remaining residing either within the parental home or residing in kinship care placements with extended family/friends.

The remainder of looked after children 242 (29%) are residing across a number of care placements provided by NLC or external providers.

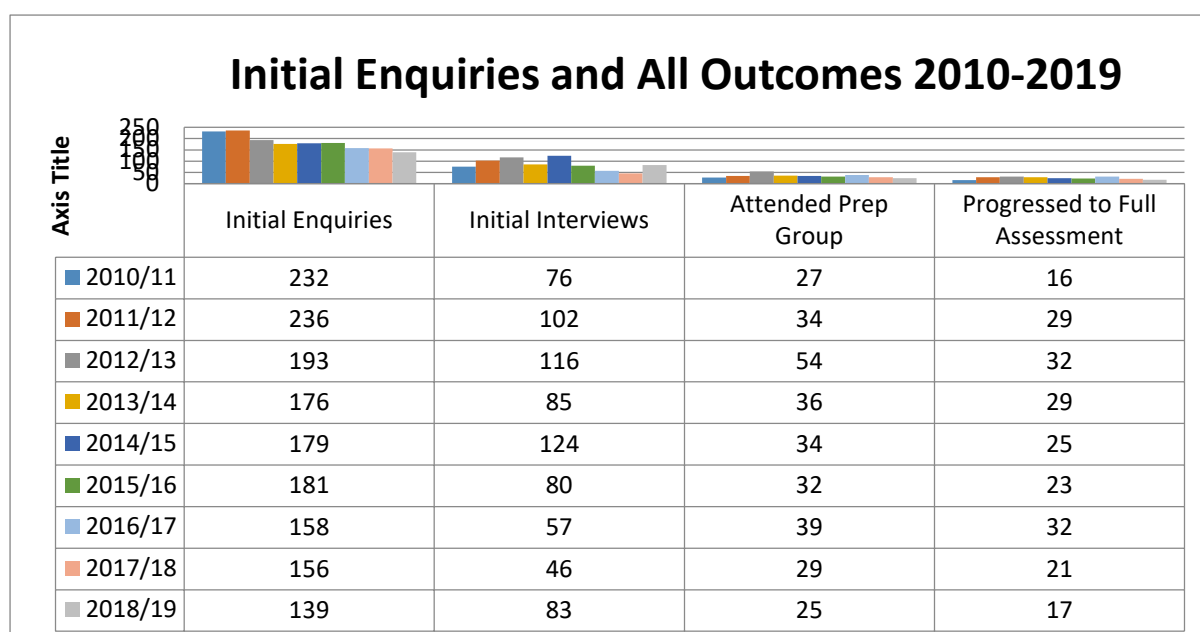
The above table also shows that at the 31<sup>st</sup> of March 2019, there were four young males in secure accommodation. 3 of the young males were in secure accommodation, having been remanded by the court awaiting further court appearances.

Our vision is where a child cannot remain with their family, they should achieve a permanent home as quickly as possible with the minimum number of placements, taking account of their individual needs and views. To achieve this, North Lanarkshire Council has been working in partnership with CELCIS and the Scottish Government’s Permanence and Care Excellence Programme (PACE).

### Fostering and Adoption

Whilst for some children and young people permanence may be achieved through a return home or with kinship carers the recruitment of both permanent and temporary foster carers, supported carers and adopters continues to be critical to meeting our statutory responsibilities to looked after children and young people. In response to the reduction in enquires and overall numbers of carers approved over the past two years, as illustrated in the table below, and the linked increase in use of external placements the service is launching a new recruitment campaign in October 2019 recognising the need to increase the number of foster carers within North Lanarkshire and especially highlighting the need for carers for sibling groups and older children and young people:

[northlanarkshire.gov.uk/fostering](http://northlanarkshire.gov.uk/fostering)



A further key focus for the Children’s Carers team over the past year has been the development of continued care fostering and supported carer services to support the delivery of our extended duties for continuing and after care. Both services are in the process of being registered with the Care Inspectorate.

As of 31<sup>st</sup> March 2019 51 young people were supported on a continuing care basis with 180 receiving aftercare support. Of the 51 young people in continuing care 12 are in continuing foster care, 32 are in continuing kinship care and 7 are in continuing residential care placements (with one of these being with the independent sector) These young people tend to be require significant support to work through the transition process and partnerships with other agencies have continued to be an important element in delivering appropriate supports and service to this group including working with Skills Development Scotland and Barnardo's Positive Destinations Service.

The Children's Carers team also recognises the importance of quality support to sustaining placements and improving the experience of both children and their carers and has continued to develop therapeutic parenting support to foster carers and adopters offering a wide ranging training programme to reflect this ethos including the Nurturing Attachment training programme. This is an evidence-based therapeutic parenting group intervention for foster carers and adoptive parents. Carers have commented positively on this approach and it has developed into a support network for many carers. Additionally, bespoke individual consultations are provided by an independent therapeutic consultant to both foster carers and adopters.

### **Kinship Care**

There has been continued growth in the numbers of children and young people in kinship care over the past year leading to an overall rise in numbers of children looked after away from home. Recently, as part of the Permanence and Care Excellence Programme (PACE) work to ensure that there is robust assessment and planning for all children and young people in kinship placements which takes into account their long term needs, including consideration of permanence. Arising from this a test of change was undertaken to evaluate the potential benefits of reconfiguring kinship support to a model more closely aligned to foster care i.e. through establishing a central team to assess and support carers separating this from the planning for the child. This work will continue over the next year with concurrent work being undertaken to update North Lanarkshire's Kinship Care Procedures and further development of the assessment format for assessing kinship carers.

### **Children's Residential Care**

There are five children's houses within North Lanarkshire Council supporting 29 young people between the ages of 8 and 21 with the small number of placements of children at the younger end of this age range usually made to support siblings remain together or in response to children struggling in family placements.



There is a programme of ongoing development activity aimed at supporting residential staff meet the often complex needs of the children and young people placed and an increased focus on strong partnership working including with the Police and Community Alternatives with whom weekly meetings have supported the local implementation of the National Missing Person's Protocol.

### **Virtual School**

An early benefit of the closer alignment between children and families social work and education has been the development of a new virtual school model focussed on improving attainment outcomes for care experienced young people and supported by targeted Scottish Attainment Challenge funding. The small multi-professional team has undertaken early scoping work to ensure a clear overview of the care experienced young people within educational settings and to identify key gaps in provision. The team has had early successes in improving engagement with education through innovative tailored supports and through pilot programmes drawing also on existing resources both to provide direct support to care experienced children and young people and to enhance the ability of schools and carers to support their specific needs.

A related development has involved a partnership with justice and children and families social work using restorative justice workshop facilities and expertise as a base to deliver a 12 week vocational programme to young people, including care experienced young people, who had disengaged from education. Initial evaluation has been positive with over 90% of young people involved completing the programme and a high level of positive feedback and family engagement.

### **Community Alternatives**

Community Alternatives is a centralised service working in all localities of North Lanarkshire whose primary role is in working with families and young people to maintain young people living at home. The team often require to respond to crisis situations, however, much of the work is planned and focuses on supporting parents to better understand and respond to teenage behaviour, encouraging the young person's resilience and supporting them to make more positive choices. There is often a high level of conflict, anxiety and trauma around for these young people which can be exhibited through risk taking, offending or disruptive behaviour. The service takes a strengths based approach seeking opportunities for our young people to experience a sense of achievement. This has resulted in Youth Achievement Awards, Dynamic Youth Awards and a number of successful Duke of Edinburgh Awards.

Over the past year some key developments within this area of the service have also included:

- the delivery of a new 'Dad's' group,
- implementation of three vocational groups
- involvement in a test of change for Structured Deferred Sentencing

An excellent partnership has also been developed with Portland High School, one of North Lanarkshire's schools for young people with emotional or behavioural difficulties. Weekly in reach support from the Community Alternatives team to the school has had positive impact in enhancing engagement and reducing exclusions. Learning from the pilot will support the wider action plan resulting from the review of ASN (Additional Support Needs) provision within the authority,

Youth Bridges a project within Community Alternatives funded by Lanarkshire Alcohol and Drug Partnership is focussed on young people aged 16-21 years who are subject to custodial sentences under four years or to a period of remand and supporting transitions back to the community. This currently involves two workers supporting between 40-50 young people at any one time.

#### Case Study –

J was remanded in HMYOI Polmont for two serious sexual offences. Youth Bridges staff made contact with him in prison shortly after his admission in order to check on his welfare and to explain the service they provided. Youth Bridges support is offered to all North Lanarkshire young people admitted to HMYOI Polmont either on remand or as part of a sentence and engagement is voluntary. J agreed to work with staff and identified employability, housing and benefits as the main issues where he required assistance. He had lost his employment and relationships with family were fragile.

J was on remand for nine months during which time staff from Youth Bridges maintained contact with him. J then appeared at Court and was found not guilty.

Prior to his release Youth Bridges staff had engaged with his mother in order to facilitate a return to the family home preventing him having to seek homeless accommodation. Immediate assistance was also provided to apply for benefits and J was assisted to engage with Passport Employability Service, a third sector organisation, which provides employability support for young people on release from custody.

J was able to access full-time employment through Passport and, as part of the Youth Bridges support he received, he applied for housing and has now been allocated his own tenancy. Staff are currently assisting him with an application to the Scottish Welfare Fund to furnish his tenancy.

There has been no re-offending and J has been provided with the emotional and practical supports to ease his transition back to his community.

## Criminal Justice Social Work

A key aspect of social work practice is how we work with people who are compelled to engage with us on a statutory basis through the use of mental health legislation or criminal justice measures. The ability to build an effective working relationship with someone in these circumstances is important to ensuring successful outcomes for the individual and the community as a whole and is achieved through a range of methods which supports the individual feeling that the approach is targeted to their particular circumstances and ensuring that they are engaged in their case management plan whilst also managing the risk they may pose. A number of key tools are used to support this, primarily the Level of Service/Case Manager Inventory (LSCMI) and the Outcome Star and where required Risk Assessment tools such as SARA or SA07.

## Community Payback

Many of those involved with justice social work services are subject to Community Payback Orders (CPOs). A national evaluation of the Community Payback Order (CPO) undertaken in 2015 highlighted that whilst the “unpaid work requirement” is the most frequently used of CPO requirements, the use of the ‘other activity’ element of a CPO is infrequent and inconsistent within and across local authorities. Within North Lanarkshire however the creative use of the ‘other activity’ element of an order is however prioritised as providing an opportunity to address specific areas of intervention to improve the person’s quality of life, address underlying factors behind offending and reduce risk and this has been supported and facilitated in collaboration with key partners.

During 2018/2019 the Community Payback Team has also increased the range and diversity of individual and group work placements with more than 85118 hours of unpaid work having been undertaken, benefitting both individuals and local community groups. Unpaid work continues to provide an opportunity to teach and reinforce a core work ethic and skills including regular attendance, punctuality, productivity, team work, communication skills, time management, adherence to health and safety guidelines and ability to take direction. In addition workshops have provided participants an opportunity to develop their practical and technical skills:

- The Wood Workshop provides an opportunity for individuals to learn the safe use of hand and electrical tools and develop general joinery skills
- The home improvement workshop has continued to develop, providing opportunities for individuals to learn skills such as painting, decorating, plastering, tiling and mono blocking
- The kitchen workshop provides participants with basic cooking skills, understanding nutrition, food hygiene and safety and provides a platform for placements in community cafes. Through Routes to Work, 7 women also had opportunity to achieve a REHIS certificate

- The craft workshop continues to provide a learning opportunity through the safe use of sewing and embroidery machines producing goods for local charities.

### Case Study Women’s Community Justice Services

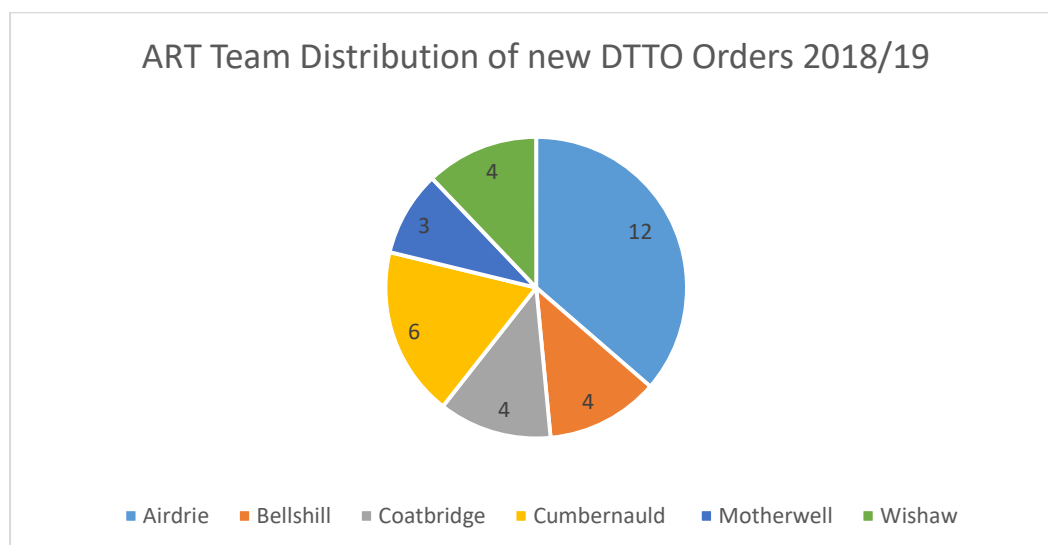
P is a 19 year old young woman who has experience of the care system as a result of her adoption placement breaking down at the age of 15. In adulthood, she has experienced difficulty in maintaining a tenancy and had been placed in a number of different supported homeless accommodations which broke down due to her chaotic lifestyle and challenging behaviours. P became involved in offending when she was under the influence of substances and as such she was made subject to a Community Payback Order with a Supervision Requirement and the Women’s Community Justice Service (WCJS) became involved. At the time there were also concerns regarding the risk of harm both with respect to self- harm and also risk of exploitation in the community.

In addition to the Women’s Community Justice Service P received support from a range of staff members including members of staff from the Children’s House which she was placed in as an adolescent; a nurse from the Addiction Recovery Team; and a Support Worker from Barnardos.

Four weekly multi-agency Risk Management Meetings were held to ensure co-ordinated and responsive support planning, reduce risk and address the factors underlying P’s involvement in offending. P was supported to move to a reception flat close to the Children’s Home where she previously resided with the view of progressing onto her own permanent flat with house staff offering intense support to P including overnight to enable her to settle and work towards recovery. The other staff involved work closely with to provide tailored support on a weekly basis including the addictions nurse offering home visits and advice regarding her methadone prescription; Barnardo’s workers supporting P to build her confidence and WCJS offering support to reduce the likelihood of offending, emotional support and support to attend appointments.

Progress continues to be made and P has experienced increasing periods of stability and her involvement in offending has reduced.

### Drug Treatment and Testing Order Service /Addiction Recovery Team



Following remodelling last year intended to improve the service through a more holistic approach, the Drug Treatment and Testing Order (DTTO) service is now run in partnership with the 6 locality based Addiction Recovery Teams.

Of the 33 new orders imposed in 2018/19, 85% were DTTOs of 18 months duration with 91% of those subject to orders male and all were between the ages of 30 and 54, 10 % of whom did not have issues with heroin but rather had problematic use of some other substance.

The Addiction Recovery Team (ART) continue to utilise the Drug and Alcohol Outcome Star tool to measure and plan care in collaboration with service users. This tool has the flexibility to record and track improvement individually and collectively. It is an important piece of evidence that supports the service's commitment to delivering person centred care that has a focus beyond alcohol and drug use.

Six hundred and forty five Stars were completed across the full ART teams over the past year. A Recovery Orientated system of care approach to service delivery was positively evidenced through the outcome star with 55% of service users reporting improvement in their meaningful use of time, 46% reporting increased involvement in community activities and 43% reporting improvements in relationships with families. Of those on DTTOs 21% however had their orders breached as result of non-engagement reflecting the challenge, despite these successes of supporting this particular cohort. Going forward the new service will continue to be closely monitored and evaluated with a view to identifying any further opportunities for improvement.

### **Structured Sentencing Court for Young People (SSCYP)**

Evidence highlights that many young people do not manage well in the adult justice system, they are more likely to breach bail and CPOs and are more likely to be remanded in custody than their adult counterparts. This suggests applying adult responses to youth offending may not effectively manage risk and improve public protection. As a response, the judiciary in Lanarkshire have taken the lead in setting up the SSCYP, in partnership with North Lanarkshire and South Lanarkshire Councils.

In February 2018 an eighteen month pilot was agreed for SSCYP in Hamilton and Lanark Sheriff Courts targeting young people aged between 16 and 21 years from the North and South Lanarkshire local authority areas. Convicted young people who consent to this approach are given a six-month structured deferred sentence, remitted to the SSCYP. Over this period they are intensively supported by social work staff and partners to address the causal factors for their offending and to comply with conditions imposed by the Sheriff. The young person attends the SSCYP on a four-weekly basis over the six-month period when their progress is presented and discussed. On conclusion of the six-month structured deferred sentence a report is provided to the Sheriff and where compliance is achieved, the disposal will be admonition where possible. If, at any point compliance is not achieved, this will be treated as a breach and an appropriate decision taken.

To date, 20 Structured Deferred Sentences have been imposed. 14 of these (i.e. 70%) relate to males whilst the 30% remaining relate to females with early results from this new approach promising:

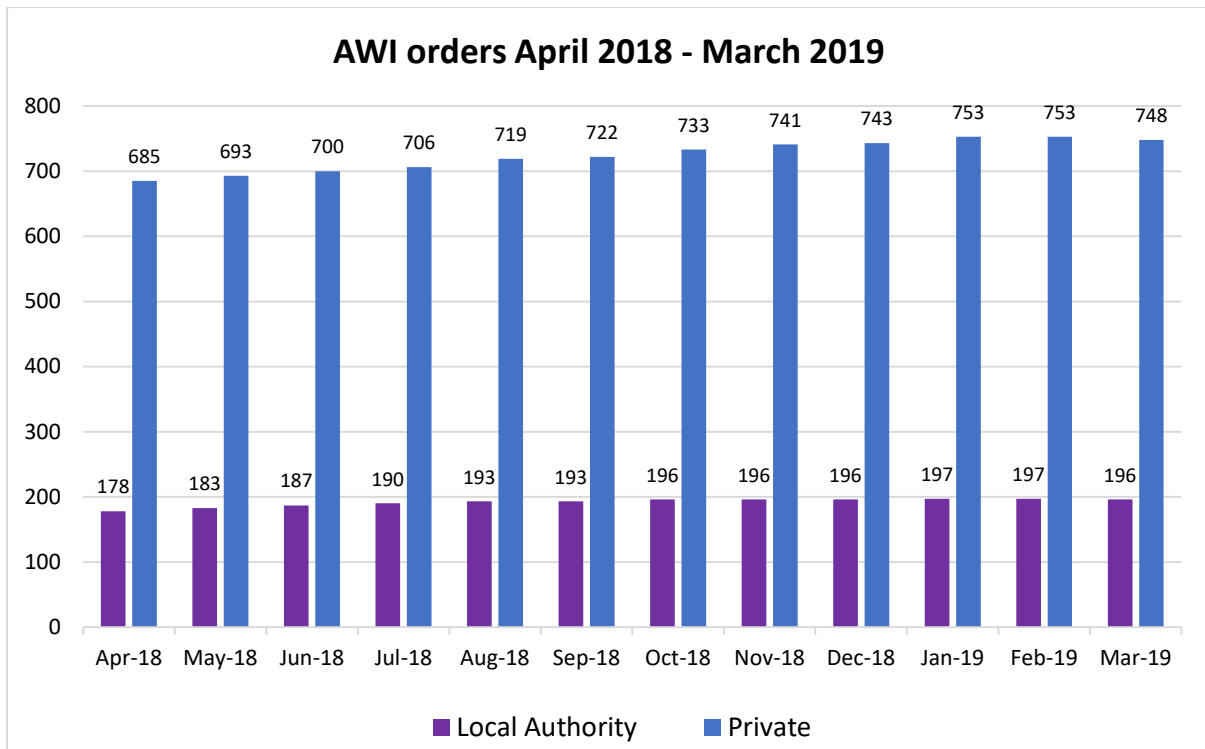
In total, for 16 young people (i.e. 80%) they were admonished on completion of their structured deferred sentence whilst for 2 these ended due to other matters and 2 ended due to the young person leaving the area.

### **Statutory Mental Health Activity**

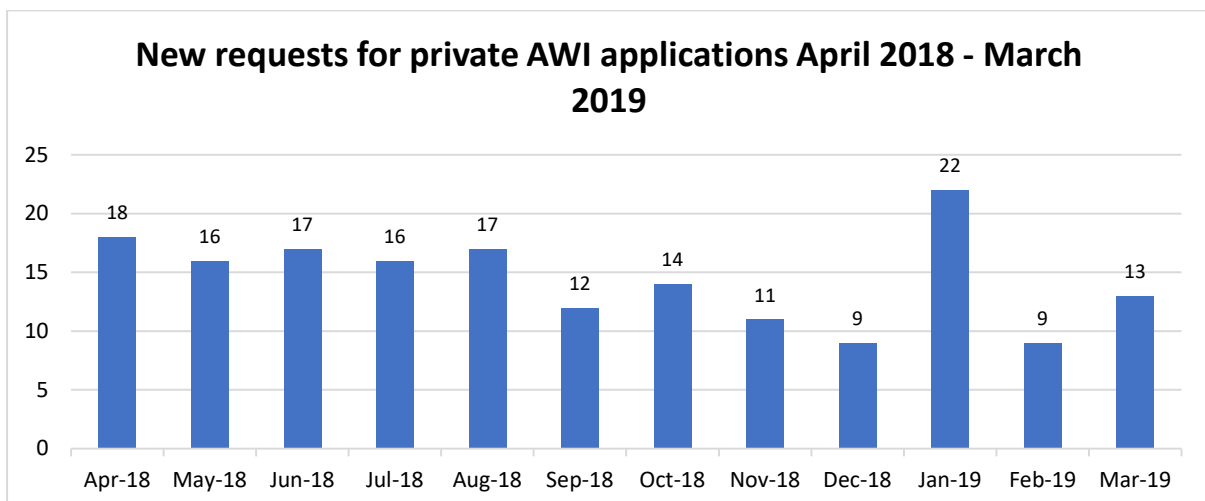
Mental Health Officers provide support and assistance for people who are, or become, seriously mentally unwell and who do not have the capacity, emotional/psychological resilience or functional resources to keep themselves well or safe from exploitation or harm. This may have to be provided, in the first instance, through a period of formal compulsory inpatient care and treatment in order that the person's symptoms of mental ill health and distress can be alleviated, and they feel more settled in themselves and, as a result, more able to cope with life.

Mental Health Officers also have a statutory responsibility for the provision of reports to court supporting private and local authority applications for welfare guardianship powers where the criteria under Adults with Incapacity legislation are met. The local authority also has a legal responsibility to provide support and guidance to private welfare guardians in carrying out the functions of their role.

As at the end of March 2019 there were private guardianship 748 orders in place, each having 1, 2 or more guardians. In addition there were 196 local authority welfare guardianship orders in place, requiring specific responses to protect and safeguard the rights and needs of adults lacking capacity to make decisions for themselves in a range of areas concerning personal welfare, property or finances. This activity is reflected in the chart below.



For the same period, 174 new referrals were also received requiring a statutory assessment and report from a Mental Health Officer within predetermined legal timeframes.

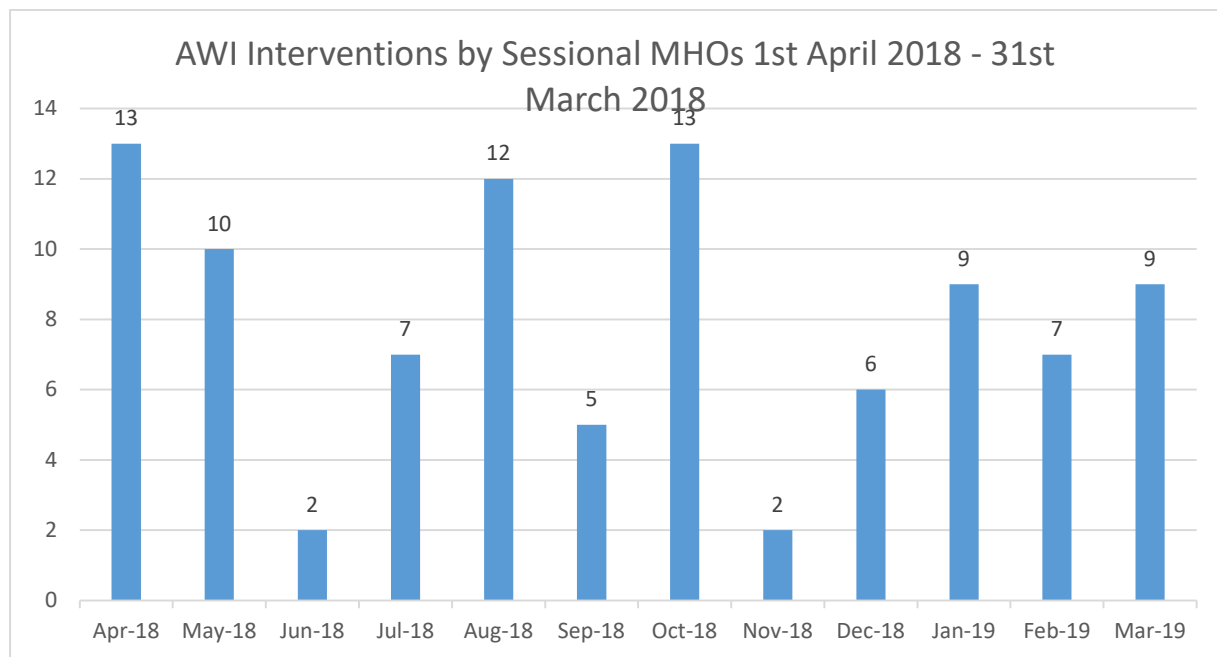


In addition to this statutory work, the Mental Health Officer service received requests for Mental Health Officer consent to 243 short term detention certificates (28 day detention in hospital) and 116 applications for compulsory treatment orders. In addition, 153 emergency detention certificates (up to 78 hours detention) were put in place, a 20.5% rise on last year. Of these latter certificates 40% had no consent from a Mental Health Officer, and were put in place by a psychiatrist or GP only.

## Recruitment and retention of MHOs

Retaining capacity to deliver on these increased levels of activity through the recruitment and retention of Mental Health Officers, as reported last year and in section 6 of this report below, remains problematic. We have therefore continued to evaluate and review how we deploy these staff and have plans to change our model of service delivery to improve how we manage the ever increasing operational demands.

In the interim Sessional Mental Health Officers have been able to effectively reduce the delays experienced by a majority of people waiting for guardianship powers to be in place for discharge from hospital.



### Case Study – MHO Involvement

Miss S is a 23 year old woman who as a young person witnessed acts of domestic violence and was also the victim of bullying and sexual exploitation leading to her becoming looked after and also experiencing mental health difficulties. As an adult Miss S required ongoing social work support but was unable to protect herself and appeared unable to sustain her tenancies or manage her finances owing to her unsettled mental health, alcohol use and exploitative acquaintances.

Miss S became known to Mental Health Officer services as a result of becoming detained in hospital for treatment of her mental health. This process enabled her to obtain direct access to medical treatment, and allowed social work services to safeguard her finances and reduce the risk of her being financially exploited in the future through the use of DWP corporate appointeeship.

Assessment identified concerns about her capacity to make welfare decisions for herself and the potential risk of further exploitation and led to an application for the local authority to become her welfare guardian.



When the welfare powers were in place, the Mental Health Officer was able to act with her and on her behalf during a further hospital admission to advocate for and sign the agreement for a tenancy in a more rural and safer area. She moved to this property on a temporary basis when she was discharged from hospital with 24 hour support and assistive technology.

At present, Miss S remains subject to a Welfare Guardianship Order. She has 24 hour support in place and has been able to accept this support so far. She managed this so well with support that this tenancy is now her own. She has stopped drinking alcohol and has been mentally stable for a few months. She has also been supported to have contact with her young children supervised by the Mental Health Officer involved and this has been going so well that contact can now take place in her own house. Miss S is safe, healthy and is spending her time going to the gym, cinema and has plans for college and a job in the near future.

## **PUBLIC PROTECTION**

### **Child Protection**

The table below shows that following a dip in 2016/17 referrals have shown an increase over the past two years. Physical injury continues to remain the main category for referral relating to 430 out of 1084 (40%) referrals for the year.

#### **Total Number of Child Protection Referrals per quarter**

	2016-17				2017-18				2018-19			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
North Lanarkshire	196	169	151	222	206	255	290	273	278	247	260	299

#### **Number of Child Protection Registrations (as at last week of each quarter)**

The table below shows the number of child protection registrations from 2016/17 as at the last day of each quarter. The figures also include pre-birth child protection registrations. The table shows that since 2016/17 the number of child protection registrations has increased although there is significant fluctuation across quarters.

Whilst the main category of child protection referrals is physical injury, the child protection investigations undertaken have predominately identified that the significant risk factors to the children are parental drug/alcohol misuse, domestic abuse and/or parental mental health problems which has resulted in the 2 main categories of registration being physical neglect and emotional abuse and not physical injury as would have been expected.

## Number of Children on Child Protection Register 2015 to 2017/18

	2015-16				2016-17				2017-18			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
North Lanarkshire	101	128	99	109	139	156	123	128	123	145	167	133

From 2015 up until 31<sup>st</sup> March 2018, a total of 981 children and unborn babies have been subject to child protection registration. This averages 327 children and unborn babies per year.

Whilst most children subject to child protection registration are under 12 years old more recently it has been recognised that there are also a number of vulnerable teenagers presenting with complex needs, vulnerabilities and risks for whom a wider contextual safeguarding approach may be most relevant. To explore this further a short life working group has been established. This working group involves a range of partners including social work, health staff, education, police and a representative from the 3<sup>rd</sup> sector. The aim of the working group will be to consider any issues and gaps in service provision and work to address these.

Over the past year a small but increased number of significant case reviews and reflective practice reviews have been undertaken or initiated by the Child Protection Committee and where relevant the Chief Officers Public Protection Group. Arrangements are in place to ensure findings are appropriately shared and any learning or practice concerns addressed.

Learning from such reviews elsewhere also continue to be considered and shared across all areas of public protection.

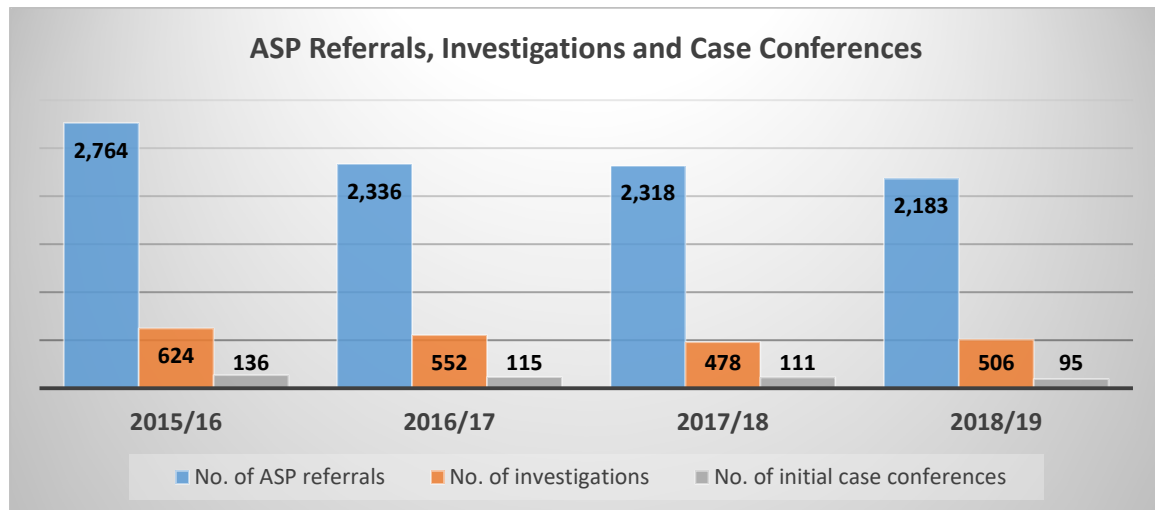
### Adult Support and Protection (ASP)

During 2018/19 the service received 2,183 ASP referrals, a decrease of 6% compared to 2017/18. The data reveals a trend of reducing referrals for the fourth year following initial exponential growth in referrals following the introduction of the 2007 Act.

Police Scotland continue to be the highest referring agency accounting for 24% (524) of all ASP referrals received. There were also 3148 Police 'Adult Concern' reports submitted over the same time period, a 4% increase in comparison to the same time last year (3,023), an area of work which continues to have significant resource implications for social work.

ASP referrals from Care Homes represent 17% of total ASP referrals although this has decreased by 17% from the previous year. Causes include the increasing complexity of people who are placed in care homes many of whom have significant levels of cognitive impairment and/or dementia and behaviour that requires intensive support. Monitoring and support via Social Work Quality Assurance arrangements therefore continue to have a focus on this area.

**Table 1**



### **ASP Investigations /Case Conferences and Statutory Orders**

During 2018-19 there were 506 ASP investigations carried out, a 23% conversion rate from the total number of referrals received and a 2% increase from the previous year.

There were 95 ASP initial case conferences and 98 ASP Review case conferences held during 2018/19, levels similar to last year.

For the period 2018/19, the service applied for and obtained eight (8) Protection Orders under ASP legislation. These are broken down as follows:

- 2 Temporary Banning Orders with Power of Arrest
- 6 Banning Orders with Power of Arrest

One Significant Case Review was commissioned by the Adult Protection Committee in over this period which will report in 2019/20.

## Social Work ASP Procedures

Social Work Adult Protection Procedures were updated earlier this year and briefing sessions have taken place across the six localities to inform staff of the amendments that have come from changes in legislation and experience through practice. The reviewed procedures now contain mandatory recording frameworks which support Council Officers to evidence defensible decision making.

## ASP Learning and Development

In 2018/19 we continued with the review of the ASP Multi-Agency training, Council Officer and Investigative Interviewing training materials to reflect learning and to ensure learning content remained congruent to updated legislation and the ASP Code of Practice.

ASP Level 1 and 2 multi-agency training is ongoing and delivered jointly with NHSL. This year 22 social work staff attended Level 1 (half day) with 63 social work staff attending Level 2 training (full day). In partnership with North Lanarkshire Adult Protection Committee (APC), we have also delivered ASP Multi Agency Forums and ASP training for all Home Support employees across North Lanarkshire. As local adult protection statistics demonstrate that adults are more likely to experience harm within their own homes this training is vital for frontline practitioners to ensure harm is recognised and reported at the earliest opportunity.

### Case Study – ASP

Mr R is 62 years old and lives in the family home where he grew up. He has a mild learning disability and struggles to read or write but generally manages things on his own. When his benefits could no longer be paid into a post office account, Mr R struggled to open a bank account of his own. A 'friend' offered to help by having Mr R's benefits paid into their account on his behalf. This measure helped initially but then Mr R's friend told him that he had lost his disability benefit because someone saw him cutting his grass. This resulted in Mr R's friend giving him a small proportion of the benefits meaning Robert had less money to live on. The friend moved to another area but kept in touch with Mr R, inviting him over to their home to spend time with the family. Mr R saw them as his family and enjoyed this contact.

When a housing officer visited his home, she completed an ASP referral as she noted that Mr R had very little money to live on, his living conditions were very poor, with no flooring, very little furniture and no white goods. When initial inquiries confirmed that Mr R was still in receipt of full disability benefits and was being paid much more than his friend was giving him, a full ASP investigation was initiated in partnership with Police Scotland and a subsequent Case Conference arranged. Despite steps being taken to support him to open his own bank account, and to furnish his home, Mr R refused to believe that his friend had been taking his money over many years.

When the situation became more serious and the friend vandalised his home, an emergency Case Conference agreed that an ASP Banning Order should be progressed which was granted. It's important to note that the Banning Order has been adhered to, thus ensuring that risks of violence and financial harm to Mr R have been minimised. Via social work support, Mr R's brother has become more involved and is now his benefit's appointee, safeguarding his finances. An application for Guardianship is currently being progressed to ensure that Mr R doesn't get manipulated or coerced in this way again.

### **Multi Agency Public Protection Arrangements (MAPPA)**

The Multi Agency Public Protection Arrangements are delivered on a pan-Lanarkshire basis. All relevant agencies continue to share a collective responsibility to manage risk and to work in partnership to achieve safer outcomes for the community and the individuals who are being supervised. Evidence of this is highlighted within the Lanarkshire MAPPA Annual Report. <https://www.northlanarkshire.gov.uk/CHttpHandler.ashx?id=23454&p=0>.

Additionally learning from significant case reviews across Scotland have been scrutinized and the learning shared across all MAPPA agencies in Lanarkshire. As a consequence of these learning exercises a joint event to highlight the connectivity between MAPPA, Child Protection, Gender Based Violence and Adult Support and Protection processes was held locally and attended by staff from all relevant agencies.

Over 2018/19 we have also;

- Developed the use of the Care and Risk Management (CARM) assessment process for young people.
- Circulated guidance on requesting a capacity assessment for a MAPPA offender and developed a pathway for urgent assessments.
- Provided joint training events for staff from all agencies involved

As reported previously the number of individuals managed under MAPPA arrangements continues to increase each year with the particular challenges of managing an older MAPPA population increasing the need for joint working with adult social work. In view of the challenges involved in managing increased activity with no additional funding within the funding formula for justice services, a review has been initiated of the pan-Lanarkshire MAPPA unit to ensure activity is appropriately focussed and the unit has the capacity to meet operational demands.

## 5.2 Assurance and Scrutiny

Delivering social work services across the fourth largest local authority in Scotland requires an ongoing focus on improvement activity and a commitment to being a learning organisation. Our ongoing self-evaluation and improvement planning is informed by a range of activity including record audits and feedback from the people who use our services in the form of complaints and compliments. We are also subject to external scrutiny from a range of external partners including the Care Inspectorate and Healthcare Improvement Scotland.

### Care Inspectorate and Quality Assurance

During the period 1 April 2018 to 31 March 2019 the Care Inspectorate carried out a total of 109 inspections across in-house and externally commissioned services. This period saw implementation of the new inspection regime for care homes, and some changes in grading approach as a result. Average performance overall for inspections during the year was “good” and “very good”, with no grades lower than 2(weak) and a number of services achieving “excellent” grades. Concerns highlighted either as a result of inspections or by social work services were dealt with through a collaborative approach by the Care Inspectorate and the service’s Quality Assurance team. Quality Assurance officers attended post inspection feedback sessions where possible to foster continuity of approach and to facilitate ongoing support to providers in implementing any improvements. There was also liaison between Quality Assurance officers and Inspectors about individual services and regular management meetings with the Care Inspectorate to share intelligence and discuss key strategic and organisational issues. The Care Inspectorate were invited to deliver three briefing sessions on the new Standards and new inspection process to social work managers and officers from commissioning and provider teams in June and September 2018.

### Feedback on the Services and Supports that we provide

As well as the methods we have used up until now to get feedback from the people and families that we support, in early 2019 the NL Health and Social Care Partnership subscribed to the use of Care Opinion. Care Opinion is an independent, not for profit organisation which runs an award winning national website, dedicated to gathering feedback on health and adult social care experiences. It helps people to make suggestions about how services could be improved, and also to say what was good and why, about their experience of using social care. Our commitment to Care Opinion will provide an excellent opportunity for us to let the public know how we are using their feedback for reflection and learning, as well as detailing what changes or improvements have been made as a result of their comments.

### **Case Study – Example: Carer Feedback on Health and Social Care**

Dad had a palliative cancer diagnosis and passed away at home this week. Dad wished to die at home and managed to do this through the support of health and social care. From Professor B being open, honest and upfront about diagnosis, to the GP putting anything in place to support dad, and couldn't have happened without the following:

D putting all equipment in place

Discharge team at Monklands Hospital making sure all supports were in place

District Nurses offering support for all medical and nursing input and putting Marie Curie nurses in place for overnight support where possible

P at Macmillan making sure all correct medicine put in place and referring to appropriate places

Intensive team at Coatbridge homecare putting practical support in place with short notice and increasing urgently and in particular A who went way above and beyond to get dad support to move downstairs (his final wish)

P and D at Coatbridge social work to get supports in place such as homecare and alert.

Without all of this integrated approach my dad wouldn't have had his wish of being able to die at home - all of the above supported my dad to die at home, comfortable, content, pain free and with dignity, and also supported us as a family. Having the open and honest discussion from the start allowed my dad to plan his funeral, put all his affairs in order and have the quality time with family to say his final goodbyes.

As a family we cannot thank everyone enough. The one area which we felt lacked was being able to access the equipment team over the weekend, as I am sure you are aware people's needs (or need for equipment) does not fit into office hours and as such might be worth considering an additional support to access equipment outside office hours.

## **Complaints**

We continue also to use and value complaints as a vehicle for learning and work to the social work model complaints handling process.

Alignment of complaint handling systems with colleagues in both NHS Lanarkshire and other Council services has proved to be problematic due to the variation of IT systems that are in use across the sectors. However, there has been greater collaborative working and sharing of good practice across all North Lanarkshire Council services, primarily through the Complaints Network.

To continue to improve our management of complaints, two complaints handling training courses were offered to social work staff, complemented by online training opportunities. We ran briefings for locality and service management teams.

Overall, complaint activity remained static throughout 2018 -19, with little variation in complaint numbers from the previous year. However, some notable changes in locality numbers were noted. Bellshill locality complaints increased by 52% whilst complaints to Wishaw locality decreased by 32%. A summary analysis of the causes of complaint indicates that 51% were in respect to staff attitude/behaviour and poor communication, 27 % attributed to social work failing to provide a service. The remaining 22% referenced disagreements with assessment of need, kinship care, disputed access arrangements and other matters.

As well as local learning and action planning around individual complaints, a quarterly review of all complaints is undertaken to identify thematic issues and wider learning, which is reported through support, care and clinical governance arrangements.

## 6 Workforce Planning and Development

The service maintains a strong commitment to workforce development and planning as vehicle to support and retain staff and the quality of service delivery.

A number of groups of staff within the service require to register with the Scottish Social Services Council with qualification requirements and registration deadlines specific to each group. Progress in relation to the SSSC registerable groups in Social Work Services currently stands at

- 100% of social workers fully qualified and registered,
- 100% of staff in older adult residential services have the requisite registerable qualification
- 90% of staff in residential children's services registered with requisite qualifications
- 85% of Home Support Team Leaders and Senior Home Support Managers (registered as managers with SSSC) and
- 77% of home support managers, (registered as supervisors with SSSC). The register for this group of staff closed in June 2017.
- 57% of home support employees with requisite qualifications. The register for this group of staff will close at the end of September 2020.

A key focus and challenge moving forwards is to ensure the large home support workforce have the opportunity to complete requisite qualifications. To support this the Training and Organisational Development team will continue to deliver SVQ 2 with a target that the remaining staff attain qualification by 2023. This will mean approximately 100 staff will require to be undertaking and completing SVQ assessment annually.



### **Learning days delivered:**

From April 2018 – end of March 2019 14,987 learning days were delivered for staff within the service. This includes longer opportunities such as placements. All learning and development opportunities are matched against the skills matrices which are available for the majority of staff within roles in social work and social care posts.

### **Qualifications:**

We continue to support all staff to achieve their CPD (continuous professional development) through a wide variety of methods. The range of qualifications on offer both support individual development and further the priorities of the social work service. The following opportunities to study the post graduate programmes were supported over the past year:

- Certificate in Child Welfare and Protection, (6 students)
- MHO programme, (3 students)
- PDA Practice Learning, (2 students)
- Certificate in Addiction Studies, (3 students)
- Certificate in Dementia ( 2 students) and
- Certificate in Adult Protection (2 students)

We continue to offer the full suite of SVQ within Health and Social Care supporting registration requirements, and also offer the PDA in Supervision within Health and Social Services at SCQF Level 7 and are now piloting the Level 9 award. These two awards form part of the Leadership training being developed by Talent and Organisational Development.

In December 2018, 4 internal student social workers gained their qualification and were placed across the service. A new group of 7 staff commenced in January 2019 while 5 entered their second year of the programme.

### **Student placements**

Social Work maintains a high commitment to student social worker placements consistently meeting the quota set by the Learning Network West. This year a total of 55 placements for social work students were provided and successfully completed throughout the year, with 15 HNC placements also provided in Social Care settings; 4 people on the modern apprentice programme successfully completed and gained employment within the service; 7 new modern apprentices started in January.

## Senior Practitioners

We have maintained our investment in the senior practitioner scheme which aims to retain experienced social work and occupational therapy staff in the front line of delivery, with numbers increasing to from 56 to 61 this year. This year senior practitioners also took an active role in progressing the current agenda on promoting social work identity through three main workstreams, forming presentations which were successfully delivered at the SW Identity Conference in February 2019. The members of these groups contributed greatly to the success of the conference.

## Mental Health Officers

In common with the national picture recruitment and retention of MHO staff remains a significant challenge. For the last three years the service has employed sessional staff to enhance capacity however over the next year we will be looking at additional changes to address challenges in this area.

## Championing Social Work – The Changing Face of Social Work Identity

Due to organisational change and integration significantly reshaping the context for social work, discussions were held with staff about their priorities in maintaining their social work professionalism through a series of focus groups. The result this year, was a highly successful conference held on 21<sup>st</sup> February 2019 with 102 social work staff who left re-motivated with a re-affirmed belief in the importance of social work identity

The objectives of the Social Work Identity Conference were:

- ✓ To maintain and promote Social Work professional identity within integrated organisations
- ✓ To support the unique contribution of knowledge and skills of Social Workers across multi-agency settings
- ✓ To showcase and celebrate Social Work identity through the work of senior practitioner groups
- ✓ To establish a wider programme of work to promote Social Work across schools, agencies and communities.

Planning and preparation for the conference involved social worker focus groups, senior practitioner development sessions and subsequent sub group meetings to formulate the content and format of the day. This included the overarching theme, promotional material, workshops, presenters, stalls and evaluation. The programme included an effective mix of motivational opportunities to explore

- the recent research on NQSW from the 5 year SSSC commissioned programme;
- the SSSC programme for enabling leadership and enhancing leadership capacity;

- IRISS success stories on social work in the community and relationship based practice input from SASW.
- Self-care experiential activities such as mindfulness, holistic therapies and a choral workshop.
- The North Lanarkshire Soundsational Choir ended with everyone joyfully singing “This is me”. Highlights from the evaluation showed key themes but one in particular sums up the outcome of the day

## PROUD TO BE A SOCIAL WORKER

### Management Development – Senior Social Workers

As the role of social workers is changing, so is that of managers within social work and social care. Consultation has been underway throughout the year to revisit the Social Work Supervision Policy and devise a toolkit for managers particularly working in integrated settings. A new programme for managers, with an emphasis on senior social workers covers:

- ◆ Induction – a checklist has been drawn up and a digital deposit of materials is being created
- ◆ Mentoring/shadowing
- ◆ Management pathway – which will include additional material for SSW
- ◆ Supervision module –encompassing the different models of supervision and focusing on supervision within an integrated world
- ◆ Regular forums and action learning sets. The action learning sets will allow seniors to present current issues from their own agenda. The forums will be topic based however the agenda will be fed by seniors – within the initial topics of budgets, confidentiality, working with local councillors and HR systems suggested.

This work will be ongoing with several strands being completed in 2019.

### Workforce Planning – Care Academy

During the past year we have continued to support the development of the Care Academy to support local recruitment to health, social work and social care focussing on three main work streams:

**1) Virtual Care Academy** – a single portal for those seeking a career in health and social care consisting of information and signposting to other established sites which give information about

- Social Work/Care (SSSC) and Health (NES)careers,
- Pen pictures with local staff from Health, Social Work and Social Care discussing and illustrating aspects of their work

- Opportunities for work experience through foundation and modern apprenticeship schemes, Skills Development Scotland schemes and any internal NLC schemes

The portal was completed and was launched in May 2019 at a career event for colleges. It can be accessed through <http://www.carecareersnl.co.uk>

**2) Schools** – a Care Academy programme has commenced in Coltness High School where 75 students are participating in a range of programmes covering skills for work, level 4/5 education and social care, foundation apprenticeships & the Prince's Trust

**3) Recruitment** - this group liaises with local schools and colleges to ensure appropriate representation and materials are available for recruitment fairs. The work of the senior practitioners will contribute to the recruitment fairs.

### Apprenticeship schemes with Health and Social Care

The modern apprenticeship scheme for school leavers has continued with 9 starts in January 2019.

In line with the council employability strategy, work experience opportunities, mentoring and skills tasters will also be offered to Christmas leavers.

### Newly Qualified Social Workers Pilot Scheme

As part of a national pilot of an assessed and supported year for newly qualified social workers we participated in new arrangements with a number of other areas in West of Scotland Learning Network aimed at improving the support and progression of newly qualified staff through a range of measures including enhanced supervision arrangements and mentoring. The scheme launched on 29<sup>th</sup> October 2018, with 8 newly qualified workers and their seniors and will be evaluated in the coming year.

### Organisational Development Highlights – Children and Families

- Development programme on CSE for residential staff delivered
- Programme for approximately 200 staff across residential/Senior Social Workers/Social Workers and support staff focusing on the Pathway Planning and Continuing Care of young people looked after by the local authority in line with Children and Young People (Scotland) Act 2014. This promoted the Family Firm and employability strategy with the objective of staff understanding the context of Pathway Plans and potential outcomes for young people moving on.
- A 'train the trainers' programme through NSPCC was delivered to enable the service to use the expertise of 19 additional front line staff and senior staff in delivery of in-house programmes. This programme was provided through the auspices of the Child Protection Committee on 12-13th November with follow up days held during January 2019

- Child welfare and protection certificate- 3 staff completed successfully July 2018 and 3 commenced September 2018, with another 3 staff in February 2019
- Safe and Together – work is underway to: 1. Establish practitioners forum to support embedding the approach in practice across all localities; 2. Train practitioners to champion approach in their localities and cascade training; 3. Develop and enhance practice by arranging updates to knowledge & skills; 4 Facilitating Action Learning sets with practitioners as means of developing practice

## Organisational Development Highlights – Adult Services

### Home Support

- 92 candidates completed award at SCQF level 6 (former SVQ 2) during the year with 115 candidates currently on the programme
- Medication training was completed for Bellshill locality and initiated for Motherwell with a target to complete all localities by March 2020.
- OT competency pilot was successfully completed in Airdrie locality and integrated into the proposed new rehabilitation training for reablement teams
- 1379 home support workers received training during the year, the major focus being on SVQ, adult protection, medication and moving and handling.

### Initiating Integrated Rehabilitation teams

After the successful pilot within Motherwell locality, strategic decision was taken to roll out this process to each locality from October 2018. A previous programme spanning six months was used as a prototype but development events were tailored to the needs of each team. To support the launch of these teams, Senior Officers T&OD supported events in each locality beginning in October, with follow up events in February and March and throughout the year as required.

### Developing Dementia Skills

**Improving dementia care:** Stirling University Module was again successfully delivered with 19 staff completing this year.

**Test for Change:** A new development from the Advanced Care in Dementia Working Group was instigated in March 2019 – designing and developing a pilot test for change in Bellshill locality, looking at the integration and use of Anticipatory Care Plans for People with Dementia and integrating the plans developed in the clinical/acute context into community care planning

**Confident Conversations** about assistive technology sessions were offered to staff who support people living with Dementia and families and carers. To date 108 staff have attended

## Organisational Development Highlights – Justice Services

### The Annual Justice Conference

The annual Justice Staff Conference ‘Positive destinations’ was successfully delivered with 180 staff participating.

### Team Development

Two development days were held for restorative justice in view of the restructure for this section, one held in conjunction with prison staff. An introductory development session for the drug treatment and testing order team was held at the end of March.

### The Outcomes Star™

The Outcome Star (Justice Star) is designed to be completed collaboratively with service users as an integral part of case management and consists of a number of scales based on an explicit model of change. Learning and development in the use of Outcomes Star and mentoring process was established during 2018-9 to include additional sessions with Justice SSWs around how the tool can support the staff supervision process as well as assist SSWs understanding of local and strategic outcomes.

### Trauma of imprisonment

Co-development of programme with ‘Families Outside’ for all Justice staff in North/South Lanarkshire including MAPPA partners to raise awareness of impact of trauma of imprisonment for children and families/carers of offenders in line with NL Community Justice Outcome Improvement Plan 2017-2020. This programme was delivered through 6 sessions which were targeted at 170 people, NLC Children and families and Justice staff and Pan Lanarkshire MAPPA partners between February and March 2019.

## 7. Looking forward – 2019/20

A major focus for the service over the coming year will involve the finalisation and embedding of new operational arrangements for social work both within Health and Social Care and the new Education and Families Directorate with the aim of ensuring that service delivery is enhanced through new opportunities for integrated practice and continuous improvement. Work will also continue to ensure positive cross care group working across social work care groups and a coherent practice model which supports improved outcomes and prevention and early intervention. To support this we will seek to build on our successful social work identity conference and look at how we can further strengthen the involvement of frontline staff in our leadership framework and in practice development.

In order to deliver effectively in what will continue to be a challenging climate we will continue to work to strengthen partnership arrangements and to play a full part in progressing the *Plan for North Lanarkshire*.

A new Corporate Parenting Strategy and Improvement Plan will be implemented from 2019 and to support this we will lead a range of activity including the development of a new recruitment campaign for adoptive and foster carers, the reconfiguration of kinship care support and the expansion of our Virtual School Model. The national Care Review is expected to report in early 2020 and it is anticipated that this will drive further change in this area.

We will also in early 2020 move to the next stage of our redesign of our home support service, moving to a centralised management arrangement and enhancement use of dynamic scheduling as an essential vehicle to ensuring service sustainability and the capacity to deliver wider improvements.

Other priorities will include:

- Taking forward improvement activity identified within our Validated Self Evaluation of the Community Justice Partnership
- Work to support the development of new Children's Services Plan, HSCP Strategic Commissioning Plan for implementation from 2020
- Continued work to review and develop our First Point of Contact arrangements and the embedding of 'good conversations' to support more effective responses, prevention and early intervention
- Reconfiguration of our mental health teams
- Continued work to enhance delivery of family support including the expansion of Family Group Conferencing.
- Work with education colleagues to support the delivery of the review of Additional Support for Learning.
- Participation in the national pilot for a new trauma informed model of Joint Investigative Interviewing.
- To complete the review of commissioned Domestic Abuse Services and progress and connect other improvement activity in this area including the establishment of dedicated staff within justice services.