

**A meeting of the Social Work & Social Care Scrutiny Panel will be held on Tuesday 29 October 2024 at 3pm.**

**Members may attend the meeting in person at Greenock Municipal Buildings or via remote online access. Webex joining details will be sent to Members and officers. Members are requested to notify Committee Services by 12 noon on Monday 28 October 2024 how they intend to access the meeting.**

**In the event of connectivity issues, Members are asked to use the *join by phone* number in the Webex invitation and as noted above.**

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LYNSEY BROWN  
Head of Legal, Democratic, Digital & Customer Services

## **BUSINESS**

<b>1.</b>	<b>Apologies, Substitutions and Declarations of Interest</b>	<b>Page</b>
<b>PERFORMANCE MANAGEMENT</b>		
<b>2.</b>	<b>Revenue &amp; Capital Budget Report – 2024/25 Revenue Outturn Position as at 31 August 2024</b> Report by Chief Officer, Inverclyde Health & Social Care Partnership and Head of Finance, Planning & Resources, Inverclyde Health & Social Care Partnership	<b>p</b>
<b>ROUTINE DECISIONS AND ITEMS FOR NOTING</b>		
<b>3.</b>	<b>National Care Service Update</b> Verbal update by Chief Officer, Inverclyde Health & Social Care Partnership	
<b>4.</b>	<b>Inverclyde HSCP Adult Services Staff Innovation Projects</b> Report by Chief Officer, Inverclyde Health & Social Care Partnership	<b>p</b>
<b>5.</b>	<b>Inspection of Inverclyde Fostering, Adoption and Continuing Care Services</b> Report by Chief Officer, Inverclyde Health & Social Care Partnership	<b>p</b>

6.	<b>Notice of Self-Evaluation in Justice Social Work</b> Report by Chief Officer, Inverclyde Health & Social Care Partnership	p
7.	<b>Community Payback Order Annual Report 2023-24</b> Report by Chief Officer, Inverclyde Health & Social Care Partnership	p
<b>The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in paragraphs 6 and 9 of Part I of Schedule 7(A) of the Act.</b>		
8.	<b>Reporting by Exception – Governance of HSCP Commissioned External Organisations</b> Report by Chief Officer, Inverclyde Health & Social Care Partnership providing an update on matters relating to the HSCP governance process for externally commissioned Social Care services.	p

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Enquiries to - Diane Sweeney – Tel 01475 712147
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**Report To:** Social Work & Social Care  
Scrutiny Panel

**Date:** 29 October 2024

**Report By:** Kate Rocks,  
Chief Officer  
Inverclyde Health and Social Care  
Partnership

**Report No:** SWSCSP/26/2024/CG

Craig Given  
Head of Finance, Planning and  
Resources  
Inverclyde Health and Social Care  
Partnership

**Contact Officer:** Samantha White

**Contact No:** 01475 715365

**Subject:** Revenue & Capital Budget Report – 2024/25 Revenue Outturn Position  
as at 31 August 2024

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## 1.0 PURPOSE AND SUMMARY

1.1  For Decision  For Information/Noting

1.2 This report advises the Social Work and Social Care Scrutiny Panel on the projected outturn on revenue and capital for 2024/25 as at 31 August 2024.

1.3 The current year, 2024/25 revenue projected outturn as at 31 August 2024 is an overspend of £0.246m.

1.4 The Social Work capital budget is £9.707m over the life of the projects with £3.447m originally projected to be spent in 2024/25. Expenditure on all capital projects to 31 August 2024 is £0.014m (0.41% of approved budget). Appendix 4 details capital budgets.

1.5 The balance on the Integration Joint Board (IJB) reserves at 31 March 2024 was £19.287m. Within this balance, specific reserves totalling £6.025m have been delegated to the Council for use in 2024/25. Also, within the IJB reserves balance, smoothing reserves of £2.853m are held in relation to delegated functions to the Council of a more volatile nature, to mitigate the risk of in year overspends, for use during the financial year if required. As at 31 August 2024, it is not projected that any use of the smoothing reserves will be required but this will be monitored throughout the financial year.

## **2.0 RECOMMENDATIONS**

- 2.1 That the Panel notes the projected current year revenue outturn of £0.246m overspend at 31 August 2024.
- 2.2 That the Panel notes the current projected capital position.
- 2.3 That the Panel notes the current reserves position.

**Kate Rocks,  
Chief Officer  
Inverclyde Health and Social Care  
Partnership**

**Craig Given  
Head of Finance, Planning and Resources  
Inverclyde Health and Social Care  
Partnership**

### 3.0 BACKGROUND AND CONTEXT

3.1 The purpose of the report is to advise the Panel of the current position of the 2024/25 Social Work revenue and capital budgets and to highlight the main variances contributing to the 2024/25 projected £0.246m overspend.

#### 3.2 2024/25 Current Revenue Position

3.2.1 As at 31 August 2024, it is currently projected that Social Care will overspend by £0.246m. The table below provides a summary of this position, including the impact on earmarked reserves.

Service	2024/25 (£000)				
	Revised Budget	Outturn	Outturn Variance	Prior Variance	Variance Movement
Children & Families	13,159	17,052	3,893	4,423	(530)
Criminal Justice	(110)	(161)	(51)	(45)	(6)
Older Persons	31,892	31,021	(871)	(868)	(3)
Learning Disabilities	11,653	11,949	296	57	239
Physical & Sensory	3,484	3,464	(20)	5	(25)
Assessment & Care Management	2,146	2,080	(66)	(84)	18
Mental Health	1,675	1,683	8	(136)	144
Alcohol & Drugs Recovery Service	885	887	2	(36)	38
Homelessness	1,105	1,209	104	108	(4)
Planning, Health Improvement & Commissioning	2,035	2,049	14	22	(8)
Corporate Director (incl Business Support)	5,944	2,881	(3,063)	(3,230)	167
<b>Social Work Net Expenditure</b>	<b>73,868</b>	<b>74,114</b>	<b>246</b>	<b>216</b>	<b>30</b>

Earmarked Reserves	2024/25 (£000)				
	Approved IJB Reserves	Revised IJB Reserves	Council-delegated Reserves	Projected Spend	Projected Carry Forward
Earmarked Reserves	19,287	19,287	6,025	2,119	3,906
CFCR	0	.	0	0	0
<b>Social Work Total</b>	<b>19,287</b>	<b>19,287</b>	<b>6,025</b>	<b>2,119</b>	<b>3,906</b>

3.2.2 Appendix 1 provides the details of the movement in the budget to date and Appendix 2 contains details of the projected outturn position. The material variances are identified by service below and detailed in Appendix 3.

#### 3.2.3 Children and Families

Children and Families is currently projecting an overall overspend of £3.893m. Client commitments is projected to overspend by £3.361m, a reduction in projected costs of £0.598m from the position reported at period 3. The reduction is as a result more of favourable placement end dates than anticipated, alongside changes in placements required following returns to mainstream education. A review group will continue to meet regularly to closely monitor these placements throughout the year to ensure a focussed approach on placements and the associated financial implications, with a view

to management action bringing down the overall costs. The projected overspend and movement from period 3 is broken down by service area in the table below:

	£m	
	Projected Overspend	Movement from Period 3
<b>Children &amp; Families Client Commitments</b>		
External Residential placements	1.717	(0.572)
Fostering, Adoption & Kinship including Continuing Care	0.661	(0.005)
Supported Living	0.123	(0.071)
Home Care, Respite, Direct Payment, Additional Support	0.860	0.050
<b>Total for Children &amp; Families Client Commitments</b>	<b>3.361</b>	<b>(0.598)</b>

Within employee costs there is a net projected overspend of £0.409m, which is largely due to temporary posts throughout the service.

It is currently expected that the overspend in the service can be managed within the overall position, however, a smoothing reserve of £0.466m is available for use in relation to Children's residential placements if required should an overspend remain at the end of the financial year.

#### 3.2.4 Older Persons

Employee costs for the internal care at home service are currently projected to underspend by £0.118m. Projected costs have increased by £0.61m from the position reported and period 3 and this is due to a reduction in the number of vacancies held by the service.

The external care at home service is projecting an underspend of £0.407m, a minor increase in projected costs of £0.019m from the period 3 position reported. The underspend is related to the commencement of the new framework contract with several new providers coming on stream, along with staffing shortages in the sector. Projections will be updated as and when hours are allocated to the new framework providers.

For residential and nursing placements an underspend of £0.303m is projected, with bed levels at and projected to be at similar levels to those in 2023/24.

The underspends noted above are contributing to an overall projected underspend of £0.871m for Older Persons at this stage.

A smoothing reserve is held for Residential and Nursing placements should it be required as the financial year progresses, but it is currently not expected to be drawn.

#### 3.2.5 Learning Disabilities

A projected overspend on client commitments of £0.465m, an increase of £0.232m from the position reported at period 3 and is due to a combination of increases in care packages and new service users. This is partially offset by a projected underspend of £0.145m on employee costs in relation to current vacancy levels and together these are the main reasons for the overall projected overspend for Learning Disabilities.

A smoothing reserve is held for Learning Disabilities client commitments should it be required as the financial year progresses, but it is currently not expected to be drawn.

### 3.2.6 Physical and Sensory Disabilities

An underspend of £0.074m in Employee costs, related to vacancies, offset by an overspend of £0.046m for client packages are currently projected, being the main reasons for the variance reported.

### 3.2.7 Assessment and Care Management

A year end underspend of £0.067m is currently projected for the service. Current commitments for respite and short breaks indicate a year end underspend of £0.035m is anticipated. This projection is based on current committed use of the service and will be updated as the year progresses.

### 3.2.8 Mental Health

Overall, a minor £0.008m overspend is anticipated for the service. Within this, employee costs are currently projected to underspend by £0.149m and is related to the current level of vacancies held by the service. This is offset by an overspend of £0.093m on client commitments, an increase of £0.145m from period 3, and is due to a significant increase in one care package together with nine additional service users either commencing or anticipated to start shortly. Together these make up the main reasons for the position being reported.

### 3.2.9 Homelessness

As reported at period 3, pending the finalisation of the service review, additional security and agency staffing costs being incurred are the main reason for the projected overspend of £0.104m within homelessness.

### 3.2.10 Corporate Director (including Business Support)

Pension monies and progress against the agreed saving are the main reasons for the projected underspend of £3.071m.

#### *Pension Monies*

As reported at period 3, the £3.109m non-recurring pension monies will be used in full to offset the overspend currently projected in Children and Families.

#### *Agreed Savings for 2024/25*

The position against each savings target as at 31<sup>st</sup> August is shown in the table below.

Savings Title	£m		
	Required Saving	Achieved as at 31/08/24	Saving still to be achieved
Redesign of Children's Community Supports	0.015	0.000	0.015
Day Service redesign	0.239	0.239	0.000
Review of Respite Services	0.257	0.257	0.000
Review of prior year underspends	0.267	0.267	0.000
Review of commissioning arrangements	0.250	0.134	0.116
Payroll management target - Council	0.450	0.450	0.000
Review of previous year underspends/budget adjustments	0.267	0.267	0.000
Review of long-term vacancies	0.250	0.250	0.000
Review of Adult Services self-directed supports	0.500	0.000	0.500
<b>Total Savings</b>	<b>2.495</b>	<b>1.864</b>	<b>0.631</b>

Sub-groups for each saving stream are in place and financial progress towards the achievement of these targets will continue to be included in this report to Panel.

#### 4.0 2024/25 Current Capital Position

4.1 The Social Work capital budget is £9.707m over the life of the projects with £3.447m projected to be spent in 2024/25. Expenditure on all capital projects to 31 August 2024 is £0.014m (0.41% of approved budget). Appendix 4 details capital budgets.

#### 4.2 *New Community Hub*

- Detailed planning approval is in place. Demolition and first stage building warrants are in place with second stage submitted. The statutory approvals related to amendments and discharge of pre-commencement planning conditions process has now been concluded;
- As previously reported, the programme has been impacted due to delays associated with the market testing process, re-tender exercise and the discovery of a variety of species of nesting birds across the site identified as part of the pre-construction ecological survey;
- Enabling works have recently been undertaken across the site to remove vegetation and prepare the site for the main contract works, this has included some final ground investigation and sampling to conclude the final ground risk transfer position within the main contract.
- The finalisation of the development agreement is nearing completion with financial close expected by the end of October;
- The construction programme is being finalised as part of the process above with main contract start date in early November.

#### 4.3 *SWIFT replacement*

As previously reported, the local implementation of ECLIPSE has been postponed until July 2025. Bi-Monthly meetings between OLM and HSCP representatives are taking place, to ensure we remain in contact and are regularly updated with the ongoing ECLIPSE developments.

### 5.0 PROPOSALS

5.1 Proposals for this paper are contained within the Recommendations at Section 2.0.

### 6.0 IMPLICATIONS

6.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial	x	
Legal/Risk		x
Human Resources		x
Strategic (Partnership Plan/Council Plan)		x
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x

#### 6.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					Details within report



Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					Details within report

6.3 **Legal/Risk**

There are no legal implications arising from this report.

6.4 **Human Resources**

There are no human resources implications arising from this report.

6.5 **Strategic**

There are no strategic implications

6.6 **Equalities, Fairer Scotland Duty & Children/Young People**

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.
	No policy changes/implications

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision: -

Has there been active consideration of how this report’s recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.
	No policy changes/implications

(c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

**6.7 Environmental/Sustainability**

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

**6.8 Data Protection**

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

**7.0 CONSULTATION**

7.1 There has been no consultation in relation to this report

**8.0 BACKGROUND PAPERS**

8.1 Not applicable

## Social Work

## Budget Movement - 2024-25

Period 5 1 April 2024 - 31 August 2024

Service	Approved Budget £000	Movements					Amended Budget £000	IJB Funding Income £000	Revised Budget £000
		Inflation £000	Virement / Reallocation £000	Supplementary Budgets £000	IJB Funding £000	Transfers (to)/ from Earmarked Reserves £000			
Children & Families	13,517	0	(671)	313	0	0	13,159	0	13,159
Criminal Justice	19	0	(129)	0	0	0	(110)	0	(110)
Older Persons	33,903	0	(2,011)	0	0	0	31,892	0	31,892
Learning Disabilities	10,803	0	850	0	0	0	11,653	0	11,653
Physical & Sensory	3,148	0	336	0	0	0	3,484	0	3,484
Assessment & Care Management	2,749	0	(603)	0	0	0	2,146	0	2,146
Mental Health	1,913	0	(238)	0	0	0	1,675	0	1,675
Alcohol & Drugs Recovery Service	1,164	0	(279)	0	0	0	885	0	885
Homelessness	1,203	0	(98)	0	0	0	1,105	0	1,105
Planning, Health Improvement & Commissioning	2,144	0	(110)	0	0	0	2,034	0	2,034
Corporate director (incuding Business Support)	3,860	0	2,793	0	0	0	6,653	0	6,653
Contribution from General reserves	(709)	0	0	0	0	0	(709)	0	(709)
<b>Totals</b>	<b>73,714</b>	<b>0</b>	<b>(160)</b>	<b>313</b>	<b>0</b>	<b>0</b>	<b>73,867</b>	<b>0</b>	<b>73,867</b>

## Budget Movements Detail

£000

## Inflation

0

## Virements

Information Governance Restructure Funding  
Procurement Post Funding

(131)

(29)

(160)

## Supplementary Budgets

Children's Social Care Pay Uplift Redetermination

313

## Social Work

## Revenue Budget Projected Outturn - 2024/25

Period 5 1 April 2024 - 31 August 2024

2023/24 Actual Subjective Analysis £000	Approved Budget £000	Revised Budget £000	Projected Outturn £000	Projected Over / (Under) Spend £000	Budget Variance %
38,369 Employee costs	39,111	37,254	37,345	91	0.24
1,678 Property costs	1,154	1,230	1,567	337	27.40
1,412 Supplies & services	1,144	1,165	1,107	(58)	(4.98)
343 Transport & plant	312	325	349	24	7.38
973 Administration costs	775	829	949	120	14.48
54,993 Payments to other bodies	54,956	58,694	59,013	319	0.54
(27,668) Income	(23,739)	(25,629)	(26,216)	(587)	2.29
<b>70,100</b>	<b>73,714</b>	<b>73,868</b>	<b>74,114</b>	<b>246</b>	<b>0.33</b>
0 Transfer to Earmarked Reserves	0	0	0	0	0
<b>70,100 Social Work Net Expenditure</b>	<b>73,714</b>	<b>73,868</b>	<b>74,114</b>	<b>246</b>	<b>0.33</b>

2023/24 Actual Objective Analysis £000	Approved Budget £000	Revised Budget £000	Projected Outturn £000	Projected Over / (Under) Spend £000	Budget Variance %
16,929 Children & Families	13,517	13,159	17,052	3,893	29.58
57 Criminal Justice	19	(110)	(161)	(51)	46.36
29,242 Older Persons	33,903	31,892	31,021	(871)	(2.73)
10,544 Learning Disabilities	10,803	11,653	11,949	296	2.54
3,254 Physical & Sensory	3,148	3,484	3,464	(20)	(0.57)
1,847 Assessment & Care Management	2,749	2,146	2,080	(66)	(3.08)
1,396 Mental Health	1,913	1,675	1,683	8	0.48
706 Alcohol & Drugs Recovery Service	1,164	885	887	2	0.23
1,504 Homelessness	1,203	1,105	1,209	104	9.41
Planning, Health Improvement &					
2,361 Commissioning	2,144	2,035	2,049	14	0.69
2,260 Corporate director (incuding Business	3,151	5,944	2,881	(3,063)	(51.53)
<b>70,100</b>	<b>73,714</b>	<b>73,868</b>	<b>74,114</b>	<b>246</b>	<b>0.33</b>
0 Transfer to Earmarked Reserves	0	0	0	0	0
<b>70,100 Social Work Net Expenditure</b>	<b>73,714</b>	<b>73,868</b>	<b>74,114</b>	<b>246</b>	<b>0.33</b>

## Social Work

## Material Variances - 2024/25

Period 5 1 April 2024 - 31 August 2024

2023/24 Actual	Budget Heading	Revised Budget	Proportion of Budget	Actual to 31/08/24	Projected Outturn	Projected Over/(Under) Spend	Percentage Variance
£000		£000	£000	£000	£000	£000	%
	<b>Employee Costs</b>						
8,006	Children & Families	7,009	2,612	2,637	7,468	459	6.55
1,891	Criminal Justice	1,818	677	646	1,854	36	1.98
13,226	Older Persons	13,012	4,848	4,798	13,042	30	0.23
2,898	Learning Disabilities	2,916	1,087	1,007	2,771	(145)	(4.97)
1,360	Physical Disabilities	1,309	488	453	1,235	(74)	(5.65)
2,306	Assessment & Care Management	2,319	864	788	2,240	(79)	(3.41)
1,460	Mental Health	1,297	483	405	1,147	(150)	(11.57)
1,276	Alcohol & Drugs Recovery Service	1,298	484	440	1,210	(88)	(6.78)
1,076	Homelessness	977	364	368	951	(26)	(2.66)
2,081	Planning, Health Improvement & Commissioning	2,368	882	855	2,409	41	1.73
2,789	Business Support	2,881	1,073	1,019	2,840	(41)	(1.42)
38,369		37,204	13,862	13,416	37,167	(37)	(0.10)
	<b>Non-Employee Costs</b>						
	<b>Children &amp; Families:</b>						
52	Supplies & Services - Champion's Board & Attainment Challenge	26	11	16	88	62	238.46
5,075	PTOB - External residential placements	3,116	1,298	1,816	4,840	1,724	55.33
103	PTOB - Supported Living	0	0	72	123	123	
2,416	PTOB - Adoption, Fostering, Kinship and Continuing Care placements	2,246	936	969	2,907	661	29.43
671	PTOB - Home Care, Respite, Direct Payments, Additional Support	197	82	519	1,066	869	441.12
(163)	Income - Champion's Board & Attainment Challenge	(174)	(73)	(236)	(236)	(62)	35.63
	<b>Older Persons:</b>						
3,911	PTOB - External Homecare packages	4,955	2,065	1,223	4,548	(407)	(8.21)
582	PTOB - External Day Services packages	749	312	193	712	(37)	(4.94)
18,631	PTOB - Residential Nursing bed costs	19,044	7,935	6,689	18,741	(303)	(1.59)
653	PTOB - Other Client Commitments	737	307	308	670	(67)	(9.09)
(260)	Income - Community Alarms	(245)	(102)	(132)	(275)	(30)	12.24
	<b>Learning Disabilities:</b>						
11,878	PTOB - External client packages	13,026	5,428	3,948	13,491	465	3.57
	<b>Physical Disabilities:</b>						
2,608	PTOB - External client packages	2,954	1,231	867	2,995	41	1.39
	<b>Assessment &amp; Care Management:</b>						
185	PTOB - Alternative to Respite / Short breaks commitments	368	153	82	333	(35)	(9.51)
	<b>Mental Health</b>						
1,889	PTOB - External client packages	2,248	937	749	2,339	91	4.05
	<b>Alcohol &amp; Drugs Recovery Service:</b>						
297	PTOB - External client packages	451	188	112	414	(37)	(8.20)
	<b>Homelessness:</b>						
5	Property Costs - Inverclyde Centre security costs	0	0	21	47	47	
98	Property Costs - Inverclyde Centre other property costs	47	20	33	80	33	70.21
	<b>Corporate Director (including Business Support)</b>						
182	Administration Costs - Insurance	145	60	0	196	51	35.17
0	PTOB - Non-Recurring Pension monies	3,109	1,295	0	0	(3,109)	(100.00)
48,813		52,999	22,083	17,249	53,079	80	0.15
<b>87,182</b>	<b>Total Material Variances</b>	<b>90,203</b>	<b>35,945</b>	<b>30,665</b>	<b>90,246</b>	<b>43</b>	<b>0.05</b>

## Social Work

### Capital Budget 2024/25

Period 5 1 April 2024 - 31 August 2024

Project Name	Est Total Cost	Actual to 31/03/24	Approved Budget	Revised Estimate	Actual to 31/08/2024	Estimate 2025/26	Estimate 2026/27	Future Years
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Social Work</b>								
New Community Hub	9,507	655	3,447	3,447	14	5,405	0	0
Swift Upgrade	200	0	0	0	0	200	0	0
<b>Social Work Total</b>	<b>9,707</b>	<b>655</b>	<b>3,447</b>	<b>3,447</b>	<b>14</b>	<b>5,605</b>	<b>0</b>	<b>0</b>

0.41% App Budget  
0.41% Rev Est  
0.00% Slippage

## Social Work

## Earmarked Reserves - 2024/25

## Period 5 1 April 2024 -31 August 2024

Project	Lead Officer/ Responsible Manager	Total Funding	Projected Spend	Amount to be Earmarked for	Lead officer Update
		2024/25	2024/25	2024/25 & Beyond	
		£000	£000	£000	
Tier 2 School Counselling	Jonathan Hinds	229	60	169	School counselling contract renewed. Commitment held for future years.
Whole Family Wellbeing	Jonathan Hinds	766	175	591	Spending Plan submitted to SG. Will be fully utilised over the period of the funding; currently assuming to 2026-27.
National Trauma Training	Jonathan Hinds	50	50	0	Anticipated to be fully spent in 24/25.
Refugees	Alan Best	3,073	694	2,379	For continued support for refugees in Inverclyde area. New Scots Team, third sector support, interpreting, education support etc. Income received to fund planned spend over 23/24 and next 3 financial years at this stage
Autism Friendly	Alan Best	123	60	63	To implement the National and Local Autism strategies with an aim to create an 'Autism Inclusive Inverclyde'.
Integrated Care Fund	Alan Best	108	56	52	Fully committed. Independent Sector lead costs for 24/25 and 25/26.
Delayed Discharge	Alan Best	50	50	0	Fully committed. .
Winter Pressures Care at Home	Alan Best	745	495	250	Care and support at home review commitments plus ongoing care at home requirements being progressed.Maximising indep/CM work.
Carers	Alan Best	254	100	154	Working groups being set up following the consultation with carers to progress. Post in now in place to facilitate response, identifying carers and providing support.
ADRS fixed term posts	Katrina Phillips	103	40	63	For continuation of contribution to fixed term MIST posts .
Rapid Rehousing Transition Plan (RRTP)	Alan Best	75	75	0	Fully committed.
CORRA Resident Rehab	Katrina Philips	87	0	87	New Reserve for CORRA Residential Rehab Project. Funds will be utilised over the life of the project in line with the project plan.
Temporary posts	Craig Given	256	204	52	Will be fully utilised over 24/25 and 25/26.
Welfare	Craig Given	106	60	46	Fully committed.
<b>Council delegated reserves</b>		<b>6,025</b>	<b>2,119</b>	<b>3,906</b>	

## Social Work

## Earmarked Reserves - 2024/25

## Period 5 1 April 2024 -31 August 2024

Project	Lead Officer/ Responsible Manager	Total	Projected	Amount to	Lead officer Update
		Funding	Spend	be	
		2024/25	2024/25	Earmarked for 2024/25 & Beyond	
		£000	£000	£000	
Pay contingency	Craig Given	392	0	392	To address any additional pay award implications for 24/25.
Client Commitments - general	Kate Rocks	414	0	414	To address potential demographic pressures.
Adoption/Fostering/Residential Childcare/ Kinship	Jonathan Hinds	466	0	466	To address in year pressures if required.
Continuing Care	Jonathan Hinds	267	0	267	To address in year pressures if required.
Residential & Nursing	Alan Best	432	0	432	To address in year pressures if required.
Learning Disabilities Client Commitments	Alan Best	382	0	382	To address in year pressures if required.
Learning Disabilities Redesign	Alan Best	500	50	450	Community Hub non-capital spend reserve.
IJB ADP	Katrina Philips	502	45	457	Fully committed - remaining balance relates to MIST posts and allowable earmarking.
IJB Mental Health - Action 15	Katrina Philips	116	0	116	Fully committed for fixed term posts.
IJB Mental Health Transformation	Katrina Philips	477	100	377	Fully committed towards ANP service within MH.
IJB Contributions to Partner Capital Projects	Kate Rocks	1,099	500	599	Community Hub spend reprofiled. £500k contribution likely to be during current financial year.
IJB Primary Care Support & Public Health	Hector McDonald	671	215	456	A number of initiatives ongoing within these funds e.g. Thrive under 5, Smoking prevention, GP premises improvement.
IJB Prescribing Smoothing Reserve	Alan Best	563	563	0	Full spend anticipated
IJB Addictions Review	Katrina Philips	272	60	212	Redesign transition funding including Residential Rehab costs.
IJB Transformation Fund	Kate Rocks	1,226	251	975	Expenditure on projects approved by the Transformation Board and IJB. Updates reported regularly to both the Transformation Board and IJB. Projects can be Council, Health or Joint.
IJB Community Living Change Fund	Alan Best	101	101	0	Balance is for ongoing committed posts
IJB Staff L&D Fund	Jonathan Hinds	347	210	137	Training board led spend for MSC students, staff support, Grow your own and ongoing Social work Adult/Child protection training.
IJB Homelessness	Alan Best	256	256	0	Redesign transition funding. Balance committed for continuation of temp posts in 24/25.
IJB Swift	Craig Given	415	0	415	For project implementation and contingency. Project on hold to July 2025.
IJB WP MDT	Alan Best	134	81	53	Fully committed - balance to fund costs of committed posts and equipment spend 24/25.
IJB WP HSCW	Laura Moore	331	279	52	Fully committed - balance is for ongoing Band 5 and 6 posts commitments
IJB Care Home Oversight	Laura Moore	88	49	39	Any unused funds at year end to be earmarked for continuation of workstreams including Call before you convey.
IJB Digital Strategy	Alan Best	202	202	0	Analogue to Digital commitments - spending plan ongoing.
IJB MH Recovery & Renewal	Katrina Philips	360	52	308	Earmarked for continuation of board-wide facilities improvement and workforce wellbeing initiatives.
IJB LD Health Checks	Alan Best	64	0	64	To fund central team work re LD Health checks led by East Renfrewshire.
The Lens Project	Jonathan Hinds / Alan Best	132	132	0	Projects identified to take forward.
IJB Severance Costs Contingency	Kate Rocks	1,492	0	1,492	New IJB Reserve agreed as part of the 2024-25 budget. No confirmed spend at P5.



**Social Work**

**Earmarked Reserves - 2024/25**

**Period 5 1 April 2024 -31 August 2024**

Project	Lead Officer/ Responsible Manager	Total Funding  2024/25  £000	Projected Spend  2024/25  £000	Amount to be Earmarked for 2024/25 & Beyond  £000	Lead officer Update
IJB Free Reserves	Craig Given	1,561	709	852	Planned use of Reserves agreed by IJB.
<b>Overall Total</b>		<b>19,287</b>	<b>5,974</b>	<b>13,313</b>	

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<b>Report To:</b>	<b>Social Work &amp; Social Care Scrutiny Panel</b>	<b>Date:</b>	<b>29 October 2024</b>
<b>Report By:</b>	<b>Kate Rocks, Chief Officer, Inverclyde HSCP</b>	<b>Report No:</b>	<b>SWSCSP/28/2024/AB</b>
<b>Contact Officer:</b>	<b>Alan Best Interim Head of Health &amp; Community Care</b>	<b>Contact No:</b>	<b>01475 715 365</b>
<b>Subject:</b>	<b>Inverclyde HSCP Adult Services Staff Innovation Projects</b>		

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## 1.0 PURPOSE AND SUMMARY

1.1  For Decision  For Information/Noting

1.2 This report notifies the Scrutiny Panel about the ongoing development of projects driven through staff innovation.

1.3 Inverclyde HSCP are committed to enabling people to live well, for longer, in thriving communities, by promoting health and wellbeing. Our vision is to be a caring and compassionate community, working together to address inequalities and assist everyone to live active, healthy, and fulfilling lives.

1.4 In improving lives, Inverclyde HSCP Adult Services have committed an investment fund of £55,395 to develop and test up to five new and innovative ideas submitted and developed by our staff through a staff innovation programme.

1.5 The final of the Innovation project where staff pitched their ideas to a judging panel resulted in five innovative projects to support people and communities in Inverclyde, having received funding after making Dragons Den-style pitches. The five successful projects were:

1. Community First: a series of pop-up events in the community to link various services together.
2. Diabetes Prevention Support Programme: funding for the HSCP specialist diabetes service to work with the community in Inverclyde on preventing type 2 diabetes.
3. My Inclusive Digi Support: Giving service users and tenants with additional support needs tablets and access to a specialised app so that they can have a voice in their care plan.
4. Little Acorns: Developing a safe space for women in Inverclyde who are fleeing violence.
5. Inverclyde Inclusive Radio: A community radio station where the programming is created by people with additional needs, for people with additional needs

## **2.0 RECOMMENDATIONS**

- 2.1 The Social Work and Social Care Scrutiny Panel is asked to note progress of staff innovation projects within Inverclyde HSCP Adult services.

**Kate Rocks  
Chief Officer  
Inverclyde HSCP**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The purpose of the Programme was to support Inverclyde HSCP Adult Services and their commitment to enable people to live well, for longer, in thriving communities, by promoting health and wellbeing. Design work commenced with identified Senior Leaders and the Project Team in January 2024
- 3.2 A pledge of £50,000 from HSCP was secured to develop and test up to six ideas that would demonstrate impact against the agreed criteria for investment:
- Enable people to live independently and make their own choices.
  - Promote supportive, inclusive communities.
  - Build collaborative and integrated working.
  - Listen, respond and amplify the voice of people and communities.
  - Show creativity, added value and innovation
  - Have the potential to be scaled and replicated.
  - Understand cost and address risk.
- 3.3 Over an immersive eight-week journey, the programme aims to:
- Create a broader understanding of the needs of people and communities utilising Adult Services in Inverclyde.
  - Develop ideas into investment-ready propositions.
  - Develop people – their confidence and innovation skills.
  - Enable staff to incorporate business development skills into their role.
  - Showcase replicable ideas.

The voice of lived experience and communities was central to the process.

- 3.4 The Programme culminated in a small Investment Event on 13th June at the Beacon Arts Centre. Each team pitched their idea to an Investment Panel (Kate Rocks, Chief Officer, Councillor Robert Moran IJB Chair and Alan Cowan, IJB Vice Chair, and Debbie Maloney, Service Manager) in the hope of securing financial support from a £50k investment fund, and/ or organisational support to test and implement their idea.

All five teams articulated the value of their ideas, rooted in voice, and highlighted the potential impact to improve lives and enable people to live well independently. The teams impressed the panel, who supported all of the ideas, and made investments exceeding the initial fund of £50k.

- 3.5 The following progress has been made by each of the groups:

**Community First** - Community First is a flexible, sustainable solution. It addresses current barriers to accessing the early information, advice, and support that can help people keep well, build resilience and live independently for longer. In September, the first pop-up session at Craighend Resource Centre focused on falls prevention and was well-received by both carers and individuals affected by falls. Positive feedback from participants will be collated for review. The next session is scheduled for October 25, continuing the focus on falls.

Interest in future pop-ups has grown among various services and teams, prompting plans for an initial test session before expanding participation. Potential collaborations with winter mass vaccination clinics in Broomhill are also being explored.

Promotional materials, including a banner and leaflets, were developed, and the event was advertised through social media. Efforts to enhance event promotion will continue.

**Diabetes Prevention Support Programme** - Focus on the prevention of Type 2 Diabetes for individuals living in Inverclyde who are at high risk of developing the condition, through a pilot education programme, offering both group and 1-1 tailored support to individuals. 81 participants have been identified. The team are finalizing the curriculum and will deliver the training. The

course times will be flexible as most participants are of working age. Further scoping around venues is ongoing

**My Inclusive Digi Support Planning and Reviewing** - People that access our services should have control of their support planning and reviewing, in a format that is accessible for them. Sadly, it can be difficult for those that we support to be actively involved in daily support notes, planning and reviewing due to their communication abilities and current recording systems. Support planning needs to be more inclusive by giving the opportunity to include videos, photographs and personalised communication aids. We want to be able to offer service users and tenants an alternative approach to develop and evidence the impact of their services, their meaningful improvement journey and achievement of outcomes. It will provide endless opportunity for inclusive discussions and communication with those that we support, their families and other professionals. A Provider has been identified, working on a process alongside finance to draw funding down to progress

**Little Acorns** - Little Acorns will offer a place of safety in an environment where women will be supported to heal, recover, and reconnect with themselves and the wider community until they are ready to embrace a tenancy of their own. Development work is in its early stages.

**Inverclyde Inclusive Radio** - Inclusive Radio Inverclyde aims to create a community radio station where the programming is created by people with additional needs for people with additional needs. This includes audio descriptive sports commentary, music segments, dementia stories & local information. The team is developing a trial for individuals to experience the studio and provide feedback on necessary adaptations for creating our own content. Aspirations are to have several people try out the studio by Christmas 2024, along with demo recordings of potential regular features for our future station.

#### 4.0 IMPLICATIONS

4.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial	X	
Legal/Risk		X
Human Resources	X	
Strategic (Partnership Plan/Council Plan)		X
Equalities, Fairer Scotland Duty & Children/Young People’s Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

#### 4.2 Finance

##### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Innovation Fund			59k		

##### Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments
N/A					

#### 4.3 Legal/Risk

None.

#### 4.4 Human Resources

Staff time to participate in the areas of this review.

#### 4.5 Strategic

None.

#### 4.6 Equalities, Fairer Scotland Duty & Children/Young People

None.

##### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required.

##### (b) Fairer Scotland Duty

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO – Assessed as not relevant under the Fairer Scotland Duty.

##### (c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

#### 4.7 Environmental/Sustainability

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

#### 4.8 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

#### 5.0 CONSULTATION

5.1 None.

#### 6.0 BACKGROUND PAPERS

6.1 Inverclyde HSCP Adult Services: Ideas to Action Programme Evaluation Report July 2024

# THE LENS

Valuing Ideas.  
Inspiring People.  
Powering Innovation.

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## Inverclyde HSCP Adult Services: Ideas to Action Programme

Evaluation Report  
July 2024





# INTRODUCTION

The Lens team are delighted to report on the recent Inverclyde HSCP Adult Services: Ideas to Action Programme, January - June 2024.

The purpose of the Programme was to support Inverclyde HSCP Adult Services and their commitment to enable people to live well, for longer, in thriving communities, by promoting health and wellbeing.

Design work commenced with identified Senior Leaders and the Project Team in January 2024.

A pledge of £50,000 from HSCP was secured to develop and test up to six ideas that would demonstrate impact against the agreed criteria for investment:

- Enable people to live independently and make their own choices.
- Promote supportive, inclusive communities.
- Build collaborative and integrated working.
- Listen, respond and amplify the voice of people and communities.
- Show creativity, added value and innovation.

- Have the potential to be scaled and replicated.
  - Understand cost and address risk.
- Over an immersive eight-week journey, the programme aimed to:
- Create a broader understanding of the needs of people and communities utilising Adult Services in Inverclyde.
  - Develop ideas into investment-ready propositions.
  - Develop people – their confidence and innovation skills.
  - Enable staff to incorporate business development skills into their role.
  - Showcase replicable ideas.

The voice of lived experience and communities was central to the process.



# DEVELOPING INTRAPRENEURSHIP: PEOPLE AND IDEAS

3.

## Launch to Shortlisting



actions to enable people to live well for longer by promoting health and well-being. 46 ideas were generated and shared through the session.

Following the launch, 15 applications were submitted for the Ideas to Action Programme and shortlisted to 7 by the Project Team, Alan Best and Kate Rocks, Chief Officer. All applicants were given feedback, rationale, and routes for their ideas.

## Workshops Overview

Workshops were based at Broomhill Gardens and Community Hub, and ran at pace over 8 weeks (April-May).

The Lens' tried and tested model for developing people and their ideas, is a series of 4 sequential modules:

- Business Storytelling: learning to talk about ideas in a compelling way that builds teams and momentum around them.
- Business Modelling & Value Proposition: understanding how to focus on delivering value to customers, using tools and resources.
- Prototyping and Testing: introducing user-led design, market testing and prototyping to help better meet customer needs.
- Pitching: integrated key learnings and transform into engaging and compelling 5-minute pitch to secure investment.

The Programme was launched at a bespoke 2-hour event on 18th February at the Beacon Arts Centre, Greenock. It was anticipated that up to 30 colleagues from across Adult Services would attend...around 50 people took part on the day. This is testament to the work behind the scenes by the Project Team: Debbie Maloney, Joyce Allan, Emma Cummings, Heather Simpson and Karen Haldane, supported by Joanne Nelis and Carol Morton.

Alan Best, Interim Head of Health & Community Care, led with key messages emphasising the Programme as a capacity building and development opportunity for people and their ideas. Jenny Coxon from The Lens facilitated a series of short activities and discussion points for colleagues to explore ideas and leadership

The sessions pushed people out of their comfort zones, and into a space of collaboration over competition.

In total 12 staff attended the workshops, at points adopting a 'tag-team' approach due to ongoing challenges around capacity and competing priorities. During the process, 2 ideas; Befriending for Better Lives and Jointly App for Carers secured different routes for development and support and left the Programme.

Everyone who participated showed outstanding commitment, passion, determination, and teamwork – a credit to the ethos of Inverclyde HSCP. The final pitches presented at Investment Event evidenced the effort that was put in. Reflections on the development journey include:

*"At first when I was thinking about 6 full days of work, I thought, 'how am I going to manage this?'. To be honest I thought this would be a tick box training programme, however I found this to be an amazing learning experience. It's given me skills that I will continue to use. The pitch we created is transferrable and we have shared with our partners to support with leveraging further support. We are also applying some of the tools used within our own teams."*

*"Getting put out of my comfort zone was a big thing for me. The support from group was phenomenal and we all really encouraged each other. When this started I thought we'd be competing over £50k, but we all became so close, backing each other's ideas. I learned so many tools and skills that I can take away and use in my day-to-day life."*

*"The programme was really enjoyable and offered a good balance of challenging versus supportive. It was simple but effective and not over-complicated – all felt doable while being very useful. The pace was really good, it wasn't too much at once. All of the resources were fantastic. It's been lovely to make connections with everyone."*

*"This has been a fantastic experience. It's not only helped us get funding, but also helped in day-to-day work. It's really helped build up my confidence in public speaking."*

*"The Lens team were supportive and reassuring at each stage. The ethos of the organisation is excellent, and you can see it in each of the staff. I'm really pleased that I could turn my anxieties round with encouragement, and that we were respected by the investment panel for what we do."*

# INVESTMENT DECISIONS AND NEXT STEPS

The Programme culminated in a small Investment Event on 13th June at the Beacon Arts Centre. Each team pitched their idea to an Investment Panel (Kate Rocks, Cllr Robert Moran and Alan Cowan from Inverclyde's IJB, and Debbie Maloney) in the hope of securing financial support from a £50k investment fund, and/or organisational support to test and implement their idea.

All five teams articulated the value of their ideas, rooted in voice, and highlighted the potential impact to improve lives and enable people to live well independently. The teams impressed the panel, who supported all of the ideas, and made investments exceeding the initial fund of £50k.

“The ideas presented on the day were excellent and build on partnership working. Everyone's pitch reflected their personality and where they come from in different ways.”

A summary of each team, idea, financial ask and outcome is in **Appendix 1**.

**Next Steps and Final Reflections**  
The Leadership and Project Team are committed to keep the momentum going and supporting the idea teams with implementation phase. Progress is under way in terms of conversations to release finances, support with practicalities and communicating the outcomes of the programme across the wider organisation. Regular meetings, led by Emma Cummings, to surface challenges and progress with the teams, are being arranged.

*“Having the Head of Service, IJB Chair, Vice Chair and Kate was great - it was the way to go. When the IJB spoke at a recent meeting they said it was a phenomenal piece of work and from memory could rhyme off all the pitches and were very complimentary about what a great event it was. They were very passionate about the ideas and event.*”

*The event was a great way to showcase the phenomenal work that is done throughout the HSCP. We're excited to see these ideas unfold.”*

The teams share this enthusiasm and can't wait to get started. We look forward to following both the ideas and the teams behind them, as they continue to develop and flourish.



# INVESTMENT DECISIONS AND NEXT STEPS - APPENDIX 1

Team Pitching	Idea	Ask	Decision and Summary of Next Steps
<p>Ann Murray, Project Manager, Maximising Independence</p> <p>Anne Marie Reid Rehabilitation and Enablement Service (RES) Co-Team Lead</p> <p>Donna Barr, Integrated Technology Enabled Care Co-ordinator</p> <p>Emily Mochan, Team Lead Community Nursing, Community Treatment, Care &amp; Vaccination Services</p>	<p><b>Community First</b></p> <p>As the proverb goes, “a stitch in time saves nine”. Community First brings early preventative support to our communities – to places close to home and where people already go. Through topical ‘pop-ups’ we will engage with our communities, build relationships, and better understand local issues, needs and assets.</p> <p>Community First is a flexible, sustainable solution. It addresses current barriers to accessing the early information, advice, and support that can help people keep well, build resilience and live independently for longer.</p>	<p><b>£5,500</b></p> <p>The team are asking for £5,550 to deliver 24 Community First pop-ups in community venues over two years, focusing on hot topics related to health and wellbeing. The first four pop-ups will be delivered by the project team and will test, evaluate and refine Community First as a concept.</p> <p>A Community First Co-ordination Group will be formed to oversee ongoing co-ordination, evaluation, promotion and ‘recruitment’ of services to deliver Community First pop-ups.</p> <p>A Community First Co-ordinator will provide practical support for the delivery of the sessions, and report to the Co-ordination Group.</p>	<p><b>Winner of £5,500 investment.</b></p> <p>We like that this is well thought through, strong collaboration amongst you, with a good range of skills.</p> <p>We like your evaluation framework, however we want to see that focus more on people than process.</p> <p>We think your idea has huge potential, and that is why we want you to think carefully about how it is marketed to people.</p> <p>This could be a really valuable new asset for people in Inverclyde.</p>
<p>Doreen Kennedy, Diabetes Team Lead / Community Diabetes Specialist Nurse</p> <p>Heather McGhee, Diabetes Specialist Nurse</p> <p>Louise Latham, Diabetes Specialist Nurse</p>	<p><b>Diabetes Prevention Support Programme</b></p> <p>The data on diabetes is stark. Rates of diagnoses, particularly type 2, have more than doubled in the last 20 years. People from areas of multiple deprivation are more likely to be diagnosed, going on to develop further life-changing complications. NHS Scotland estimates that it spends £2.37 billion on diabetes care each year- 80% of this is on avoidable complications.</p> <p>We want to focus on prevention of Type 2 Diabetes for individuals living in Inverclyde who are at high risk of developing the condition, through a pilot education Programme, offering both group and 1-1 tailored support to individuals. Let's do something to stop the trend and help our communities to thrive.</p>	<p><b>£9,000</b></p> <p>The team require support in terms of additional time and resource to provide a Diabetes Specialist Nurse to lead the education programme over at 9-month period. The financial support requested is £9,000 for a Band 6-7.4h per week (0.2wte).</p> <p>They are aiming to initially target 50 people at high risk of developing T2 diabetes, from an identified, GP pilot site, as a realistic and manageable test of change. There is the opportunity to be more ambitious and offer the programme to many more people at high risk, 20% of adult population, by providing training to other HSCP &amp; 3rd sector staff to implement the programme.</p> <p>Preventing/delaying diabetes in 50 people = cost savings of approx. £200,000 per year.</p>	<p><b>Winner of £9,000 investment.</b></p> <p>We love that your idea addresses a clear need, it's ready to go, and you have identified people who can benefit from it and deliver it.</p> <p>We can see that you have adapted your idea and want you to stay open to new thinking.</p> <p>We want to see the preventative approach in your idea used more widely, especially within the NHS.</p>

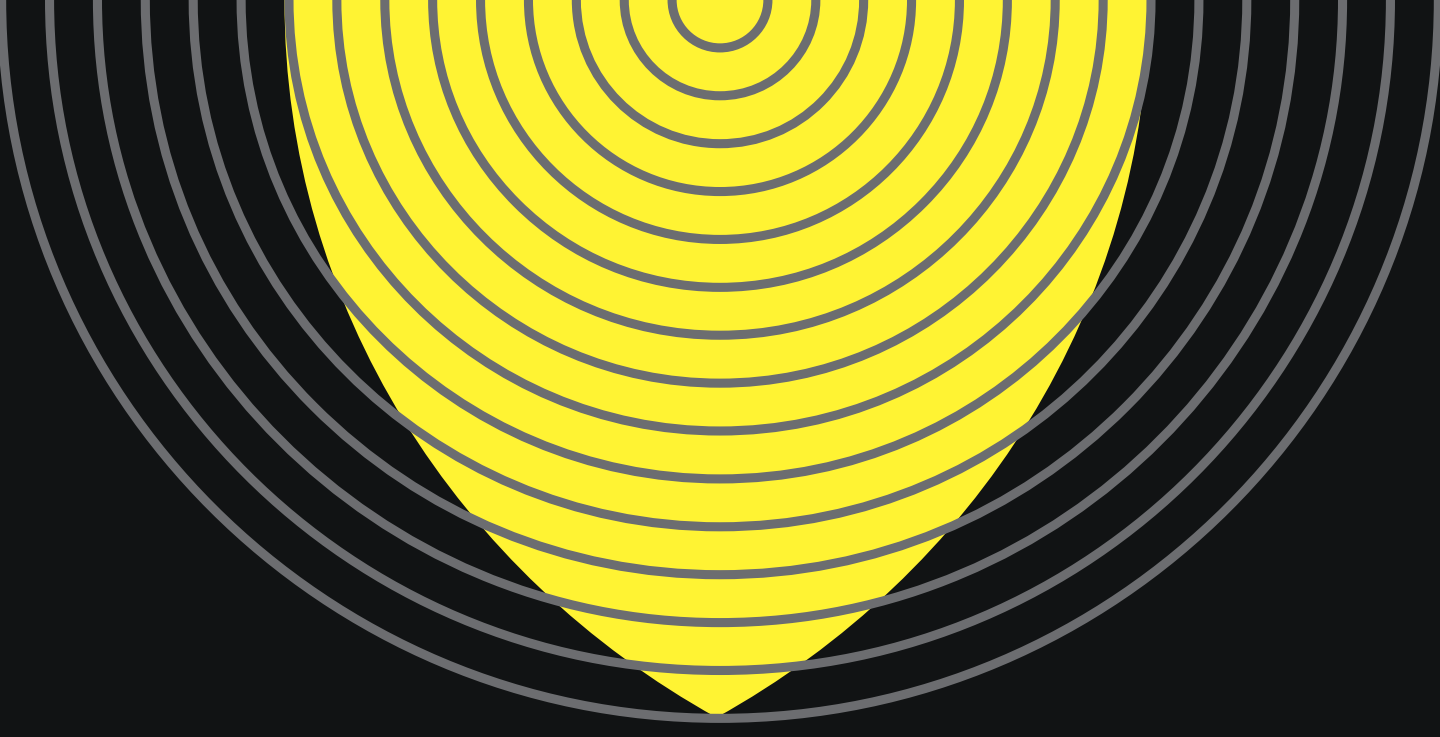
<p>Heather Simpson, Inverclyde HSCP LD and Autism Strategic Lead</p> <p>Lorraine Harrison, Team Lead, Learning Disability Day Opps and Supported Living (unable to pitch on the day, Heather delivered on behalf).</p>	<p><b>My Inclusive Digi Support Planning and Reviewing</b></p> <p>People that access our services should have control of their support planning and reviewing, in a format that is accessible for them. Sadly, it can be difficult for those that we support to be actively involved in daily support notes, planning and reviewing due to their communication abilities and current recording systems. Support planning needs to be more inclusive by giving the opportunity to include videos, photographs and personalised communication aids.</p> <p>We want to be able to offer service users and tenants an alternative approach to develop and evidence the impact of their services, their meaningful improvement journey and achievement of outcomes. It will provide endless opportunity for inclusive discussions and communication with those that we support, their families and other professionals.</p>	<p><b>£12,000</b></p> <p>Ask is £12k which will fund a 12-month trial for 12 service users &amp; tenants. This includes monthly costs for rental of devices for staff/tenants or purchase, charging racks and monthly cost per individual for the software. This also includes training input for the staff team and tenants and ongoing support for the length of rental.</p>	<p><b>Winner of £12,000 investment.</b></p> <p>We really like that you are considering how we could use digital approaches that can empower and enable people. This can deliver greater benefits for people to manage their own lives and save money and time.</p> <p>We want you to align this with other initiatives in digital care. We also want you to think about where this could be used elsewhere. Mindful we haven't as yet seen the app, so please keep checking that's the best one.</p>
<p>Jacqueline Smith, Housing Options Team Lead</p> <p>Lesley Cockburn, Homeless Change Lead</p>	<p><b>Little Acorns</b></p> <p>Finding yourself with nowhere to live can be a terrifying experience, especially if you are fleeing violence and need to get away fast. For women in Inverclyde who find themselves in this situation, the current offer provides a different but no less challenging environment, where they continue to face further stigma, remain misunderstood and often turn to unhelpful coping mechanisms just to survive.</p> <p>We can change this. Little Acorns will offer a place of safety in an environment where women will be supported to heal, recover, and reconnect with themselves and the wider community until they are ready to embrace a tenancy of their own.</p>	<p><b>£19,193.60</b></p> <p>Part-Time Fundraising Officer</p> <p>Cost for the Inverclyde Women's Aid equivalent of a HSCP Grade 6 for 2 days a week (14.8 hours) at the top of the scale with on costs is £19,193.60 for the year.</p>	<p><b>Winner of £19, 193.60 investment.</b></p> <p>We loved the power and eloquence of your presentation, and we are convinced there is a need to be met. You have achieved a great deal in creating a partnership with Women's Aid and Oak Tree Housing.</p> <p>We really want to support you, and challenging systems in this way is the right thing to do.</p> <p>However, we can't allocate this investment for fundraising in the way you suggest. We are however, reserving the investment to give time and space to find a better way forward. Asking you to work with Robyn Garcha and look forward to seeing this happen.</p>
<p>Jack McLintock, Support Worker, Inverclyde Council</p>	<p><b>Inverclyde Inclusive Radio</b></p> <p>Inclusive Radio Inverclyde is an idea built on the belief that people with additional needs are currently underrepresented in media &amp; arts, particularly content created with them as the target audience.</p> <p>Inclusive Radio Inverclyde aims to create a community radio station where the programming is created by people with additional needs for people with additional needs. This includes audio descriptive sports commentary, music segments, dementia stories &amp; local information.</p>	<p><b>£10,000</b></p> <p>Asking for an investment which will be for licensing fees, royalties, internet broadcast fees and recording equipment that can be used throughout HSCP.</p> <p>Also met with Clyde Coast Radio who have offered volunteering opportunities there for people to get a feel for it before starting up their own station in the future.</p> <p>The final ask is for £10,000 that includes 12 months transport and some other small marketing fees.</p>	<p><b>Winner of £10,000 investment.</b></p> <p>We love your innovation, rooted in the voice of people with learning disabilities. Your passion and enthusiasm is impressive.</p> <p>We want you to think about the most sustainable way forward. Is it a partnership with Clyde Coast Radio or is it building our own resource locally.</p> <p>We want you to connect to other broadcasting people and agencies. You have our permission to ask anyone for the help you need.</p>
<p><b>Total ask (based on higher figures): £55, 693.60</b></p>		<p><b>Total awarded: £55, 693.60</b></p>	

# Thank you.

[jenny.coxon@lensperspectives.org.uk](mailto:jenny.coxon@lensperspectives.org.uk)

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<b>Report To:</b>	<b>Social Work &amp; Social Care Scrutiny Panel</b>	<b>Date:</b>	<b>29 October 2024</b>
<b>Report By:</b>	<b>Kate Rocks Chief Officer Inverclyde HSCP</b>	<b>Report No:</b>	<b>SWSCSP/31/2024/JH</b>
<b>Contact Officer:</b>	<b>Jonathan Hinds Head of Children, Families &amp; Justice Chief Social Work Officer Inverclyde HSCP</b>	<b>Contact No:</b>	<b>01475 715365</b>
<b>Subject:</b>	<b>Inspection of Inverclyde Fostering, Adoption and Continuing Care Services</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 This report advises the Social Work and Social Care Scrutiny Panel of the inspection action plans that were developed following the Care Inspectorate's recent inspection of adoption, fostering and continuing care services in Inverclyde.
- 1.3 The inspection was undertaken using the Care Inspectorate's Quality Framework for Fostering, Adoption and Adult Placement Services (May 2021) using quality indicators within the following key questions:
- Key Question 1: How well do we support children and young people's wellbeing?
  - Key Question 2: How good is our leadership?
  - Key Question 5: How well is our care and support planned?
- 1.4 The inspection reports were discussed at the Social Work Scrutiny Panel on 19<sup>th</sup> August 2024 where it was agreed that the service improvement plans would be shared at the next meeting of the Panel.

## **2.0 RECOMMENDATIONS**

- 2.1 Members of the Social Work and Social Care Scrutiny Panel are asked to note the content of the action plans and consider requesting a further update to a future meeting of the Scrutiny Panel.

**Kate Rocks**  
**Chief Officer**  
**Inverclyde HSCP**

### 3.0 BACKGROUND AND CONTEXT

3.1 As previously advised, services were inspected during May 2024, in line with the Quality Framework for Fostering, Adoption and Adult Placement Services, using the following quality indicators:

3.2 Key Question 1: How well do we support children, young people's wellbeing?

- Children, young people, adults and their care giver families experience compassion, dignity and respect.
- Children, young people and adults get the most out of life.
- Children, young people and adults' health and wellbeing benefits from the care and support they receive.
- Children, young people, adults and their care giver families get the service that is right for them.

3.3 Key Question 2: How good is your leadership?

- Quality assurance and improvement is led well.

3.4 Key Question 5: How well is our care and support planned?

- Assessment and care planning reflects the outcomes and wishes of the children, young people and adults.

3.5 Services had initiated a range of improvement activity prior to the inspection and the resulting action plans from the inspection reports also incorporate these activities (Appendices 1 – 3).

3.6 Foster carers had different opportunities to engage with the inspection process, however in August 2024, staff undertook further consultation with carers to gather additional qualitative feedback on their experiences. This provided valuable additional context to improvement activity and included feedback that foster carers feel supported by the Family Placement Team. This provides a strong basis for how improvement activity will continue to be shaped by the views of carers, practitioners and key partners.

### 4.0 PROPOSALS

4.1 The improvement plans align with the requirements and areas for improvement identified by the Care Inspectorate during their inspection of services in May 2024.

4.2 Whilst improvement activity was underway prior to inspection, the development of action plans arising from inspection also reflect this. As such, the action plans will build on the existing strengths of the service whilst also working to fully address the areas for improvement.

4.3 As reported to the previous meeting of the Social Work and Social Care Scrutiny Panel, the inspection reports for the fostering and adoption services included a number of requirements which were completed within timescales and the Care Inspectorate notified of same:

- By 31 July 2024 the service must ensure the safety and wellbeing of children and young people through the accurate, prompt and clearly recorded, robust assessment and reassessment of carers and (where necessary) presentation to panel following the identification of any significant changes of circumstances within the caring household. **(Completed)**



- By 2 September 2024 the service must ensure that all children in need of permanent care arrangements have their assessments completed and plans carried out without unnecessary delay. **(Completed)**
- By 2 September 2024 the provider must ensure that all adoptive or potential adoptive caregivers are supported, supervised and reviewed in accordance with statutory regulations. **(Completed)**
- By 2 September 2024 the provider must ensure quality assurance systems are robust and effectively support strategic and practice overview, and improvement work. **(Completed)**

4.4 The improvement plans have been shared with staff and will provide the focus for a forthcoming team development day. Additionally, an engagement event for carers will include the opportunity to develop the 2025 training programme based on their feedback on their training needs.

4.5 Recruiting and retaining foster carers, including short break carers, remains a challenge for our service, though it is not unique to Inverclyde. In September 2024, the service commenced targeted activity with Inverclyde Council staff to explore opportunities for them to consider becoming short break carers. In addition, the service is developing a dedicated Inverclyde Fostering recruitment and retention strategy.

4.6 Progress against the actions within the improvement plan, including those identified from inspection, will be monitored by the HSCP Clinical and Care Governance Forum and IJB Audit Committee.

## 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)		X
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 Finance

### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

### Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 **Legal/Risk**

None.

5.4 **Human Resources**

None.

5.5 **Strategic**

None.

5.6 **Equalities, Fairer Scotland Duty & Children/Young People**

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

(c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

## 5.7 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

## 5.8 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

## 6.0 CONSULTATION

6.1 Throughout the inspection process, staff, managers and carers were consulted; they will continue to be consulted as part of activity to deliver the improvement plans for each service.

## 7.0 BACKGROUND PAPERS

7.1 None.

**Inverclyde HSCP**

**Fostering Service – Improvement Plan 2024-2025**

<b>Outcome</b> What do we want to achieve	<b>Actions</b> How are we going to do it?	<b>Timeframe</b> When do we want this to be completed or next reviewed?	<b>Person responsible</b> Who is doing each action or responsible for ensuring it gets completed?	<b>Where are we now?</b> What have we achieved, and what has prevented us from doing what we wanted?	<b>RAG</b>
<b>The Safety and wellbeing of all children and young people through accurate and clear recordings including assessment and re-assessment of carers.</b>	Team Leader oversight and sign-off of all assessments and reviews in relation to foster carers.	31 July 2024	Fostering and Adoption Team Lead	Complete. To be reviewed regularly in supervision.	Green
	We will track ongoing assessment of caregivers to ensure that these are undertaken within agreed timescales.	31 July 2024	Fostering and Adoption Team Lead	Complete: tracking system has been put in place for foster home reviews/panels. Service Manager to review.	Green
	We will identify fostering households that require to be reviewed at panel and ensure that: <ul style="list-style-type: none"> <li>- review paperwork is up to date.</li> <li>- a date is identified to be discussed at Panel before 31 July 2024.</li> </ul>	31 July 2024	Fostering and Adoption Team Lead	Complete. Ongoing Service Manager review.	Green

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
<b>Children Looked After in foster care have their own network of support.</b>	Together with the area team we will develop an improved collaborative approach to ensure that children are seen regularly by their Social Worker. We will track the frequency of visits.	1 October 2024	Fostering and Adoption Team Lead C&F Service Managers.	Complete. Service Managers to monitor.	Green
<b>All children in need of permanent care arrangements have their assessments completed and plans carried out without delay</b>	Service Managers will meet 4-weekly with Senior Social Workers to track the plans of children who are looked after away from home.	2 September 2024.	Service Managers	Complete.	Green
	A new process will be implemented to track the plans of Children who are Looked After away from home. The aim will be to reduce the likelihood of children experiencing delays in decisions being made about their plan.	31 November 2024	Service Managers	In progress	Amber
	A tracker will be implemented to highlight when Looked After Reviews are due.	1 November 2024	Fostering and Adoption Team Lead	In progress	Amber
	Placements ending: an improved process will be implemented in place of existing disruption meetings.	2 September 2024	Fostering and Adoption Team Lead Service Manager	Complete	Green

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
	Placement Ending reflection meeting guidance and associated paperwork will be implemented across the fostering, continuing care and residential services.		Team Lead: Residential Services.		Green
<b>Staff have the right knowledge, competence and development to support children, young people, adults and their caregiver families.</b>	<u>Learning and Development – Foster Carers</u> All foster carers will have an agreed annual training plan A training needs analysis will be undertaken with foster carers and a co-designed learning calendar will be developed.	1 November 2024	Family Placement Social Workers Fostering and Adoption Team Lead	In progress	Amber
	<u>Learning and Development – Family Placement Team</u> A training needs analysis will be undertaken and an annual training plan will be developed across the service. We will work with colleagues in other care settings and promote joint training opportunities.	1 November 2024	Adoption and Fostering Team Lead Service Manager	In progress	Amber

Outcome	Actions	Timeframe	Person responsible	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
<p>What do we want to achieve</p> <p><b>Ensure effective quality assurance systems are in place to audit quality of recording within the service, including but not restricted to carer supervision records, risk assessments and safer caring plans.</b></p>	<p>How are we going to do it?</p> <p>A tracker will be developed to ensure that all safer caring plans and risk assessments are up to date and regularly reviewed.</p> <p>Safer carer plans and risks assessments will be regularly monitored and evaluated.</p>	<p>When do we want this to be completed or next reviewed?</p> <p>2 September 2024</p> <p>With monitoring and evaluation every 12 weeks.</p>	<p>Who is doing each action or responsible for ensuring it gets completed?</p> <p>Family Placement Social Workers.</p> <p>Fostering and Adoption Team Lead</p>	<p>Complete</p>	<p>Green</p>
	<p>We will involve a wider range of staff and others in our quality assurance.</p>	<p>An action plan will be in place by 1 December 2024</p>	<p>Fostering and Adoption Team Lead</p> <p>With Service Manager oversight.</p>	<p>In progress.</p>	<p>Amber</p>
	<p>A quality assurance calendar will be developed which reflects quality assurance activity across all aspects of service delivery.</p>	<p>A calendar will be in place by 1 December 2024</p>	<p>Fostering and Adoption Team Lead</p> <p>Service Manager</p>	<p>In progress.</p>	<p>Amber</p>
<p><b>Staff will receive formal, regular, recorded, supervision and appraisal that clearly highlights ongoing learning and development and monitors performance.</b></p>	<p><u>Staff Supervision</u></p> <p>All staff within the service will have one-to-one supervision with their supervisor in accordance with Inverclyde HSCP's Supervision Policy.</p>	<p>2 September 2024</p>	<p>Fostering and Adoption Team Lead</p> <p>Quality Assurance: Service Managers will undertake quarterly quality assurance of supervision records.</p>	<p>Complete</p>	<p>Green</p>

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
	<p><u>Foster Carer Supervision</u></p> <p>Supervising Social Workers will ensure that Foster Carers formal supervision is completed regularly and within timescales.</p>	<p>2 September 2024</p> <p>With monitoring and evaluation every 12 weeks.</p>	<p>Family Placement Social Workers</p> <p>Quality Assurance: Fostering and Adoption Team Lead will undertake regular quality assurance of supervision records.</p>	<p>Complete</p>	<p>Green</p>
<p><b>To provide new placement capacity to meet the demographic and diverse needs of Looked After children in Inverclyde</b></p>	<p>We will develop a strategy to increase the number of foster carers in Inverclyde.</p>	<p>Strategy: 6 January 2025</p> <p>Implementation to begin thereafter.</p>	<p>Service Manager oversight.</p> <p>Fostering and Adoption Team Lead</p>	<p>In progress.</p>	<p>Amber</p>
<p><b>To increase in-house placements, reducing the use of external placements.</b></p>	<p>Develop process to routinely undertake exit interviews with foster carers leaving the service and evaluated exit interviews.</p>	<p>2 September 2024</p>	<p>Fostering and Adoption Team Lead</p>	<p>Complete</p>	<p>Green</p>



Inverclyde HSCP

Adoption Service – Improvement Plan 2024-2025

<b>Outcome</b> What do we want to achieve	<b>Actions</b> How are we going to do it?	<b>Timeframe</b> When do we want this to be completed or next reviewed?	<b>Person responsible</b> Who is doing each action or responsible for ensuring it gets completed?	<b>Where are we now?</b> What have we achieved, and what has prevented us from doing what we wanted?	<b>RAG</b>
<b>All children and their adoptive families are receiving appropriate levels of post adoption support. Post adoption plans should be SMART</b>	<p>We will strengthen our post adoption support plans and these will be Specific Measurable Achievable Realistic and Time-bound:</p> <ul style="list-style-type: none"> <li>• at the point of matching.</li> <li>• when the adoption order is granted.</li> <li>• when adopters approach the family placement team after an adoption seeking specific support.</li> </ul>	31 November 2024	Fostering and Adoption Team Lead  Service Manager	In progress	Amber
<b>The Safety and wellbeing of all children and young people through accurate and clear recordings including assessment and re-</b>	<p>Team Leader oversight and sign-off of all assessments and review paperwork in relation to prospective adopters.</p> <p>We will identify pre-adoptive households that require to be reviewed at panel and ensure that:</p>	31 July 2024	Fostering and Adoption Team Lead	Complete.  To be reviewed regularly in supervision.	Green
		31 July 2024	Fostering and Adoption Team Lead	Complete	Green

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
<b>assessment of carers.</b>	<ul style="list-style-type: none"> <li>- review paperwork is up to date.</li> <li>- a date is identified for them to be discussed at Panel</li> </ul>			Ongoing Service Manager review.	
<b>All children in need of permanent care arrangements have their assessments completed and plans carried out without delay</b>	<p>Service Managers will meet 4-weekly with Senior Social Workers to track the plans of children who are looked after away from home.</p> <p>A new process will be implemented to track the plans of Children who are Looked After away from home. The aim will be to reduce the likelihood of children experiencing delays in decisions being made about their plan.</p>	<p>2 September 2024</p> <p>31 November 2024</p>	<p>Service Managers</p> <p>Service Managers</p>	<p>Complete</p> <p>In progress</p>	<p>Green</p> <p>Amber</p>
	<p>A tracker will be implemented to highlight when Looked after Reviews are due.</p> <p>Placements ending: an improved process will be implemented in place of existing disruption meetings.</p> <p>Placement Ending reflection meeting guidance and associated</p>	<p>1 November 2024</p> <p>2 September 2024</p>	<p>Fostering and Adoption Team Lead</p> <p>Fostering and Adoption Team Lead Service Manager Team Lead: Residential Services.</p>	<p>In progress</p> <p>Complete</p>	<p>Amber</p> <p>Green</p>

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
	paperwork will be implemented across fostering, continuing care and residential services.				
<b>Children and young people to consistently benefit from caregivers who are knowledgeable and well trained</b>	<p><u>Learning and Development – Adoptive Carers</u></p> <p>All pre-adoptive carers will have an agreed annual training plan</p> <p>A training needs analysis will be undertaken with carers and a co-designed learning calendar will be developed.</p>	1 November 2024	Family Placement Social Workers.  Fostering and Adoption Team Lead	In progress	Amber
<b>Staff have the right knowledge, competence and development to support children, young people, adults and their caregiver families.</b>	<p><u>Learning and Development – Family Placement Team</u></p> <p>A training needs analysis will be undertaken and an annual training plan will be developed across the service.</p> <p>We will work with colleagues in other care settings and promote joint training opportunities.</p>	1 November 2024	Adoption and Fostering Team Lead  Service Manager	In progress	Amber
	A tracker will be developed to ensure that all safer caring plans	2 September 2024	Family Placement Social Workers.	Complete	Green

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
	and risk assessments are up to date and regularly reviewed.  Safer carer plans and risks assessments will be regularly monitored and evaluated.	With monitoring and evaluation every 12 weeks.	Fostering and Adoption Team Lead		
	We will implement improved processes to track key activity including: <ul style="list-style-type: none"> <li>- Statutory checks</li> <li>- Unannounced visits</li> <li>- Return to panel</li> <li>- Unplanned endings</li> </ul>	2 September 2024	Fostering and Adoption Team Lead:  With oversight from Service Manager	Complete	Green
	A quality assurance calendar will be developed which reflects quality assurance activity across all aspects of service delivery and includes key partners.	1 December 2024	Fostering and Adoption Team Lead  Service Manager	In progress	Amber
<b>Staff will receive formal, regular, recorded, supervision and appraisal that clearly highlights ongoing learning and development and</b>	<u>Staff Supervision</u>  All staff within the service will have one-to-one supervision with their supervisor in accordance with Inverclyde HSCP's Supervision Policy.	2 September 2024	Fostering and Adoption Team Lead  Quality Assurance: Service Managers will undertake quarterly quality assurance of supervision records.	Complete	Green

<b>Outcome</b> What do we want to achieve	<b>Actions</b> How are we going to do it?	<b>Timeframe</b> When do we want this to be completed or next reviewed?	<b>Person responsible</b> Who is doing each action or responsible for ensuring it gets completed?	<b>Where are we now?</b> What have we achieved, and what has prevented us from doing what we wanted?	<b>RAG</b>
<b>monitors performance.</b>	<u>Pre-adoptive carer Supervision</u> Supervising Social Workers will ensure that formal supervision is completed regularly and within timescales.	2 September 2024 With monitoring and evaluation every 12 weeks.	Family Placement Social Workers Quality Assurance: Fostering and Adoption Team Lead will undertake regular quality assurance of supervision records.	Complete	Green

**Inverclyde HSCP**

**Continuing Care Service – Improvement Plan 2024-2025**

<b>Outcome</b> What do we want to achieve	<b>Actions</b> How are we going to do it?	<b>Timeframe</b> When do we want this to be completed or next reviewed?	<b>Person responsible</b> Who is doing each action or responsible for ensuring it gets completed?	<b>Where are we now?</b> What have we achieved, and what has prevented us from doing what we wanted?	<b>RAG</b>
<b>Ensure effective quality assurance systems are in place to audit quality of recording within the service, including but not restricted to carer supervision records, risk assessments and safer caring plans.</b>	A tracker will be developed to ensure that all safer caring plans and risk assessments are up to date and regularly reviewed.  Safer carer plans and risks assessments will be regularly monitored and evaluated.	2 September 2024  With monitoring and evaluation every 12 weeks.	Social Workers  Continuing Care Team Lead	Complete	Green
	A quality assurance calendar will be developed which reflects quality assurance activity across all aspects of service delivery and includes key partners.	1 December 2024	Continuing Care Team Lead  Service Manager	In progress	Amber
<b>Children and young people will consistently benefit from caregivers who are knowledgeable and well trained.</b>	<u>Learning and Development – Carers</u>  All carers will have an agreed annual training plan.	1 November 2024	Social Workers  Continuing Care Team Lead	In progress	Amber

Outcome	Actions	Timeframe	Person responsible	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
	<p>A training needs analysis will be undertaken with carers and a co-designed learning calendar will be developed.</p>				
<p><b>Staff have the right knowledge, competence and development to support children, young people, adults and their caregiver families.</b></p>	<p>Carers will have access to Adult Support and Protection training.</p> <p><u>Learning and Development – Continuing Care Team</u></p> <p>A training needs analysis will be undertaken and an annual training plan will be developed across the service.</p> <p>We will work with colleagues in other care settings and promote joint training opportunities.</p>	<p>31 January 2025</p> <p>1 November 2024</p>	<p>Continuing Care Team Lead</p> <p>Continuing Care Team Lead Service Manager</p>	<p>In progress</p> <p>In progress</p>	<p>Amber</p> <p>Amber</p>
<p><b>Staff will receive formal, regular, recorded, supervision and appraisal that clearly highlights ongoing learning and development and monitors performance.</b></p>	<p><u>Staff Supervision</u></p> <p>All staff within the service will have one-to-one supervision with their supervisor in accordance with Inverclyde HSCP's Supervision Policy.</p>	<p>2 September 2024</p> <p>With monitoring and evaluation every 12 weeks.</p>	<p>Continuing Care Team Lead</p> <p>Quality Assurance: Service Managers will undertake quarterly quality assurance of supervision records.</p>	<p>Complete</p>	<p>Green</p>

Outcome What do we want to achieve	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?	RAG
	<p><u>Carer Supervision</u></p> <p>Supervising Social Workers will ensure that Carers formal supervision is completed regularly and within timescales.</p>	<p>2 September 2024</p> <p>With monitoring and evaluation every 12 weeks.</p>	<p>Social Workers</p> <p>Quality Assurance: Team Lead will undertake regular quality assurance of supervision records.</p>	<p>Complete</p>	<p>Green</p>
<p><b>Young people in continuing care will have their plans reviewed timeously</b></p>	<p>A tracker will be implemented to identify when continuing care reviews are due.</p> <p>Welfare Assessments will be undertaken for all young people who are looked after as they approach their 16<sup>th</sup> birthday.</p> <p>To achieve this, the Welfare Assessment will be incorporated in to our "Going Forward" paperwork.</p> <p>Young people will be consulted to inform updated processes.</p>	<p>1 November 2024</p> <p>1 February 2025</p>	<p>Continuing Care Team Lead</p> <p>Continuing Care Team Lead</p> <p>Fostering and Adoption Team Lead</p>	<p>In progress</p> <p>In progress</p>	<p>Amber</p> <p>Amber</p>



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<b>Report To:</b>	<b>Social Work &amp; Social Care Scrutiny Panel</b>	<b>Date:</b>	<b>29 October 2024</b>
<b>Report By:</b>	<b>Kate Rocks Chief Officer Inverclyde HSCP</b>	<b>Report No:</b>	<b>SWSCSP/32/2024/JH</b>
<b>Contact Officer:</b>	<b>Jonathan Hinds Head of Children and Families and Justice Chief Social Work Officer Inverclyde HSCP</b>	<b>Contact No:</b>	<b>01475 715282</b>
<b>Subject:</b>	<b>Notice of Self-Evaluation in Justice Social Work</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

- 1.2 This report advises the Social Work and Social Care Scrutiny Panel of a national self-evaluation of Justice Social Work led by the Care Inspectorate.
- 1.3 The review takes place between September and November 2024 and will focus on self-evaluation of performance and quality assurance within Justice Social Work. This will be followed by a validation phase during January and February 2025, where self-evaluation findings will be validated in four local authority areas.

## **2.0 RECOMMENDATIONS**

- 2.1 The Social Work and Social Care Scrutiny Panel is asked to note the planned review of social work governance and assurance.

**Kate Rocks  
Chief Officer  
Inverclyde HSCP**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The Care Inspectorate notified all local authority areas of their intention to undertake a self-evaluation of Justice Social Work services in correspondence dated 5 August 2024 (Appendix 1). The self-evaluation focuses on performance and quality assurance measures in the context of the ability of Justice Social Work services across Scotland to demonstrate that the supervision and support offered to people on community sentences is of a high quality.
- 3.2 The aim of the review is focused on the National Strategy for Community Justice and reflects the importance of Justice Social Work being able to evidence high quality support and supervision to those on community supervision as key to delivering on the expectations of the strategy. Earlier inspection activity across the country highlighted inconsistencies in the format and frequency of performance reporting.
- 3.3 The self-evaluation exercise has been developed in consultation with the Social Work Scotland Performance and Quality Assurance sub-group and Community Justice Scotland Improvement Leads. It is intended that this work will add value by building capacity for self-evaluation across the justice sector and supporting continuous improvement.
- 3.4 The framework for self-evaluation is structured around a number of high-level themes, with prompt questions designed to support its completion. Key elements are as follows:

#### 3.5 Part 1: Performance, quality and outcomes

Measuring performance:

- How effectively are you able to measure the performance of your service in delivering support and supervision for people on community sentences?
- How effectively are you measuring the quality of work you undertake to support and supervise people on community sentences?

Measuring outcomes:

- How effectively are you measuring the difference your delivery of community sentences is making to people on community sentences?

#### 3.6 Part 2: Organisational drivers and capabilities

To what extent the following elements support performance and quality assurance activity:

- A culture of learning and continuous improvement
- Leadership
- Governance
- Knowledge and expertise
- Resources

- 3.7 The service will evaluate the current capacity for improvement, any likely barriers and identify priority areas for improvement. Further information on the self-evaluation can be found on the Care Inspectorate website at [Self-evaluation of performance and quality assurance in justice social work \(careinspectorate.com\)](https://www.careinspectorate.com/self-evaluation-of-performance-and-quality-assurance-in-justice-social-work)
- 3.8 Associated with the self-evaluation of Justice Social Work is a Community Justice self-evaluation. The Care Inspectorate is currently supporting a number of Community Justice Partnerships to undertake bespoke self-evaluation activity and this will be extended nationally on a staged basis. Locally, the Community Justice Lead Officer is in contact with the Care Inspectorate to discuss how this might be progressed by the Inverclyde Community Justice Partnership.

## 4.0 PROPOSALS

- 4.1 The data provided within the self-evaluation will be used to inform a national thematic review and individual area performance will not be assessed.
- 4.2 Following completion of the self-evaluation phase, four partnership areas will be selected by the Care Inspectorate for in-person validation visits in early 2025.
- 4.3 A further report can be provided to the Social Work and Social Care Scrutiny Panel following publication of the national review report.

## 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		x
Legal/Risk		x
Human Resources	x	
Strategic (Partnership Plan/Council Plan)		x
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x

## 5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

## 5.3 Legal/Risk

None.

## 5.4 Human Resources

Staff time to participate in the areas of this review.

## 5.5 Strategic

None.

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

None.

### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required.

### (b) Fairer Scotland Duty

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO – Assessed as not relevant under the Fairer Scotland Duty.

### (c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

## 5.7 Environmental/Sustainability

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

## 5.8 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

## 6.0 CONSULTATION

6.1 No formal consultation will be required in order to complete the self-evaluation however input from staff and managers within Justice Social Work will be sought.

## 7.0 BACKGROUND PAPERS

7.1 None.

Our Ref: JK/HI/JP/JSEI/PN

Date: 05 August 2024

Dear colleagues

Justice self-evaluation intentions

We are writing to notify you of our intentions in relation to our justice work. Our self-evaluation intentions consist of two separate but related pieces of work. One focuses on justice social work and the other on community justice as outlined below. This work is enabled by our responsibilities within the Public Services Reform (Scotland) Act 2010 as well as other national policies and guidance.

The Scottish Government tasked the Care Inspectorate to:

- provide scrutiny and assurance of justice social work
- support the implementation of the community justice model

The national aims, priorities and outcomes for justice are outlined within the [National Strategy for Community Justice](#) and the accompanying delivery plan.

## **Background**

Key to delivering on the expectations of the National Strategy for Community Justice is the ability of justice social work services and partners to demonstrate that the supervision and support offered to people on community sentences is of a high quality.

Learning from our previous justice social work inspections and thematic work highlighted performance management and quality assurance as key areas for improvement. We found a lack of consistency in the format and frequency of performance reporting. Accessing timely and reliable data to aid analysis of performance was often challenging. Services were often limited in their ability to demonstrate the difference that community sentences made in the lives of people accused or convicted of offences.

Given we share similar aspirations to the goals of the Social Work Scotland Performance and Quality Assurance sub-group and Community Justice Scotland improvement leads this work has been developed in consultation with them. While our activities are independent, our work will add value by building capacity for self-evaluation across the sector and supporting continuous improvement. A self-evaluation approach also takes into account the recovery status and capacity of the sector at this time.

**Care Inspectorate**, Headquarters, Compass House, 11 Riverside Drive, Dundee, DD1 4NY

We have offices across Scotland. You can find details at [careinspectorate.com](http://careinspectorate.com)

## Intentions

- **Justice Social Work self-evaluation: Performance and Quality Assurance**

The national justice social work self-evaluation will run between September 2024 and May 2025.

**Phase 1:** Between 2 September and 20 November 2024 justice social work services will be asked to complete and submit a self-evaluation using a template provided by us.

**Phase 2:** Between 20 January and 28 February 2025 we will validate self-evaluation findings within four local authority areas. We will then produce a national report.

We will also engage with national agencies who request data from justice social work services to inform the context of the final report. This will incorporate findings from both phases of activity and will be uploaded to the Care Inspectorate website by early May 2025.

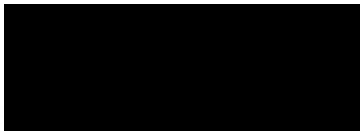
- **Community Justice self-evaluation**

We are currently engaged with a number of community justice partnerships in supporting bespoke self-evaluation activities. We are also piloting a Core Assurance template which was shared with co-ordinators and will be extended nationally. A staged approach will enable us to direct our resources efficiently and effectively. Further details on this work are available upon request.

We look forward to working with you. We will contact justice social work services again at the end of August to provide additional detail and guidance on the self-evaluation activities. If there any questions in the meantime, we can be contacted on:

[justice.scrutiny@careinspectorate.gov.scot](mailto:justice.scrutiny@careinspectorate.gov.scot)

Yours sincerely



Kevin Mitchell, Executive Director of Scrutiny & Assurance

CC: This letter has been issued to chief social work officers, justice service managers, Community Justice co-ordinators, Social Work Scotland, Scottish Government, Community Justice Scotland

**Care Inspectorate**, Headquarters, Compass House, 11 Riverside Drive, Dundee, DD1 4NY

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<b>Report To:</b>	<b>Social Work &amp; Social Care Scrutiny Panel</b>	<b>Date:</b>	<b>29 October 2024</b>
<b>Report By:</b>	<b>Kate Rocks Chief Officer Inverclyde Health and Social Care Partnership</b>	<b>Report No:</b>	<b>SWSCSP/27/2024/JH</b>
<b>Contact Officer:</b>	<b>Jonathan Hinds Head of Children and Families and Justice Chief Social Work Officer Inverclyde Health and Social Care Partnership</b>	<b>Contact No:</b>	<b>01475 715282</b>
<b>Subject:</b>	<b>Community Payback Order Annual Report 2023-24</b>		

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## 1.0 PURPOSE AND SUMMARY

1.1  For Decision  For Information/Noting

1.2 There is a requirement on each Local Authority to submit an annual Community Payback Order (CPO) report to the Scottish Government. The report includes an overview of activity related to CPOs in Inverclyde and is a valuable opportunity to provide further information about the quality and performance of aspects of justice social work services in the local area.

## 2.0 RECOMMENDATIONS

2.1 Members of the Social Work and Social Care Scrutiny Panel are asked to note the content of the Community Payback Order Annual Report 2023-24.

**Kate Rocks**  
**Chief Officer**  
**Inverclyde Health and Social Care Partnership**



### 3.0 BACKGROUND AND CONTEXT

- 3.1 Justice Social Work Services are required to report annually on the delivery of CPOs within the local authority area. The attached report (Appendix 1), submitted to the Scottish Government and Community Justice Scotland, highlights a number of examples of good practice within Inverclyde during the reporting period and recognises the positive impact that CPOs can have both on individuals and on the community as a whole.
- 3.2 The duty to report in this instance is a statutory requirement, as per section 227ZM of the Criminal Procedure (Scotland) Act 1995. Local reports will be collated into a national overview of CPO delivery by Community Justice Scotland for later publication.

### 4.0 PROPOSALS

- 4.1 While delivery of CPOs within national guidance is a statutory function, the attached report makes reference to several areas of practice development that the service aims to progress going forward.

### 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		x
Legal/Risk		x
Human Resources		x
Strategic (Partnership Plan/Council Plan)		x
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x

### 5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

### 5.3 Legal/Risk

None.

### 5.4 Human Resources

None.

## 5.5 Strategic

None.

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required.

### (b) Fairer Scotland Duty

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO – Assessed as not relevant under the Fairer Scotland Duty.

### (c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

## 5.7 Environmental/Sustainability

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

## 5.8 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

## 6.0 CONSULTATION

6.1 N/A

## 7.0 BACKGROUND PAPERS

7.1 None.

# COMMUNITY PAYBACK ORDER (CPO)

## ANNUAL RETURNS TEMPLATE

FINANCIAL YEAR: **2023/24**

LOCAL AUTHORITY: **Inverclyde**

TEMPLATE RETURN DATE: **29<sup>th</sup> of September 2024**

Please return all completed templates to  
CJS at [CJSImprovement@communityjustice.scot](mailto:CJSImprovement@communityjustice.scot) and copy  
the Scottish Government at [cpo@gov.scot](mailto:cpo@gov.scot)

## Background

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Under the Community Justice (Scotland) Act (2016), local authorities have a statutory duty to report on the operations of Community Payback Orders (CPO) within their area on an annual basis to Community Justice Scotland (CJS). CJS will then collate these returns and summarise them in a report which is laid before Scottish Parliament.

To assist with this reporting duty, CJS, in collaboration with representatives from Justice Social Work, the Scottish Government, and Social Work Scotland, has developed a template of questions for local areas to complete. This template is designed to support the reporting requirement.

## Completing the template

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Please answer the following questions contained in this year's CPO template. When answering the questions, please ensure that all case studies and feedback are anonymised. We understand that maintaining anonymity may be more challenging for some local authorities. If this applies to your area, you may provide a more general response to the questions.

Please ensure all answers are relevant to your local area within the 2023 to 2024 reporting year.

If you need any support in completing this template and or have any questions, please do not hesitate to get in contact with CJS. Contact details can be found on the title page of this form.

Thank you for taking the time to answer the questions in this template.

## Questions to answer

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### 1) Reducing risk of reoffending

Please provide a case study or examples of your work with people subject to a Community Payback Order (CPO), focusing on how you work to address their offending behaviours and reduce the risk of reoffending.

Inverclyde Justice Social Work team continues to work with people subject to CPOs in order to address their offending behaviours and risk. Staff utilise accredited risk assessment tools, LS/CMI, SA07 and SARA to support them to identify and target areas of risk and need. Staff within the service are trained to facilitate the Up2U intervention which is a modular programme designed for individual or groupwork where violence within relationships is assessed as a concern. We also have staff trained to facilitate the MF2C programme for those convicted of sexual offending and to deliver MF2C case management. Justice Social Work staff also utilise a wide range of resources in order to offer bespoke interventions within supervision dependent on identified risk. Given the small size of the Justice Social Work Team the majority of targeted work to assess risk takes place on a 1:1 basis within supervision however the Service continues to actively explore opportunities to develop its group work offer.

The service benefits from positive and effective working relationships with the local MAPPA unit and Sheriff Court. These relationships allow staff to be responsive to changing risk and utilise the wider structures in place to assist in managing this. In 2023-24 examples of this included increasing MAPPA level in response to concern; robust use of breach procedures when appropriate and use of the CPO review mechanism to request new or amended requirements.

Case Study detailing the use of a CPO conduct requirement and collaborative working to facilitate the move of a service user from unsuitable accommodation. Also reference to ongoing support and supervision including offence focused work related to victim empathy and community integration.

**2) Support for underlying needs**

Please provide a case study or examples of your work with people subject to a CPO, focussing on how you work to address their underlying needs (e.g., mental health, substance use).

Within Justice Social Work in Inverclyde, we advocate a person-centred, relationship-based approach to practice. This is supported by our needs review tool which can be used at key points in a CPO to help individuals articulate and record their own identified needs. The service has well-established links with a range of statutory and third sector partners and our justice social work staff routinely refer individuals for specialist support with addiction, mental health, homelessness and other issues. The justice team also has good links with our local Community Connectors and Community Link Workers. Both services are able to work with individuals to help them to identify and engage with a wide range of community resources across Inverclyde.

Case study detailing service attempts to engage with and support a female with complex needs whilst on remand and subsequently while subject to a CPO. Outlines partnership working with colleagues in homelessness; Police Scotland and mental health services to ensure the safety of the individual and public.

### 3) Unpaid work

Please describe a case study or provide examples of unpaid work activity.

Our unpaid work team continuously work to source varied and meaningful work opportunities within Inverclyde. This incorporates work carried out for individual members of the community and for local groups and organisations. Consequently, a range of groundwork, gardening, joinery and painting and decorating tasks are undertaken. Throughout the year the Service has been concentrating the efforts of the Unpaid Work squads in helping individuals who otherwise would not be able to afford this type of work to be carried out. Whether that's for financial or physical reasons. We have focussed our attention all over Inverclyde to ensure clients have the opportunity regardless of their location.

Throughout 2023-24 there has been a focus on increasing available opportunities for personal placements to support those who may struggle to attend a mainstream work squad. Our justice support workers have also proactively sourced placements out with Inverclyde recognising that some individuals may be at risk undertaking unpaid work within a small community.

Case study detailing work with an army veteran subject to a CPO with a disclosed diagnosis of PTSD. Outlines efforts to source an individualised placement to allow his unpaid work hours to be completed in an appropriate environment.

In 2023-24 the service continued to commission our third sector partner, Action for Children to provide a bespoke unpaid work service for young people aged 16-24. This service is positively regarded by the young people that attend and offers alternative UPW opportunities particularly for those young people who might otherwise struggle to engage with mainstream UPW provision.



Case study which describes the efforts made by the service and our partner organisation, Action for Children, to provide suitable and appropriate unpaid work opportunities for a young person with complex health needs.

**4) Other activity**

Please describe the main types of "other activity" carried out as part of unpaid work or other activity requirement.

Inverclyde Justice Social Work service continues to host the Early Action Systems Change – Women in Justice project, funded by the National Lottery. Part of this project has been the facilitation of the weekly Women in Justice Group which operates on a co-production model. Driven by group members, including those with unpaid work requirements, the group has explored topics that impact on offending behaviour such as trauma and emotional regulation. The group has also worked to re-design leaflets to help others better understand elements of the justice system. While open to women involved at all points of the justice system, the group has offered a positive and structured opportunity for some women to fulfil parts of their UPW requirements.

Although Inverclyde continues to deliver Other Activity through a structured means, i.e. blended modular work packs, group sessions and opportunities for young people to access work and training qualifications, we continue to pride ourselves with delivering an individualised approach where we encourage service users to approach us with training courses they are undertaking and positive life achievements they have gained that permit us to give credit for. This allows the Service to provide positive recognition to individuals in their endeavours to remain offence free whilst meeting unmet need.

Case study detailing the circumstances of an individual subject to a CPO with multiple and complex needs who was successfully supported to engage with the Moving On service to support his recovery from substance use. Details how unpaid work 'other activity' hours were utilised to support him to engage with community-based programmes to develop his personal skills and confidence.

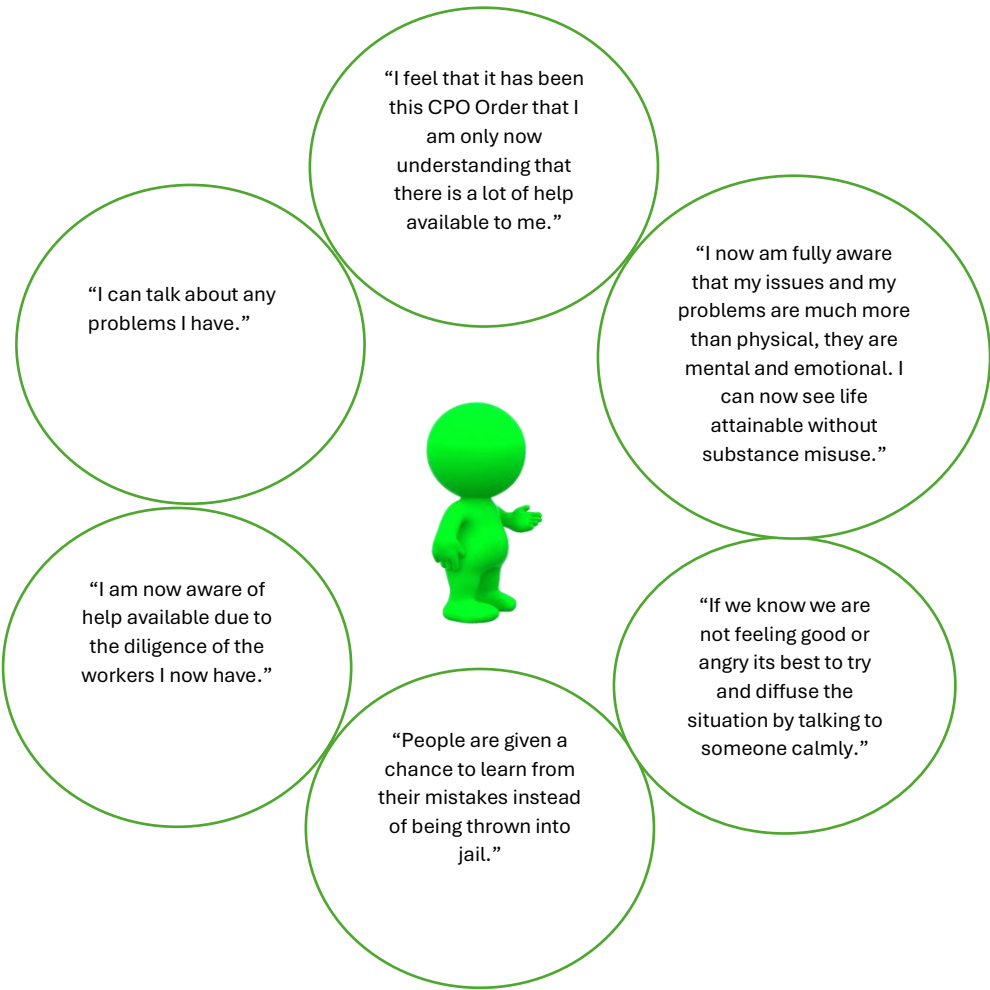
Going forward the Service plans to continue to expand our delivery of structured opportunities for some but still retain our focus on the recognition of an individual's personal achievements.

**5) Feedback**

Please provide a summary of quotes or feedback on the impact of supervision requirements and or unpaid work or other activity requirements from the following perspectives:

- People subject to a supervision requirement
- People undertaking unpaid work or other activity requirement
- The community and beneficiaries of unpaid work

# Supervision Requirement



# Unpaid Work and Other Activity Requirement



## Community and Beneficiaries

“...allotment Gardens has had a tremendous amount of work carried out on our site by the UPW Team.

Tasks including building 10 raised beds, repairing and painting 5 benches, shifting tons of topsoil and the same of Bark chippings, painting at least 10 sheds, not to mention helping less able members without being asked.

Oh and clearing our derelict sheds before demolition. and taking green waste away for us to the Council transfer station.

Our members have been really impressed by your clients behaviour while on our site and over this period we have built up a relationship with the supervising team who are very helpful.

Quotes from members most often heard is 'when are the boys coming back in' and Do you think that's a job the UPW team could tackle?

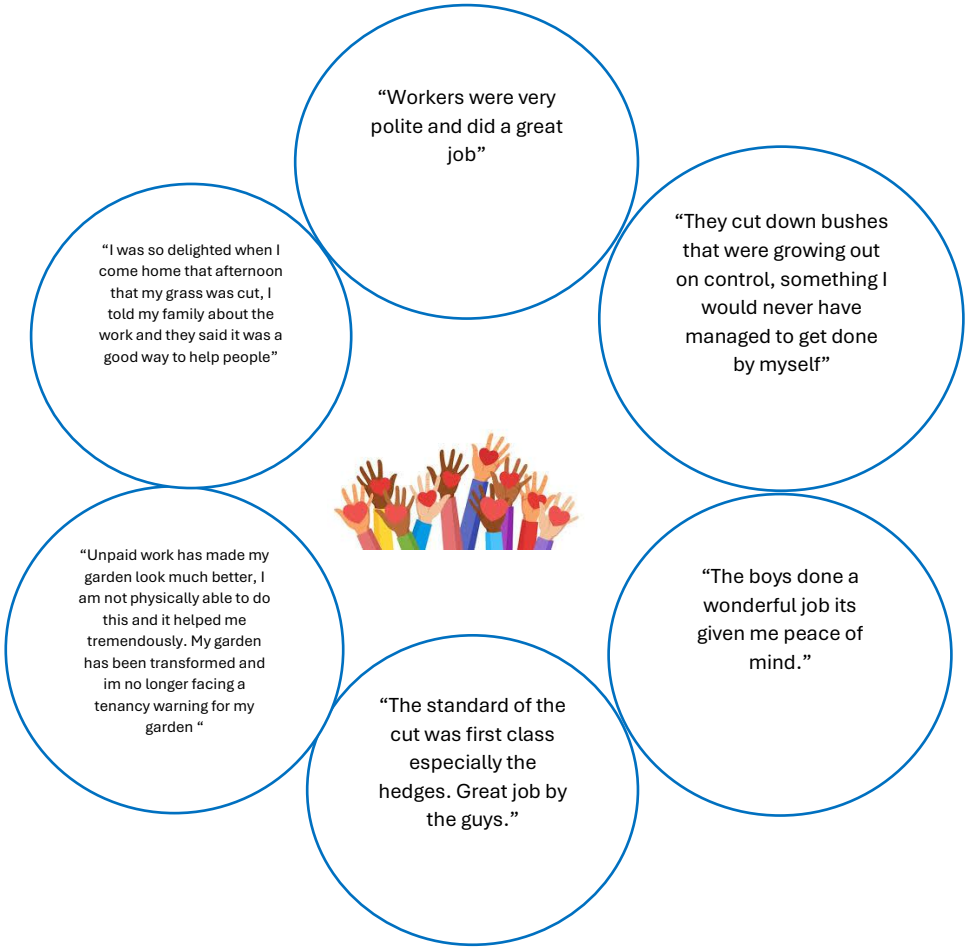
We honestly could not have done the jobs as quickly without your assistance and hopefully we can work together well into the future.

You have contributed greatly to the transformation of large parts of our site

We believe that Unpaid work is a valuable tool for both the clients, in terms of payback and also the community in terms of making a difference to their aspirations.

I hope that the clients also get a sense of achievement after a mornings hard work on site and the positive feedback we give them.”





### 6) Benefits and challenges of other CPO requirements

Please mark with a cross the requirements that were imposed by courts in 2023 to 2024.

- Compensation requirement
- Programme requirement
- Residence requirement
- Restricted movement requirement
- Conduct requirement
- Alcohol treatment requirement

- Drug treatment requirement
- Mental health treatment requirement

For each of the requirements that were imposed (up to a maximum of 300 words) please describe innovative and best practice, challenges, and impact associated with each.

**Compensation Requirement**

Compensation requirements are an established feature of CPO’s and small number have been imposed during this period. Dip sampling of case records indicates that management of these is typically routine and there are no specific challenges identified.

**Programme Requirement**

Given the size and population of Inverclyde, the Service experience ongoing challenges in delivering offence focussed programmes in a structured, group-based setting. While we have staff trained to deliver MF2C and Up2U interventions, operational challenges have meant that these are typically delivered as 1:1, bespoke interventions as opposed to structured programmes. This situation remains under review however, considering this, programme requirements can present some challenges. Reflecting these challenges, report writers have opted to move away from recommended formal requirements to attend specific programmes preferring instead to incorporate these in individual case management plans for supervision.

Case study example of the use of the Up2U programme, delivered on a 1:1 basis to meet outstanding, identified needs during the supervision of a high risk individual who had previously completed other interventions.

## **Restricted Movement Requirement**

One Restricted Movement Requirement has been imposed during the 2023-24 reporting period therefore the Service has limited experience of this requirement to draw on.

## **Conduct Requirement**

Over the reporting period the service has recorded several orders with conduct requirements being made. Given the inherent flexibility of this requirement these are imposed for a wide range of reasons however a number of instances of conduct requirements being made in order to enforce drug, alcohol or mental health treatment are noted where specific imposition of a drug, alcohol or mental health treatment requirement may have been more appropriate. The service finds conduct requirements to be of particular use when managing those convicted of sexual and domestic offences as they can be used to support robust risk management planning, particularly in respect of monitoring and controlling internet access. The service has found that application to the Court for amended or additional conduct requirements can be an effective tool to assist in ongoing risk management where identified behaviours continue to present some concern.

## **Alcohol Treatment Requirement**

The service received a number of orders with alcohol treatment requirements during 2023-24. Where an alcohol treatment requirement is imposed the service will work with partners with Alcohol and Drug Recovery Services (ADRS) to formulate a treatment plan which may include support from third sector recovery partners. In most instances, alcohol treatment requirements are imposed following a recommendation in the Justice Social Work Report therefore they are generally considered useful in supporting individual engagement in treatment.



## Drug Treatment Requirement

As with alcohol treatment requirements, the service has seen a number of Drug Treatment Requirements imposed during 2023-24 following recommendation by justice social work report writers. Again, these are used to encourage and enforce engagement with our statutory partners in ADRS and third sector recovery partners where it is assessed that drug treatment or recovery activity would be beneficial in addressing offending behaviours.

Case study which details joint working between justice social work and addiction support services in order to support an individual with complex needs around mental health, physical health and substance use to successfully engage with his CPO and to integrate with appropriate community support services.

## 7) Organisational improvements and ongoing challenges

Looking back at last year (2022-2023), have there been any improvements to the challenges you noted? Are there any challenges you are still facing this year (2023-2024)?

Staffing issues have remained a concern for the service in 2023-24. Staff turnover has continued to be a challenge, with the use of fixed-term contracts aligned with incentivised and specific funding streams impacting on the ability to offer security in posts. National challenges in social worker recruitment; HR timescales and limited access to mandatory training courses continue to challenge the service's ability to recruit and induct new staff promptly. Consequentially, this impacts on other staff workloads e.g. our Unpaid Work Organiser often being required to support service delivery rather than sourcing new work opportunities. In 2023-24 the service has actively sought to recruit additional Unpaid Work Supervisors on sessional contracts to mitigate some of these issues in a more responsive way however this has had limited success due to availability. While these issues affect all areas of the service there is a particular impact on Unpaid Work Delivery with recording showing longer

periods between order being made and placement commencing and orders taking longer to complete overall than pre-pandemic recording. We continue to attempt to mitigate this in a range of ways including increased use of personal placements.

Early intervention and prevention workstreams continue to be primarily resourced by our paraprofessional support worker group. This works well overall and this group of staff have responded positively to the diversification of their workload although national training in this arena would still be welcomed. Our Bail Supervision scheme, in particular, continues to be very successful however the higher than anticipated numbers of orders made continues to present resourcing issues. An unintended consequence of this has been reduced staff availability to undertake the unpaid work case manager role however the Service attempts to respond to this by adjusting individual staff workloads to meet service need where possible.

**8) Collaborative working across justice partnerships**

Please provide any examples of work with community justice partners, including the third sector, to effectively deliver CPOs.

Inverclyde’s Community Justice Partnership (ICJP) continues to be proactive in promoting and developing partnership working across the Justice sector. This includes an active Third Sector Forum which meets regularly to consider issues relevant to third sector involvement with those with lived or living experience of the justice system. In the 2023-34 period the group was attended by the Justice Social Work Service manager to speak about risk assessment and by the ICJP lead officer to promote the unpaid work scheme. The ICJP also supported an unpaid work group involving a range of partners with the aim of further developing the work opportunities available to those undertaking a CPO with unpaid work requirement.

During 2023-24, the service has received additional short-term funding from our local Alcohol and Drugs Partnership (ADP) to support an



additional Justice Support Worker post with a specific focus on addiction issues. While this has not been without challenge, this has enabled us to offer some additional resource to service users at all points of their Justice journey, particularly those subject to DTTO, those who require additional support to engage with addiction treatment services or recovery groups and those who may benefit from harm reduction support.

As previously mentioned, the unpaid work service has carried out a range of work supporting the third sector across Inverclyde. The following case study, as reported in the local media, highlights the range of partnership working that unpaid work has supported to the benefit of local communities:



**Project is growing places for sheltered housing residents**

**Six new raised beds have been built at sheltered housing complexes**

A six-month project to create raised beds at sheltered housing complexes has taken root.

A total of six raised beds have been created at three River Clyde Homes sheltered housing complexes for residents to enjoy.

The project was a partnership between Invergrow, Parklea Branching Out, Inverclyde HSCP Unpaid Work team, and River Clyde Homes which began in February.

The Inverclyde Health and Social Care Partnership’s (HSCP) Unpaid Work team visited each site to discuss where the beds could be placed. The Invergrow team purchased the materials then with the Unpaid Work team, assembled, delivered and filled the raised beds with compost and woodchips.

Councillor Michael McCormick, convener of the council’s environment and regeneration committee said: “These planters are a great idea and it’s something all the residents can enjoy.

“I’ve been told there are a variety of different plants and flowers as these can be easily maintained by residents and staff of the sheltered housing.

“The aim of this project was the promote the physical, mental and social benefits of gardening and the raised beds are also accessible for those with mobility issues.

“I’m delighted to see the gardens looking so good and I hope they bring smiles to residents’ faces for many years to come.”

Three planters have been installed at John Galt House, two at Elliot Court and one at Stewart House.

River Clyde Homes collaborated with the Invergrow project by showcasing each outdoor area for the residents.

Parklea Branching Out donated plants to go in each planter.

A spokesperson from River Clyde Home said: "This is a fantastic initiative that not only provides a beautiful outdoor space for sheltered housing residents but also promotes their well-being.

“The raised beds are a great way for residents to connect with nature, exercise, and socialise. We are delighted to have been involved, and to have such a successful partnership with Invergrow, Parklea Branching Out, and the Inverclyde HSCP Unpaid Work team.”

Invergrow is a project led by Inverclyde Council in partnership with the Inverclyde Community Food Network and is being delivered thanks to funding from the UK Shared Prosperity Fund, part of the Funded By UK Government project, previously known as Levelling Up.

[New raised beds are growing places for residents - Inverclyde Council](#)

**9) Additional information**

Is there any other relevant information you wish to highlight? This may include:

- Areas for improvement and planned next steps.
- New ways of working and benefits achieved from these.

Inverclyde Justice Social Work has nothing further to highlight.

Gail Hughes

Justice Service Manger

Inverclyde HSCP

Jonathan Hinds

CSWO/ Head of Children and Families and Justice

Inverclyde HSCP