

# SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 19 September 2018

## Chair:

Councillor Maureen Chalmers (Depute)

## Councillors Present:

Robert Brown, Jackie Burns, Janine Calikes, Graeme Campbell, Gerry Convery (*substitute for Councillor Cowie*), Mary Donnelly, Fiona Dryburgh, Allan Falconer, Geri Gray (*substitute for Councillor Horsham*), Eileen Logan (*substitute for Councillor Carmichael*), Katy Loudon, Joe Lowe, Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross (ex officio), Margaret B Walker, Jared Wark, David Watson

## Councillors' Apologies:

John Bradley (Chair), Archie Buchanan, Andy Carmichael, Margaret Cowie, Mark Horsham, Hugh Macdonald, Bert Thomson

## Attending:

### Finance and Corporate Resources

C Fergusson, Head of Finance (Transactions); H Goodwin, Finance Manager (Resources); H Lawson, Legal Services Manager; G McCann, Head of Administration and Legal Services; M Milne, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer

### Health and Social Care/Social Work Resources

M Kane, Planning and Performance Manager; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

## Also Attending:

I Beattie, appointed Head of Health and Social Care

---

## Chair's Opening Remarks

The Chair introduced Ian Beattie, who would take up the post of Head of Health and Social Care in October 2018, to the Committee.

---

## 1 Declaration of Interests

No interests were declared.

---

## 2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 20 June 2018 were submitted for approval as a correct record.

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

---

### **3 Social Work Resources - Revenue Budget Monitoring 2018/2019**

---

A joint report dated 31 August 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 17 August 2018 against budgeted expenditure for 2018/2019 for Social Work Resources, together with a forecast for the year to 31 March 2019.

As at 17 August 2018, there was an overspend of £0.467 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £1.000 million at 31 March 2019. The overspend was due to pressures within Children and Family Services as a result of residential school/external placements and fostering placements. In addition, the Adult and Older People Services' budget was experiencing pressures in respect of Direct Payments.

The position would be closely monitored and work was being undertaken to identify ways to minimise and manage those costs.

#### **The Committee decided:**

- (1) that the overspend on Social Work Resources' revenue budget of £0.467 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2019 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

---

### **4 Social Work Resources - Capital Budget Monitoring 2018/2019**

---

A joint report dated 28 August 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2018/2019 and summarising the expenditure position at 17 August 2018.

**The Committee decided:** that the report be noted.

---

### **5 Social Work Resources - Workforce Monitoring - May to July 2018**

---

A joint report dated 14 August 2018 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period May to July 2018:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 9 June 2018

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 20 June 2018 (Paragraph 3)]*

---

## **6 Social Work Resource Plan - Quarter 4 Progress Report 2017/2018 and Social Work Resource Plan 2018/2019**

---

A report dated 30 August 2018 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2017/2018 and 2018/2019.

Details were provided on:-

- ♦ progress made at the end of quarter 4, covering the period April 2017 to March 2018, in implementing the priority projects identified in the 2017/2018 Resource Plan
- ♦ the Resource Plan for 2018/2019, attached as Appendix 2 to the report, which outlined the:-
  - ♦ objectives and actions for 2018/2019
  - ♦ capital and revenue resources
  - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2018/2019 Resource Plan would be submitted to a future meeting of the Committee.

**The Committee decided:** that the Quarter 4 Progress Report 2017/2018, attached as Appendix 1 to the report, together with achievements made by the Resource during 2017/2018, be noted.

**The Committee recommended to the Executive Committee:** that the Social Work Resource Plan for 2018/2019 be approved.

*[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 7) and Minutes of 7 February 2018 (Paragraph 6)]*

*Councillor Burns left the meeting during this item of business*

---

## **7 Social Work Resources' Funding Update and Establishment Changes**

---

A joint report dated 5 September 2018 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted on:-

- ♦ the successful bid to the Scottish Government for the Caledonian System Roll Out Fund
- ♦ the proposed re-alignment of the Social Work Reception Team
- ♦ the requirement to increase management capacity across the Home Care Service

The Scottish Government launched the Caledonian System Roll Out Fund on 18 April 2018 and the Council successfully secured £0.317 million to deliver a programme over a 17-month period. The programme was designed to reduce re-offending in men who had been convicted of domestic abuse related offences, whilst also offering integrated services to women and children.

The programme would be delivered in partnership with Women's Aid, CIRCLE and South Lanarkshire's Gender Based Violence Partnership. The total cost of the programme was £0.395 million, with the remaining £0.078 million being funded from the Council's Section 27 Grant for Criminal Justice Services.

The Scottish Government had extended this funding for a number of local authorities for a period of up to 6 years and it was anticipated that the Council's funding would be extended beyond the initial 17-month period.

To deliver the programme, it was proposed that the following posts be added to the Social Work Resources' staffing establishment for a period of 17 months:-

- ◆ 0.5 Full-time Equivalent (FTE) post of Team Leader on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615)
- ◆ 2 FTE posts of Social Worker on Grade 3, Level 2-4, SCP 61-74 (£29,162 to £35,312)
- ◆ 0.5 FTE post of Clerical Assistant on Grade 1, Level 1-3, SCP 20-27 (£15,949 to £17,683)

As a result of increasing levels of work within the Social Work Reception Teams (SWRT) and the implementation of the locality model, a review of the service was undertaken in 2017.

The outcome of the review was a recommendation to re-align the work of the SWRT to the locality model and re-locate staff from central based to local offices. This approach would provide each locality service team with greater autonomy to respond to the increased level of referrals, based on their knowledge of local needs and services and provide greater flexibility in targeting and meeting local service needs.

As a result, the budget for the central resource was apportioned to localities, based on demand and need and required a re-alignment and re-designation of posts. To support this service re-design, the following SWRT establishment changes were proposed:-

- ◆ establishment of 1 FTE post of Team Leader on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615)
- ◆ establishment of 2 additional FTE posts of Social Worker on Grade 3, Level 2-4, SCP 61-74 (£29,162 to £35,312)
- ◆ deletion of 6 FTE posts of Social Work Assistant on Grade 2, Level 2-4, SCP 37-57 (£20,494 to £27,446)
- ◆ establishment of 5 FTE posts of Family Support Worker on Grade 2, Level 1-4, SCP 33-57 (£19,307 to £27,446)

All costs in relation to the SWRT re-alignment would be met from existing budget allocation.

The Home Care Service was regulated by the Care Inspectorate, with the Home Care workforce regulated by the Scottish Social Services Council (SSSC). The quality and standard of the Service was monitored against a suite of recently updated Health and Social Care Standards and SSSC Codes of Practice.

Due to this increased scrutiny of the Service and increased demand due to demographics, there was additional pressures on the team and, in particular, the role of the Team Leader. In order to meet statutory requirements in relation to assessments and support plans, it was proposed that the current Team Leader capacity be increased by 3 FTE posts on Grade 3, Level 8, SCP 77-80 (£36,881 to £38,615).

The cost of the additional Team Leader posts would be met from the re-alignment of the current financial allocation to the Council from the South Lanarkshire Integration Joint Board in accordance with its financial regulations.

**The Committee decided:** that the proposed establishment changes, as detailed in the report, be approved.

---

## **8 Use of Alternative Procurement Solution for Adult Supported Living Contract**

A joint report dated 21 August 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the use of an alternative procurement solution for the Adult Supported Living contract.

Adult Supported Living described a broad range of housing and support options for vulnerable adults assessed as requiring care and support. The Council currently funded the delivery of a range of Supported Living services for 342 adults with learning, mental health and physical disabilities. Those services were, in the main, delivered by externally commissioned providers.

There were currently 30 service providers, with the 3 main geographical providers, The Richmond Fellowship Scotland, Key Community Support and Living Ambitions, accounting for 53% of all service provision.

Following discussion between Social Work Resources and Finance and Corporate Resources' Procurement Services and Legal Services, it had become apparent that traditional procurement arrangements such as a Framework or Dynamic Purchasing System did not provide sufficient flexibility to meet service requirements.

The Social Care (Self-directed Support) (Scotland) Act 2013 imposed a duty on local authorities to provide 4 options to all adults, children and carers eligible for support or provided with services. Those options, as detailed in the report, were intended to support the flexibility and creativity allowed under the social welfare and wellbeing duties relating to both adults and children.

Section 19 of the Act stated that local authorities must take steps to promote the availability of the options for Self-directed Support by making available to supported persons a wide range of support when choosing options. This included the promotion of a variety of providers of support and the variety of support provided by the local authority and other providers.

Having considered the advantages and disadvantages of a Framework or Dynamic Purchasing System, together with amendments to the Public Contracts (Scotland) Regulations 2015, it was proposed that a 'Procured Service Agreement' approach be taken. This approach incorporated the most advantageous aspects of the Framework and Dynamic Purchasing System, as detailed in the report.

**The Committee decided:** that the use of a 'Procured Service Agreement' for the Adult Supported Living contract be approved.

---

## **9 Thematic Inspection – Self-directed Support**

A report dated 9 August 2018 by the Director, Health and Social Care was submitted advising that the Health and Social Care Partnership and its partner organisations would undergo a formal inspection of Self-directed Support (SDS) by the Care Inspectorate, as part of its national programme of activity, in autumn 2018.

Information was provided on the stages of the inspection which included:-

- ◆ a staff survey provided by the Care Inspectorate
- ◆ a professional discussion with key stakeholders
- ◆ the submission of an advanced information and Position Statement, which was essentially a self-evaluation by the Council against the national Quality Indicator Framework (attached as Appendix 2 to the report)
- ◆ the evaluation of 13 of 28 Quality Indicators with an indicative scoring being applied using the 6 point scale outlined in Appendix 1 to the report
- ◆ the submission of a Pre-Inspection Return (PIR) covering key information on SDS personnel, organisational charts and a case file sample
- ◆ the submission of an evidence bank/log to support the Position Statement

- ♦ the commencement of on-site activity on weeks commencing 22 and 29 October 2018 which would involve the scrutiny of case files and meeting staff, senior managers, Integration Joint Board senior officers, service providers, service users, carers and other relevant stakeholders

A Core Preparation for Inspection Team, with the Chief Social Work Officer as the lead officer, had been established and was holding weekly meetings to review progress against a project plan.

**The Committee decided:** that the planned actions to prepare for the Care Inspectorate inspection of Self-directed Support be noted.

---

## **10 Urgent Business**

---

There were no items of urgent business.