

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 16 November 2022

Chair:

Councillor Margaret B Walker

Councillors Present:

Councillor Alex Allison, Councillor John Anderson (*substitute for Councillor John Ross*), Councillor Walter Brogan, Councillor Mathew Buchanan, Councillor Janine Calikes, Councillor Maureen Chalmers (*substitute for Councillor Hugh Macdonald*), Councillor Margaret Cowie (*substitute for Councillor Lynsey Hamilton*), Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Celine Handibode, Councillor Graeme Horne, Councillor Mark Horsham, Councillor Cal Johnston-Dempsey, Councillor Ross Lambie (*substitute for Councillor Richard Nelson*), Councillor Eileen Logan, Councillor Catherine McClymont (Depute), Councillor Mark McGeever (*substitute for Councillor Robert Brown*), Councillor Davie McLachlan (*substitute for Councillor Maureen Devlin*), Councillor Carol Nugent, Councillor David Watson

Councillors' Apologies:

Councillor John Bradley, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Maureen Devlin, Councillor Joe Fagan (ex officio), Councillor Lynsey Hamilton, Councillor Martin Hose, Councillor Hugh Macdonald, Councillor Richard Nelson, Councillor John Ross

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager; E McPake, HR Business Manager; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser; M M Wilson, Legal Services Manager

Health and Social Care/Social Work Resources

S Sengupta, Director; C Cunningham, Head of Commissioning and Performance; M Kane, Service Manager (Performance and Support); M McConnachie, Adult and Older People Service Manager; A McCrea, Service Manager (Children and Justice); S McNeill, Service Manager (Registered Care at Home Services); C Rae, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride)

Opening Remarks

The Director, Health and Social Care advised the Committee of various areas of service that had received national recognition for collaboration, innovation and drive and asked members to join him in congratulating and thanking those members of staff for their contribution to that work, as detailed below:-

- ◆ Annette Finnan and Brendan Connor from Housing and Technical Resources, together with Evelyn Devlin, representing the technology enabled housing project within the Blantyre Development which won the Award for Excellence in Health and Wellbeing at the Chartered Institute of Housing Excellence Awards 2022
- ◆ Evelyn Devlin representing the pan-Lanarkshire Care Home Wellbeing Group which was a finalist at the Scottish Health Awards
- ◆ Andrea Tannahill representing the Health and Social Care Partnership's Home First programme which won the Integrated Care Award at the Scottish Health Awards
- ◆ Megan Cassidy who was a finalist in the 'Bright Spark in Social Work' category in this year's Scottish Social Services Awards
- ◆ Laura Arthur who won the 'Leadership Award' category in this year's Scottish Social Services Awards

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 7 September 2022 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 2022/2023

A joint report dated 18 October 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 7 October 2022 against budgeted expenditure for 2022/2023 for Social Work Resources.

As at 7 October 2022, there was an underspend of £0.012 million against the phased budget, with underspends within Adult and Older People Services, Performance and Support Services and Justice Services. This was offset with an overspend in Children and Family Services, as detailed in appendices A to E to the report.

There continued to be financial pressures with the Children and Family Services' budget, with spend on external placements being the main reason for the continued increase in spend. This was being offset within the overall Social Work Resources' position and, in part, by an underspend in Adult and Older People Services, a service delegated to the Integration Joint Board (IJB). Work was ongoing with the Services to establish funding solutions for the residual overspend. In 2021/2022, some core Adult and Older People Services budget underspend was retained by the Council to help cover the Children and Family Services' pressure, and the same approach had been proposed to the Health and Social Care Partnership for 2022/2023.

Details were provided in the appendices to the report on budget virements in respect of Social Work Resources to realign budgets.

The Committee decided:

- (1) that the underspend position of £0.012 million on the Social Work Resources' revenue budget, as detailed in Appendix A to the report, and the forecast to 31 March 2023 of a breakeven position, be noted; and
- (2) that the proposed budget virements be approved.

[Reference: Minutes of 7 September 2022 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2022/2023

A joint report dated 19 October 2022 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 2022/2023 and summarising the expenditure position at 7 October 2022.

The capital programme for Social Work Resources for 2022/2023 was £3.903 million. Anticipated spend to date was £2.986 million and spend to 7 October 2022 amounted to £2.931 million. This represented a position of £0.055 million behind profile and mainly reflected the timing of payments on the Blantyre Care Facility project.

The Committee decided: that the Social Work Resources' capital programme of £3.903 million, and expenditure to date of £2.931 million, be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 5)]

5 Social Work Resources – Workforce Monitoring – July and August 2022

A joint report dated 5 October 2022 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 July and August 2022:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 11 June 2022

The attendance information contained within the report included absences as a result of Covid-19 and employees were being supported through this difficult time to maintain attendance levels where possible.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 6)]

6 Update of the 2022 Risk Register and Risk Control Plan

A report dated 28 October 2022 by the Director, Health and Social Care was submitted on risk management arrangements and the Risk Register for Social Work Resources.

The Resource had followed Council guidance in developing, monitoring and updating its Risk Control Register on an ongoing basis. The Register had been developed to ensure that the Resource was fully aware of the main risks that it had, was able to prioritise those risks and had controls in place to eliminate or minimise the impact of risk.

The scoring matrix and definitions for likelihood and impact were outlined in Appendix 1 to the report. This had resulted in risks being scored between 1 to 25 (low to very high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

At its meeting on 7 September 2022, the Social Work Resources Committee agreed that a review should be undertaken to re-state the top risks impacting on the delivery of Social Care Services. This work had been undertaken and detailed below was a proposed revised set of 5 top risks:-

- ◆ workforce availability and capacity (lack of capacity and skills to meet increased service demands)

- ◆ meeting public protection and legislative duties (combined legislation/statutory duties public protection, Care Inspectorate/Self Directed Services (SDS))
- ◆ market and provider capacity (procurement/supply chain)
- ◆ funding and budgetary pressures (reduction in funding/increased costs)
- ◆ demand pressures (emergency response)

It had also been agreed that an update on the Risk Register would be a standing item on the Committee's agenda.

Appendix 2 to the report provided further detail on each of the top risks, alongside the inherent and residual risk scores and sample controls. Appendix 3 provided a comparison of risks across this period.

100% of Risk Control Actions for 2021/2022 had been completed on time against a Resource target of 90%.

Officers responded to members' questions.

The Committee decided: that the contents of the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 8)]

7 Planning for Winter 2022/2023

A report dated 3 November 2022 by the Director, Health and Social Care was submitted on the planning arrangements being put in place to ensure that services were prepared for winter 2022/2023.

Planning for winter 2022/2023 commenced in July 2022 and, as in previous years, was undertaken in accordance with national guidance and was a multi-agency approach. The plan was a dynamic document and was highly likely to be subject to change over the coming months. From a local resilience planning perspective, NHS Lanarkshire was undertaking work to take account of the increasingly likely eventuality of a number of concurrent risks aligning to create increased system pressure.

On 4 October 2022, the Scottish Government published a Winter Resilience Overview 2022/2023 which set out the actions it was taking in an effort to support the sector over the winter period. Discussions were still ongoing at national and local level on available funding to manage the impact of Covid-19 and pressures associated with both unscheduled and planned care.

Information was provided on the following work areas:-

- ◆ urgent and unscheduled care planning
- ◆ discharge without delay
- ◆ modernisation of South Lanarkshire Care at Home Service
- ◆ maximisation of Flow Navigation Centre
- ◆ surge/bed capacity
- ◆ social care provider sustainability
- ◆ General Practice and Pharmacy opening
- ◆ General Practice sustainability
- ◆ Primary Care Out of Hours
- ◆ planned care
- ◆ contingency arrangements for additional deaths
- ◆ Covid-19 and flu vaccine programme

- ◆ carers supports
- ◆ staff wellbeing
- ◆ adverse weather
- ◆ concurrent resilience planning and risks
- ◆ communications

Information was also provided on:-

- ◆ the significant workforce challenges and the work being done to mitigate those
- ◆ the range of funding sources identified as being able to support planning for winter

Officers responded to members' questions.

The Committee decided:

- (1) that the planning arrangements, which had been put in place to ensure services were prepared for the coming winter months, and the associated costs, be noted;
- (2) that the potential need for additional support to mitigate the wider impacts of winter across all public services be noted; and
- (3) that the work ongoing with the Scottish Government to confirm the financial arrangements be noted.

8 Strengthening Assessment and Review Capacity

A joint report dated 28 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to use slippage from the Home First Programme to address a backlog of assessments and reviews resulting from the Covid-19 pandemic and contribute to actions to improve unscheduled care.

The Care at Home Service (CAH) played a pivotal role in achieving the strategic goal of supporting people to live independently and safely at home and, in doing so, supported the Social Work Resource Plan's delivery of a key Direction within the South Lanarkshire Integration Joint Board's (IJB's) Strategic Commissioning Plan (SCP) of managing the pressures on unscheduled care.

The Council had a statutory duty to complete an assessment of an individual's needs within 28 days. In addition to ensuring that the Council met its statutory obligations, timely assessment and review of service users' needs mitigated risks to service users and ensured that their health and wellbeing needs were met and the services that they received were appropriate to their needs, often releasing capacity that could be redirected towards supporting hospital discharges and those in greatest need.

The assessment and care management infrastructure within CAH had remained relatively static for almost 12 years. Actions taken over the course of the last 18 months, including introducing the Home First approach and increasing Social Work Assistant capacity within the CAH Service, addressed this going forward. However, there was now a substantial backlog of assessments and reviews as a result of the pandemic and ongoing demand and capacity challenges. It had been identified that there was a need to accelerate activity to reduce this backlog to provide assurance on the safety, health and wellbeing of service users and to ensure that services appropriately met their needs.

To target the assessment and reviews for commissioned service users, it was proposed that the following posts be added to the Social Work Resources' staffing establishment on a permanent basis:-

- ◆ 1 full time equivalent (FTE) post of Team Leader on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 7 FTE posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)

It was also proposed that 6 FTE fixed-term posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749) be added to the Social Work Resources' staffing establishment for a period of 12 months.

The cost of the proposals would be met from slippage in the Home First Programme expenditure. This would be in accordance with the criteria for the ringfenced funding from the Scottish Government to manage the pressures on unscheduled care and contribute to actions to reduce delayed discharges. The funding would cover the permanent posts for a period of 18 months, at the end of which, the posts would be transferred to vacancies within the establishment.

Officers responded to members' questions.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as detailed in the report, be approved.

9 Reinforcing Safe Staffing – The Older People's Residential Care Staff Bank

A joint report dated 28 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the staffing requirements to support the management of the Older People's Services supply staff bank.

The adult social care sector had experienced major challenges relating to the recruitment and retention of staff for many years. In the last few years, in the wake of events such as Covid-19 and Brexit, vacancy rates in the sector had risen sharply across Scotland. This created challenges for employers within the social care sector to recruit, develop and retain the right people to deliver high quality, person-centred care and support services.

To address this issue, a successful internal staff bank arrangement was tested in winter 2021, utilising a temporary administration post to support this. This approach assisted in augmenting existing staffing levels, reducing overtime and alleviating staff fatigue.

There was now a requirement for this temporary post to be made permanent and it was, therefore, proposed that 1 full time equivalent (FTE) fixed-term post of Administration Assistant on Grade 2, Level 1, SCP 34-35 (£22,300 to £22,665) be added to the Social Work Resources' staffing establishment on a permanent basis.

The cost of the proposal would be met from within existing residential care budgets.

The Committee decided:

- (1) that the contents of the report be noted; and

- (2) that the addition to Social Work Resources' staffing establishment, as detailed in the report, be approved.

10 Enhancing Capacity in Support of Adult Disability Payments

A joint report dated 28 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of changes to disability benefits through the introduction of Adult Disability Payments and how this would impact on Social Work Resources.

From 22 August 2022, responsibility for disability benefits moved to Social Security Scotland with Personal Independence Payments (PIPs) and Disability Living Allowance (DLA) being replaced by Adult Disability Payments (ADPs). People already in receipt of PIPs or DLA would automatically move to ADPs with no break in entitlement or payment.

The Scottish Government had been working with Social Security Scotland, councils and the NHS to agree a process. In terms of requests coming to social care, this would be managed through a secure drop box which was checked daily by trained administration staff.

Information was provided on the criteria and application process for ADPs, and while it was anticipated that the majority of requests would go direct to NHS colleagues, there would be a volume of requests that required information from the social care workforce with a turnaround timescale of 28 days.

To assist with transition and the potential for new requests to generate extra work for both support and frontline services, the Scottish Government had allocated funding of £3.409 million. South Lanarkshire's allocation of this funding was £223,000. It was unclear at this stage if this funding would continue beyond 2022/2023 as the Scottish Government was currently reviewing this.

It was proposed that the funding be used to add capacity to frontline and support services by adding the following posts to the Social Work Resources' staffing establishment on a permanent basis:-

- ◆ 4 full time equivalent (FTE) posts of Social Work Assistant/Occupational Therapy Assistant on Grade 2, Level 1-4, SCP 34-57 (£22,300 to £30,750)
- ◆ 2 FTE posts of Clerical Assistant on Grade 1, Level 1-4, SCP 20-31 (£18,322 to £20,220)

The specific posts would be on a temporary basis until funding beyond 2022/2023 had been confirmed. Should the Scottish Government funding not continue, employees would be redeployed to other vacancies within the service.

Officers responded to members' questions.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as detailed in the report, be approved.

11 Enhancing Resilience of Mental Health Officer Provision

A joint report dated 27 October 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to build capacity within Community Mental Health teams.

The Scottish Government and COSLA had provided funding to ensure that local authorities had additional resources to address pressures within Mental Health Officer (MHO) services.

Following consultation with Community Mental Health teams, team leaders and the Social Work Mental Health Strategy Group, it was agreed that there were sufficient MHO posts across the teams with additional resilience afforded by the authority's commitment to supporting Social Workers to train as MHOs. However, it was recognised that enhancing the provision of Social Workers within the teams would be beneficial, allowing MHOs to focus on their duties whilst being supported by social work staff undertaking general assessment, enablement and review functions.

Out of Hours MHO shifts had been challenging to fill and the Resource would continue to review rota processes to ensure effective service delivery whilst having due regard to the MHOs who supported this rota.

A Mental Health Manager post provided operational oversight and input to the Social Work team at The State Hospital, Carstairs. Changes in the service level agreement with The State Hospital Board had resulted in a revised funding commitment from 1 full-time equivalent (FTE) post to a 0.5 FTE post. This created an opportunity for Social Work Resources to provide a dedicated mental health Social Work management input and oversight support to locality fieldwork mental health provision.

It was proposed that the following changes be made to the Social Work Resources' staffing establishment:-

- ◆ the addition of 4 FTE posts of Social Worker on Grade 3, Level 4, SCP 72-74 (£38,359 to £39,162)
- ◆ the deletion of 1 FTE post of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,750)
- ◆ the addition of 0.5 FTE post of Mental Health Manager on Grade 5, Level 1, SCP 96-97 (£54,309 to £55,148)

The cost of the proposals would be met from the Scottish Government funding to help build capacity in MHO services.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as detailed in the report, be approved.

12 Scheme for Curator ad Litem and Reporting Officers' Panel

A report dated 20 October 2022 by the Director, Health and Social Care was submitted on the revised Scheme for Curator ad Litem and Reporting Officers' Panel.

Under the Curator ad Litem and Reporting Officers (Panels) (Scotland) Regulations 2001, as amended, the local authority had a requirement to maintain a Panel of Curators ad Litem and Reporting Officers. The role of Curators ad Litem and Reporting Officers involved investigating the circumstances and providing a report to the court in respect of adoption or Permanence Order applications for children who could not remain with their birth families and who became accommodated by the local authority.

Due to rising court costs, the necessity to update membership of the Panel and legislative requirements, the Scheme had been reviewed and updated. Details were provided on the Revised Scheme, which was attached as Appendix 1 to the report.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the revised Scheme for Curator ad Litem and Reporting Officers' Panel be approved.

13 The Lanarkshire Care Academy

A report dated 28 October 2022 by the Director, Health and Social Care was submitted on the adoption and development of the Care Academy approach in South Lanarkshire.

A key action within the Social Work Resources' Workforce Plan was to establish a Care Academy to better promote social care as a vocation in South Lanarkshire, reinforce and expand routes into a career in social care and provide a much more explicit framework to enable the Council to 'grow their own' workforce to address workforce requirements.

The Care Academy was being progressed on a pan-Lanarkshire basis, to build upon existing, and growing effective, co-operation between both North and South Lanarkshire Health and Social Care Partnerships (HSCPs).

A Care Academy was already in place for North Lanarkshire and the plan was for that arrangement to be extended and developed on a Lanarkshire-wide basis in order to strengthen existing links, reduce duplication, streamline engagement with other partners, share learning and enable a more structured approach to be established for South Lanarkshire more rapidly.

Details were provided on the following areas of work:-

- ◆ modern apprenticeships
- ◆ developing the young workforce
- ◆ the GradU8 programme
- ◆ professions apprentices
- ◆ employability
- ◆ links with colleges
- ◆ keeping The Promise

Work was underway on a Memorandum of Understanding between North and South Lanarkshire Councils and NHS Lanarkshire to formalise the Care Academy. A steering group was also in place with identified workstreams.

Officers responded to members' questions.

The Committee decided:

- (1) that the contents of the report be noted; and

- (2) that it be noted that updates would be provided on the Care Academy as it developed.

14 Bairns' Hoose Update

A report dated 10 October 2022 by the Director, Health and Social Care was submitted on the progress of the implementation of Bairns' Hoose in South Lanarkshire.

The Scottish Government's vision was that all children who were victims or witnesses to abuse or violence would have access to a Bairns' Hoose by 2025. The Bairns' Hoose model offered a co-ordinated approach designed to reduce the number of times children had to recount their experiences to different professionals. All the care, support, and recovery a child and their family needed would be delivered under one roof. This child-centred model offered consistent and holistic support which enabled the voice of the child to be heard, and prevented children being retraumatised.

North and South Lanarkshire were chosen as a pilot site for implementation of the Scottish Child Interview Model (SCIRM) in 2020. The principles underpinning this model for Joint Investigative Interviews (JII) would be a fundamental part of Bairns' Hoose.

SCIRM for JII was staffed from within the existing establishment with no additional funding provided. 3 experienced Children and Family Services' Social Workers from the Cambuslang and Rutherglen, Lanark and Hamilton localities were relocated to support this pilot. Since 2020, those Social Workers had continued to be co-located with Social Workers from North Lanarkshire and dedicated Police Officers in Police Scotland offices in Blantyre.

At a national level, the financial framework underpinning the implementation of Bairns' Hoose had not yet been published. Locally, a full implementation plan for the Bairns' Hoose project was being progressed.

The Committee decided: that the contents of the report be noted.

15 Notification of Contracts Awarded: April to September 2022

A report dated 20 October 2022 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 April to 30 September 2022.

In terms of Standing Order Nos 21.8 and 22.5 of the Standing Orders on Contracts, Resources were required to notify the relevant Committee of contracts awarded in excess of £50,000. Details of the contracts awarded by Social Work Resources were provided in the appendix to the report.

The Committee decided: that the report be noted.

16 Urgent Business

There were no items of urgent business.