

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 7 September 2022

Chair:

Councillor Margaret B Walker

Councillors Present:

Councillor Alex Allison, Councillor John Anderson (*substitute for Councillor Janine Calikes*), Councillor John Bradley, Councillor Walter Brogan, Councillor Robert Brown, Councillor Mathew Buchanan, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Lynsey Hamilton, Councillor Celine Handibode, Councillor Mark Horsham, Councillor Martin Hose, Councillor Cal Johnston-Dempsey, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Davie McLachlan (*substitute for Councillor Eileen Logan*), Councillor Richard Nelson, Councillor David Watson

Councillors' Apologies:

Councillor Archie Buchanan, Councillor Janine Calikes, Councillor Joe Fagan, Councillor Graeme Horne, Councillor Eileen Logan, Councillor Carol Nugent, Councillor John Ross

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager; E McPake, HR Business Partner; 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; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); G Booth, Justice Service Manager; M Kane, Service Manager (Performance and Support); S McNeil, Service Manager (Registered Care at Home Services)

1 Declaration of Interests

No interests were declared.

2 Social Work Resources – Revenue Budget Monitoring 2021/2022

A joint report dated 9 August 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 2021 to 31 March 2022 against budgeted expenditure for 2021/2022 for Social Work Resources.

As at 31 March 2022, there was an overspend of £0.916 million before transfer to reserves and an overspend of £2.967 million after transfer to reserves, as detailed in appendices A to F to the report.

The Adult and Older People Services' budget, as detailed in Appendix D to the report, showed an underspend of £2.082 million before transfer to reserves. Included within this position, was a commitment in relation to the Integration Joint Board (IJB) which had an underspend of £8.827 million. The Council had agreed to the IJB retaining £6.746 million of this non-recurring underspend within their reserves earmarked for future care costs in line with the approach to integrating health and social care budgets. Of the underspend remaining, £2.051 million was transferred to a Council reserve to be used in 2022/2023 towards projected pressures within Children and Family Services.

The £2.967 million overspend was in relation to additional Covid-19 related expenditure of £2.573 million for Children and Families Services, which was not funded by the Scottish Government via the Mobilisation Plan, as those services were not delegated to the IJB, and £0.395 million non-Covid related.

Additional Covid-19 related costs to services devolved to the IJB had been fully funded by the Scottish Government through the Mobilisation Plan. Those additional costs and income from the Scottish Government totalled £15.702 million and were detailed in Appendix B to the report. In addition, the Resource had lost income from services which were not being provided during the pandemic and non-achievement of proposed savings. This totalled £2.069 million.

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 Social Work Resources' outturn position as at 31 March 2022 of an overspend of £2.967 million, after approved transfers to reserves, as detailed in Appendix A to the report, be noted; and
- (2) that the proposed budget virements be approved.

[Reference: Minutes of 9 February 2022 (Paragraph 3)]

3 Social Work Resources – Revenue Budget Monitoring 2022/2023

A joint report dated 28 July 2022 by the Executive Director (Finance and Corporate Resources) and the Director, Health and Social Care was submitted comparing actual expenditure at 15 July 2022 against budgeted expenditure for 2022/2023 for Social Work Resources, together with a forecast of the position for the year to 31 March 2023.

As at 15 July 2021, there was an underspend of £0.407 million against the phased budget, all of which related to Adult and Older People Services as a result of vacancies.

Children and Family Services continued to experience budget pressures in 2022/2023 in relation to residential placements, fostering and Kinship Care and £3.451 million had been added to the Services' budget on a one-off basis. This had been funded by the monies set aside in Reserves. In addition, some of the remaining Covid funding was available to assist with this pressure.

The Council continued to incur expenditure in relation to Covid-19 and those costs were now included within the individual service statements rather than shown separately.

The Covid-19 related expenditure incurred by Social Work Resources for Adult and Older People Services would be funded by Covid-19 reserves held by the Integration Joint Board. The additional costs included expenditure on beds to facilitate discharge from hospital, PPE (Personal Protective Equipment), staff overtime and sustainability, and additional cost being incurred by Social Care providers.

The financial forecast for the revenue budget to 31 March 2023 was breakeven.

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

The Committee decided:

- (1) that the underspend of £0.407 million on Social Work Resources' revenue budget be noted;
- (2) that the forecast to 31 March 2023 of a breakeven position be noted; and
- (3) that the proposed budget virements be approved.

[Reference: Minutes of the Executive Committee of 29 June 2022 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2021/2022

A joint report dated 17 August 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 the period 1 April 2021 to 31 March 2022.

The total capital programme for Social Work Resources for 2021/2022 was £5.354 million. The total expenditure to 31 March 2022 was £5.054 million, a difference of £0.300 million.

The underspend was mainly due to the timing of project spend on a number of projects. Funding would be carried forward into the next financial year as required.

The Committee decided: that the Social Work Resources' capital programme of £5.354 million, and expenditure for the year of £5.054 million, be noted.

[Reference: Minutes of 9 February 2022 (Paragraph 4)]

5 Social Work Resources – Capital Budget Monitoring 2022/2023

A joint report dated 17 August 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 15 July 2022.

The capital programme for Social Work Resources for 2022/2023 was £3.903 million. Anticipated spend to date was £1.680 million and spend to 15 July 2022 amounted to £1.793 million. This represented a position of £0.113 million ahead of profile and mainly reflected good progress made 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 £1.793 million, be noted.

6 Social Work Resources – Workforce Monitoring – April to June 2022

A joint report dated 15 August 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 April to June 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 9 February 2022 (Paragraph 5)]

7 Social Work Resource Plan – Quarter 4 Progress Report 2021/2022

A report dated 19 August 2022 by the Director, Health and Social Care was submitted on the Social Work Resource Plan for 2021/2022.

Details were provided on:-

- ◆ progress made against all Resource Plan measures, as detailed in the Quarter 4 Progress Report, attached as Appendix 2 to the report
- ◆ key achievements made by the Resource to date, as detailed in Section 5.3 of the report
- ◆ areas for improvement and associated management actions, as detailed in Section 5.4 of the report
- ◆ absence performance results as at Quarter 4, as detailed in Appendix 3 to the report

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the Quarter 4 Progress report for 2021/2022, as detailed in Appendix 2 to the report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in Section 5.3 of the report, be noted; and
- (3) that the areas for improvement and management actions, as detailed in paragraph 5.4 of the report, be noted.

[Reference: Minutes of 1 September 2021 (Paragraph 8)]

8 Social Work Risk Register

A report dated 9 August 2022 by the Director, Health and Social Care was submitted on the Risk Register and Risk Control Actions for Social Work Resources.

The Council's Risk Management Strategy promoted consideration of risk in service delivery, planning and decision-making processes. The Strategy required Resources to record and review risks and control actions regularly. The purpose of the Risk Register was to ensure that the Resource was fully aware of its top risks, that those risks were prioritised and that controls were in place to eliminate or minimise the impact of the risks.

Risks were measured both before (inherent risk) and after (residual risk) consideration of controls. The Council aimed to be risk-embracing, that is that a tolerable level of risk was acceptable. Risks were scored between 1 to 25 (low to very high). Very high and high risks were monitored particularly closely as the top risks identified for a Resource.

In order to strengthen oversight arrangements, it was proposed that an update report on risk would be provided at each Social Work Resources Committee, alongside the annual overview report being provided in November/December each year.

The current Resource Risk Register was attached as Appendix 1 to the report.

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the contents of the Resource Risk Register be noted; and
- (2) that future updates on the Social Work Resources' Risk Register be reported at every Social Work Resources Committee.

[Reference: Minutes of 10 November 2021 (Paragraph 11)]

9 Social Work Resources' Workforce Plan 2022 to 2025

A report dated 18 August 2022 by the Director, Health and Social Care was submitted on Social Work Resources' Workforce Plan 2022 to 2025.

The Executive Committee had agreed the Council Workforce Plan 2017 to 2020, with Resources being required to provide updates on their Workforce Plan to their respective committees. The review of workforce plans had been delayed due to the Covid-19 pandemic and Resources had produced Plans covering the period 2022 to 2025.

The Social Work Resources' Workforce Plan 2022 to 2025, together with the Action Plan, was attached as Appendix 1 to the report. The Plan provided an overview of the services delivered by the Resource, the service demands and a workforce profile. This, together with the strategic plans and drivers, was used to identify the objectives and actions required.

The key themes for workforce planning that had been identified were:-

- ◆ sustained pressure on services and an increased demand that would continue over the period of the Plan
- ◆ significant national workforce supply challenges that required action at a national policy level to impact change
- ◆ implications of the National Care Service and impact on existing workforce and ability to recruit
- ◆ maintaining the well-being and value of the workforce to enable recruitment and retention across all service areas

The key activities identified were:-

- ◆ continue to invest in key areas to address the increased demand for services while looking at how to redesign services to maximise the use of available resources
- ◆ review recruitment practices to extend and promote social care by using a flexible approach and utilising employability routes
- ◆ establishing the Care Academy in South Lanarkshire to 'grow our own' workforce and avoid a skills gap in the future years

- ◆ robust career pathways to be identified to enhance career progression and succession planning
- ◆ maintain employee health and well-being to ensure the workforce felt valued and supported

This aligned with the general common themes from all Resource Action Plans which were:-

- ◆ increased demand and a reduced workforce pool, which was a national issue
- ◆ demographic challenges, increased turnover, employees retiring earlier than expected and succession planning
- ◆ employee wellbeing

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the Social Work Resources' Workforce Plan, attached as Appendix 1 to the report, be approved.

[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 15)]

10 Accelerating Preparations for Winter – Home First

A joint report dated 29 July 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the progress of implementing the Home First programme.

The aim of Home First was to have a person-centred approach to care provision that allowed for a period of rehabilitation and enablement. This ensured that any supports were targeted and realistic for a person's needs and outcomes through a robust assessment and care plan.

Details were provided on:-

- ◆ Phase 1 outcomes - the Home First Home Assessment Team had supported 90 patients between November 2021 and April 2022. The Team had supported the patients' needs, resulting in outcomes to-date that had included 112 hours reduction in original prescribed care and 59 hours of care reduced. Critically, 90 people had been assessed and supported in their own home, rather than a stay in hospital. A monitoring framework was being developed to track the benefits of the programme
- ◆ Home First Phase 2 - involved the expansion of the Home First Home Assessment Team to provide cover to Hamilton, Cambuslang/Rutherglen and Clydesdale. This included additional hospital social work, assessment and care management, and care at home staffing
- ◆ a joint initiative with Public Health Scotland's Local Intelligence Support Team (LIST) and Care at Home staff which had resulted in the development of a Geographical Information System (GIS) mapping solution that plotted all individuals receiving an in-house or commissioned Care at Home package on interactive maps and highlighted real potential to release capacity within the system by focusing the work of individual providers within more discreet areas

To support this work, 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 Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£44,089 to £48,250)
- ◆ 3 FTE posts of Team Leader on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 9 FTE posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)
- ◆ 8 FTE posts of Community Support Co-ordinator on Grade 3, Level 2, SCP 63-65 (£33,651 to £34,618)
- ◆ 12 FTE posts of Senior Home Carer on Grade 2, Level 3 plus 2, SCP 50-52 (£27,757 to £28,578)
- ◆ 84.5 FTE posts of Home Carer on Grade 1, Level 4 plus 2, SCP 32-33 (£21,625 to £22,008)

It was also proposed that 4 FTE 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 fixed period of 18 months.

The cost of the proposals would be met from the Scottish Government funding for Care at Home.

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.

[Reference: Minutes of 9 February 2022 (Paragraph 8)]

11 Enhancing Social Work Fieldwork Capacity

A joint report dated 10 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the proposal to utilise £1.200 million of recurring government funding to support frontline social care workforce development and infrastructure.

Between 2017/2018 and 2021/2022, demand for social care services had increased as follows:-

- ◆ referrals to Adult Older People (AOP) teams by 41%
- ◆ Adult Support and Protection (ASP) enquiries by 47%
- ◆ Adults With Incapacity (AWI) Supervising Officer (SO) visits by 15%
- ◆ the number of service users with Welfare Guardianship Orders by 14%

In February 2022, the Scottish Government advised that an additional £22 million of recurring funding would be made available to provide additional capacity within local authorities. This funding was a direct response to feedback and a recognition that social care services were enduring a level of demand and pressure in the system beyond anything experienced before.

The allocation to South Lanarkshire had been confirmed as £1.292 million, with the Scottish Government specifying that this should be utilised to target:-

- ◆ support to the adult social care workload in recognition of the pressures across health and social care

- ◆ enhancement of frontline capacity for Adults with Incapacity and Adult Support and Protection, inclusive of Large-Scale Investigations (LSI)
- ◆ additional support to the statutory duties undertaken by Mental Health Officers and Social Workers
- ◆ increasing capacity within the wider assessment, care management and reviewing functions, for example individualised support planning in line with Self-Directed Support (SDS)
- ◆ enhancing frontline management capacity to increase levels of assurance and supervision of frontline staff
- ◆ support for Care Home oversight activity as a consequence of additional demands brought about by the pandemic
- ◆ capacity within teams of support staff to free up pressures on frontline workers to undertake their duties

Staffing proposals, outlined at Section 4 of the report, had been specifically designed to mitigate pressures on teams, whilst targeting types of roles where recruitment challenges were less pronounced. It was, therefore, proposed that the following posts be added to the Social Work Resources' staffing establishment on a permanent basis:-

- ◆ 6 FTE posts of Finance Assistant (SDS) on Grade 2, Level 3, SCP 46-48 (£26,151 to £26,954)
- ◆ 4 FTE posts of Administrative Assistant on Grade 2, Level 1-3, SCP 34-48 (£22,300 to £26,953)
- ◆ 2 FTE posts of Staff Development Officer (Practice Coach) on Grade 3, Level 8, SCP 79-80 (£42,191 to £42,830)
- ◆ 6 FTE posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)
- ◆ 1 FTE post of Clerical Assistant on Grade 1, Level 1-4, SCP 20-27 (£18,322 to £20,219)
- ◆ 0.5 FTE post of Performance and Systems Support Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)

The cost of the staffing proposals was £0.757 million, with £0.737 million being utilised from the £1.292 million funding for additional social work capacity in adult services. The Performance and Systems Support Assistant post would be a full time Health and Social Care Partnership post hosted by the Council but resourced jointly with NHS Lanarkshire. The Council contribution was a vacant 0.5 FTE post and the additional cost of £0.020 million would be funded by NHS Lanarkshire.

The Committee decided:

- (1) that the contents of the report be noted;
- (2) that the staffing proposals, outlined at Section 4 of the report, be approved; and
- (3) that the additions to Social Work Resources' staffing establishment, as outlined at Section 5 of the report, be approved.

12 Enhancing Carers Supports

A joint report dated 29 July 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted providing an update on the utilisation of funding from the Carers (Scotland) Act 2016 allocation 2022/2023 to enhance operational services for carers in South Lanarkshire.

The Carers (Scotland) Act 2016 aimed to support carers' health and wellbeing and help make caring more sustainable. The requirements of this Act came into effect on 1 April 2018.

In January 2022 the Scottish Government announced additional funding for local Carers Centres to expand vital support services for unpaid carers during the winter period. Nationally, a £20.5 million uplift in Carers Act implementation funding was included in the local government settlement as part of the Scottish Budget 2022/2023. Adult Services in South Lanarkshire received £1.053 million from this funding.

It was proposed that the additional funding from the Scottish Government be directed to support ongoing work with carers in South Lanarkshire, with a particular emphasis on the Self-Directed Support (SDS) agenda, and a strengthened internal capacity within the Resource to enable frontline staff to manage increasing demand. It was recommended that the following posts be added to the Social Work Resources' staffing establishment on a permanent basis:-

- ◆ 1 FTE post of Team Leader (Carers) on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 2 FTE posts of Social Worker (SDS Reviews) on Grade 3, Level 2-4, SCP 63-74 (£33,651 to £39,162)
- ◆ 12 FTE posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)
- ◆ 1.4 FTE posts of Telecare Officer on Grade 3, Level 4, SCP 63-65 (£38,395 to £39,162)
- ◆ 3 FTE posts of Clerical Assistant on Grade 1, Level 1-4, SCP 20-31 (£18,322 to £21,406)

The total cost of the staffing proposals was £0.801 million and would be met from the 2022/2023 funding for the Carers Act. Full year funding would not be required in 2022/2023 due to the timeline to fully recruit to posts.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the additions to Social Work Resources' staffing establishment, as outlined at Section 5.1. of the report, be approved.

13 Preparing for Winter: Enhancing Care at Home Capacity

A joint report dated 29 July 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the progress of the redesign of Care at Home Services and proposals to enhance capacity to sustain the improvements achieved and support further development of the service.

South Lanarkshire Care at Home Services currently employed almost 1,000 members of staff who undertook approximately 25,000 visits to service users per week. The staffing level was expected to rise to around 1,200 following additional ringfenced Scottish Government investment which would increase the number of visits undertaken in recognition of growing levels and complexity of demand.

At its meeting on 2 June 2021, the Committee approved proposals for the redesign of Care at Home Services and for the use of the Carer's Fund to establish a number of new posts to enhance assessment and care management. There were originally plans for a further report to Committee to outline proposals for the implementation of phase 2 of the Care at Home redesign, however, those plans were subsequently incorporated into proposals on the introduction of a Home First Approach which was endorsed by the Integration Joint Board and by this Committee at its meeting on 9 February 2022, following additional ringfenced funding from the Scottish Government.

One of the key aims of the modernisation of Care at Home Services was to improve standards within the Service. The nature of Care at Home services had become increasingly complex and the Service needed to be able to respond to a frequently changing policy context to ensure that it was employing best practice and had the appropriate quality assurance frameworks in place. To support this critical work, it was proposed that 2 of the temporary posts previously approved by Committee be converted to permanent posts. Those posts would also be responsible for supporting the wider development of the service and overseeing the remaining elements of the redesign of the service. The existing staffing was 1 full-time equivalent full-time equivalent (FTE) Project Governance Coordinator and 1 FTE Project Officer. Once established on a permanent basis, the focus would be on service development and improvement rather than aligned to a specific project.

The Service had now fully implemented a new electronic scheduling system and it had been identified that there would be significant added value for there now being ongoing dedicated capacity to support the system, deliver learning and development programmes, and further develop the use of the system to meet the growing levels of demand and complexity. It was proposed that the fixed-term FTE posts of 1 Team Leader and 1 Performance and Support Officer be made permanent.

Information was also provided on the:-

- ◆ requirement to strengthen the leadership arrangements for the Community Alarm Responder Service by establishing 1 FTE post of Team Leader
- ◆ additional pressures on locality services and the requirement to address an equity issue within the Clydesdale locality by establishing a 0.5 FTE post of Team Leader
- ◆ importance of the role of a fixed-term Operations Manager within the Service and the requirement to make this a permanent position

It was noted that 2 fixed-term posts within the Service would be coming to an end, therefore, the overall number of posts would not increase.

It was, therefore, recommended that the following posts be added to the establishment on a permanent basis:-

- ◆ 1 FTE post of Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£44,089 to £48,250)
- ◆ 1 FTE post of Project Governance Co-ordinator on Grade 4, Level 2–5, SCP 82-88 (£44,089 to £48,250)
- ◆ 1 FTE post of Project Officer on Grade 3, Level 2, SCP 63-65 (£33,651 to £34,618)
- ◆ 1 FTE post of Team Leader (Total Mobile) on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 1 FTE post of Performance and Support Officer (Total Mobile) on Grade 3, Level 2, SCP 63-65 (£33,651 to £34,618)
- ◆ 1 FTE post of Team Leader (Alert) on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 0.5 FTE post of Team Leader (Clydesdale) on Grade 3, Level 8, SCP 79-80 (£21,096 to £22,977)

The cost of the proposals amounted to £358,886, £63,473 of which was currently available within the Care at Home staffing budget. It was proposed that £295,411 be transferred from the external Care at Home budget to provide the remaining funding, as outlined in the report.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the proposals outlined in section 4 of the report with regards to staffing and infrastructure capacity be approved; and

- (3) that the post conversions and additions to Social Work Resources' establishment, as outlined in section 5 of the report, be approved.

[Reference: Minutes of 2 June 2021 (Paragraph 15) and 9 February 2022 (Paragraph 8)]

Councillor Watson left the meeting during this item of business

In terms of Standing Order No 14, the Chair adjourned the meeting at 12.00 noon for a 10 minute period. The meeting reconvened at 12.10pm. Councillor Falconer was not present when the meeting reconvened

14 Strengthening Community Alarm Digital Capabilities

A joint report dated 19 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to recruit a Digital Alarm Implementation Team to the Council's Analogue to Digital Telecare Programme and to support the Community Alarm Service redesign and Analogue to Digital (A2D) programme.

The Public Switched Telephone Network (PSTN) in the UK was due to be switched off in 2025, requiring home phones to have an internet-based digital connection instead of a traditional copper-wire landline. Of the approximately 9,000 Community Alarm service users in South Lanarkshire, around 7,000 had dispersed analogue alert alarms in their homes which helped them to live safely and well at home for longer. The analogue alert alarms would not be compatible with a digital connection and required to be replaced with compatible digital telecare alarms and peripherals to ensure that Community Alarm service users continued to receive a reliable and safe service.

The migration of telecom customers to digital voice over internet protocol products had already begun and was anticipated to accelerate significantly over the coming months. Approximately 500 digital alert alarms had already been installed in South Lanarkshire Community Alarm service users' homes as a result of the migration to digital products.

The current arrangement was for the assistive Technology Enabled Care (TEC) team to programme the required digital alarms which were then installed by the contracted assistive technology installer (Care and Repair). However, this arrangement was not sufficient to support the scale of programming, installation and monitoring required for a further 6,500 digital alert alarms. To support this work, it was proposed that the following posts be added to the Social Work Resources' staffing establishment for a fixed term period of 23 months:-

- ◆ 4 FTE posts of Technology Assistant on Grade 1, Level 1-2, SCP 20-23 (£18,322 to £19,125)
- ◆ 2 FTE posts of Digital Telecare Assistant on Grade 2, Level 2-4, SCP 55-57 (£29,837 to £30,749)

Further analysis had identified that there would be a gap in programming and monitoring capability out of hours and over weekends, resulting in programming, installing and monitoring of digital alarms only occurring Mondays to Fridays during working hours. Consequently, to ensure a sustainable 7 days' working arrangement, it was proposed that the following posts be added to the Social Work Resources' staffing establishment for a fixed term period of 23 months:-

- ◆ 2 FTE posts of Digital Telecare Assistant on Grade 2, Level 2-4, SCP 55-57 (£29,837 to £30,749)

The Health and Social Care Partnership had also secured £0.015 million from the Scottish Government Technology Enabled Care funding to part-fund a fixed term post to lead the redesign of the Community Alarm Service, as outlined in the report, and it was proposed that the following post be added to the Social Work Resources' staffing establishment for a fixed term period of 23 months:-

- ♦ 1 FTE post of Project Manager on Grade 4, Level 2-5, SCP 82-88 (£44,089 to £48,250)

The costs of the proposals would be met from the Scottish Government Technology Enabled Care funding, capital funding approved from the A2D programme and slippage from the Home First programme, as detailed in the report.

The Committee decided:

- (1) that the contents of the report be noted;
- (2) that the staffing proposals, outlined in Section 4 of the report, be approved; and
- (3) that the additions to Social Work Resources' staffing establishment, as outlined in Section 6 of the report, be approved.

15 Enhancing Improvement Support

A joint report dated 18 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on enhancing improvement support for the work of the Health and Social Care Partnership (HSCP) to transform its Social Care model and deliver the ambitions of the Integration Joint Board's (IJB) Strategic Commissioning Plan (SCP).

The IJB had recently approved its new 3-year SCP which would ensure that resources were directed to meeting the IJB's key strategic outcomes. This Plan continued the work of the Partnership to focus on themes including prevention, early intervention and supporting people to live as well as they could and as independently as they could.

There had been a whole system approach to the redesign of service where, for example, the existing review work on Residential Care Homes, Day Services, Care at Home and Care Management teams all interacted to deliver a balanced, outcome-focused Social Work and Social Care model. Whilst the Partnership had been able to identify some project capacity to support its change programme, it had been overly reliant on existing operational managers to set aside time to support the change and improvement work.

This review and transformation activity required to be sustained for the foreseeable future and there was an ongoing need to invest in job roles which supported this critical activity. As part of this work, it was proposed that the HSCP establish a fixed term, part-time 'business expert' role to support the leadership and co-ordination of the social care elements of the improvement and transformation programme. The role would have a particular focus on service user, carer and staff engagement in relation to change processes.

The Project Team resource, which was supporting the development and implementation of the Care Facility at Blantyre, was fixed-term until September 2022. This Team currently comprised of a Project Governance Co-ordinator, 2 Planning and Development Officers and an administration resource. The Team had provided the theoretical and practical project management support to the Blantyre development. As it was unclear what future phases of this programme would consist of and the fact that there was a significant change agenda, it was proposed that the Project Governance Co-ordinator post be maintained to support Senior Management Team priorities, particularly given the experience gained by the individual in this complex project. The remaining staff within this team would return to their substantive posts, post September 2022.

It was, therefore, proposed that the following posts be established for a fixed term period of 2 years:-

- ◆ 0.6 full-time equivalent (FTE) post of Service Manager (Improvement) on Grade 5, Level 8, SCP 107-108 (£64,017 to £64,984)
- ◆ 1 FTE post of Project Governance Co-ordinator on Grade 4, Level 2-5, SCP 82-88 (£44,089 to £48,250)

The costs of the staffing proposals would be met from the Health and Social Care Partnership's Change fund, the aim of which was to support activity that enabled change to occur.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the posts, as detailed in Section 4 of the report, be added to the Social Work Resources' staffing establishment for a fixed term period of 2 years.

16 Enhancing Multi Agency Public Protection Arrangements (MAPPA) Support Capacity

A joint report dated 19 August 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the capacity requirements of the Multi Agency Public Protection Arrangements (MAPPA).

MAPPA was a pan-Lanarkshire Service with 2 full-time equivalent (FTE) administration posts that supported MAPPA Level 2/3. Those posts were jointly funded by North and South Lanarkshire Councils.

There had been a 20% increase in MAPPA meetings since the start of the Covid-19 pandemic, and since April 2020, there had been a steady increase each quarter which was partly due to courts being closed and groupwork meetings being suspended. This increase had significantly impacted on the capacity of the administration team. Whilst this had settled down slightly, since the easing of restrictions, an analysis of historic trends suggested that there would continue to be increased demand in this area of 5.5% per annum.

The impact of the increases had resulted in longer timescales in returning minutes to key officers for approval and distribution. In turn, this had a wider impact on ensuring protection plans were up to date and being actioned to manage risk. To manage this in the short-term, temporary additional capacity had been re-directed from other areas of the administration service, but this was now beginning to have wider impacts across the service, for example with backlogs with other statutory minute taking functions. In providing a sustainable way forward, permanent additional resources required to be identified, given the consistent increase in demand over time.

It was proposed, therefore, that an additional post of 0.5 Clerical Assistant on Grade 1, Level 4, SCP 30–31 (£21,096 to £21,406) be established.

The funding for this post would be met from the Section 27 budget and would be a 50/50 share of costs between North and South Lanarkshire Council.

The Committee decided:

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

17 Blantyre Care Development – Progress Update

A report dated 7 September 2022 by the Director, Health and Social Care was submitted on the progress of the new care facility and technology enabled housing in Blantyre.

As part of the Council and South Lanarkshire Integration Joint Board's (IJB) long-standing commitment to improving later life for adults and older people, and to meet the future needs and wishes of the people, work had been ongoing to develop technology enabled houses and a new care facility based within Blantyre.

All of the technology enabled homes had been allocated to service users throughout the first half of this year and it was anticipated that the care facility would be fully operational by January 2023. Details were provided on the:-

- ◆ technology enabled homes
- ◆ intermediate care beds
- ◆ centre of excellence

It had been proposed that the new care facility be named Blantyre LIFE, however, following discussion, Councillor Allison, seconded by Councillor Nelson, proposed that a consultation exercise be held with the local community and local elected members on the name of the care facility. This was agreed unanimously.

The Committee decided:

- (1) that the progress made to date on the development of the Blantyre care facility be noted; and
- (2) that a consultation exercise be held involving the local community and local elected members on the name of the care facility.

18 Social Work Resource Plan 2022/2023

A report dated 19 August 2022 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2022/2023.

Details were provided on the Resource Plan for 2022/2023, attached as Appendix 1 to the report, which outlined the:-

- ◆ key areas of focus for the year ahead
- ◆ Resource outcomes

- ◆ measures and actions
- ◆ resourcing of the Plan

The Resource had established a number of outcomes to support the delivery of the Connect priorities in 2022/2023. In line with the Council's performance management arrangements, a mid-year (Quarter 2) and end of year (Quarter 4) progress report on actions identified in the 2022/2023 Resource Plan would be submitted to future meetings of the Committee.

The Committee decided: that the Social Work Resource Plan for 2022/2023 be noted and uploaded to the Council's website.

[Reference: Minutes of the Executive Committee of 24 August 2022 (Paragraph 8)]

19 Community Payback Annual Report 2020/2021

A report dated 5 July 2022 by the Director, Health and Social Care was submitted on the Community Payback Order (CPO) Annual Report 2020/2021.

The CPO Annual Report 2020/2021, attached as Appendix 1 to the report, had been submitted to the Scottish Government in March 2022.

The Community Justice Scotland Summary Report 2020/2021, which provided a summary of local authority annual reports on CPOs, had been laid before Parliament on 30 March 2022. Within the Summary Report, South Lanarkshire's Unpaid Work (UPW) Service was highlighted for its work on survival blankets for homeless people and the hot meal service.

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

20 Care Inspection Updates for Registered Services

A report dated 19 August 2022 by the Director, Health and Social Care was submitted providing an update on inspections that had been undertaken by the Care Inspectorate on registered social work services.

South Lanarkshire had 39 registered services, which included 6 care homes for older people, 13 day centres for older people, 6 adult lifestyles centres, 1 adult community support service, 6 care homes for children and young people, 3 child and family services (fostering, adoption and support carers) and 4 home care services.

Since the last report to Committee, 3 in-house residential facilities for older people had been inspected, with 6 care homes for children and young people having unannounced inspections. The grading of those inspections were outlined in the report.

Since an Improvement Notice had been put in place, the Care Inspectorate had also undertaken 2 inspections of Hamilton and Rutherglen Care at Home services, with both inspections resulting in improvement and grades being increased. The Improvement Notice had since been lifted.

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

[Reference: Minutes of 10 November 2021 (Paragraph 8)]

21 Joint Inspection of Adult Support and Protection

A report dated 19 August 2022 by the Director, Health and Social Care was submitted providing information on the timetable and progress made on preparations for the forthcoming Joint Inspection of Adult Support and Protection.

A national 2-year programme of Joint Inspection of Adult Support and Protection was announced by the Scottish Government in 2019 to seek assurance that adults at risk were protected by existing local and national arrangements, and to identify areas for further improvement if necessary.

The inspection programme had faced significant delay as a consequence of the Covid-19 pandemic. 11 inspections had now been completed and it was anticipated the programme would conclude in July 2023.

Details were provided on the timetable for inspection which had been reduced from a 20 week timeframe to 13 weeks as a result of the pandemic. The inspection would also be virtual with communication and case file reading conducted via a secure data sharing IT system.

Preparations for the inspection had continued throughout the pandemic, taking cognisance of service pressures for each of the partners. A programme of self-evaluation had provided valuable feedback from staff, service users and the wider community. A draft position statement document had been produced and provided a clear statement of progress and an overview of the partnership's strengths and areas for improvement.

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

22 Rates and Charges for Care Services for 2022/2023

A report dated 26 July 2022 by the Director, Health and Social Care was submitted providing an update on the 2022/2023 rates and charges for care services.

Each year, Social Work Resources was required to confirm the rates and charges that would be adopted for residential, nursing, supported living, non-residential care services and care at home services. The rates to be charged to other local authorities for care services must also be set.

In recognition of the need to implement contractual uplifts in 2022/2023 without delay to providers, the Social Work Resources Committee, at its meeting on 9 February 2022, authorised the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care to agree the following rates, as detailed in the report:-

- ◆ Care at Home, Supported Living, Day Care and Integrated Care Facilities
- ◆ Residential and Nursing Care through the National Care Home Contract
- ◆ Residential services outwith the National Care Home Contract

In March 2022, the Scottish Government and COSLA approved a national living wage uplift for contractual hourly rates paid to adult social care providers in accordance with the increase to the real living wage.

The Committee decided:

- (1) that the revised rates and associated arrangements to Residential and Nursing Care rates, as detailed in Section 4 of the report, be noted;
- (2) that the revised Nursing and Residential Respite charges, as detailed in Section 5 of the report, be noted;

- (3) that the revised rates and associated arrangements for Care at Home, Supported Living and Day Care, as detailed in Section 6 of the report, be noted; and
- (4) that the arrangements for Non-Residential Charges, as detailed in Section 7 of the report, be noted.

[Reference: Minutes of 9 February 2022 (Paragraph 9)]

23 Notification of Contracts Awarded - 1 October 2021 to 31 March 2022

A report dated 9 August 2022 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 October 2021 to 31 March 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.

24 Urgent Business

There were no items of urgent business.