

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 7 February 2018

Chair:

Councillor John Bradley

Councillors Present:

Robert Brown, Archie Buchanan, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers (Depute), Fiona Dryburgh, Allan Falconer, Mark Horsham, Martin Lennon (*substitute for Councillor Cowie*), Katy Loudon, Joe Lowe, Catherine McClymont, Hugh Macdonald, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, Bert Thomson, Margaret B Walker, Jared Wark, David Watson

Councillors' Apologies:

Margaret Cowie, Mary Donnelly, John Ross (ex officio)

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); E McPake, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer

Health and Social Care/Social Work Resources

V de Souza, Director; C Brown, Performance and Planning Manager; D Dobbie, Children and Justice Service Manager; B Hutchinson, Head of Health and Social Care; P McCormack, Service Development Manager; L Purdie, Head of Children and Justice Services

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 15 November 2017 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 2017/2018

A joint report dated 15 December 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 8 December 2017 against budgeted expenditure for 2017/2018 for Social Work Resources, together with a forecast for the year to 31 March 2018.

As at 8 December 2017, there was an overspend of £0.613 million on Social Work Resources' revenue budget, with a forecast of a potential overspend of £0.924 million at 31 March 2018. The overspend was due to an increased demand for social care services. The previous level of overspend had been reduced due to the receipt of a higher level of income than expected from user contributions for care home placements, a reduction in the level of external placements and the successful implementation of a recovery plan.

The position would continue to be closely monitored and work on the recovery plan would be ongoing to further minimise the level of overspend.

The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.613 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2018 of a potential overspend be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 15 November 2017 (Paragraph 3)]

4 Social Work Resources - Capital Budget Monitoring 2017/2018

A joint report dated 3 January 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 2017/2018 and summarising the expenditure position at 8 December 2017.

The Committee decided: that the report be noted.

[Reference: Minutes of 15 November 2017 (Paragraph 4)]

5 Social Work Resources - Workforce Monitoring - October and November 2017

A joint report dated 28 December 2017 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 October and November 2017:-

- ♦ 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 9 September 2017

The Committee decided: that the report be noted.

[Reference: Minutes of 15 November 2017 (Paragraph 5)]

6 Social Work Resources' Resource Plan 2017/2018

A report dated 18 January 2018 by the Director, Health and Social Care was submitted on the Social Work Resources' Resource Plan 2017/2018.

The Resource Plan for 2017/2018 outlined the:-

- ♦ objectives and actions for 2017/2018
- ♦ capital and revenue resources for 2017/2018
- ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a progress report on actions identified in the 2017/2018 Resource Plan would be submitted to a future meeting of the Committee.

The Committee recommended to the Executive Committee: that the Social Work Resources' Resource Plan for 2017/2018 be approved.

[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 7) and South Lanarkshire Council of 6 December 2017 (Paragraph 3)]

7 Under 12's Intensive Family Support Service

A joint report dated 27 December 2017 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposed changes to the Social Work Resources' Children and Family Services' staffing establishment.

There were approximately 3,300 open cases within Children and Family Services at any given time. This included both statutory cases such as child protection, children who were formally looked after and accommodated, youth justice and children affected by disabilities, and those families who were working with services informally.

Whilst there was currently service provision for children under the age of 5 and over the age of 12, there was a gap in service provision for those aged between 5 and 12 years. Although there was support provided by Social Workers, wrap around support remained unmet.

A pilot project had been established providing intensive family support for under 12s. The findings of the pilot had been very positive and the project had helped a number of children to remain in the community with their families. The pilot evidenced that early intervention with vulnerable families empowered parents and built resilience to help families work through their difficulties and use their positive experience to problem solve in the future.

A consultation had been undertaken with partners to consider the needs of children aged between 5 and 12 years and various gaps in service provision were identified.

It was proposed to create a specialised under 12's Intensive Family Support Service by re-aligning the Children and Families' Home Care budget for the Lone Parent Support Project based in Hamilton and the Befriending Project in Rutherglen. This, together with funding from the Alcohol and Drug Partnership, would be used to develop the under 12's Intensive Family Support Service which would have the capacity to react to service demand and provide the specialist support required.

To support the service re-design, the following establishment changes were proposed:-

- ◆ establish 1 Full-time Equivalent (FTE) post of Team Leader on Grade 3, Level 8, SCP 75-80 (£35,841 to £38,615)
- ◆ establish 8 FTE posts of Family Support Worker on Grade 2, Level 1-4, SCP 32-57 (£18,979 to £27,446)
- ◆ establish 1.5 FTE posts of Family Support Worker on Grade 2, Level 1-4, SCP 32-57 (£18,979 to £27,446) for a fixed term of 3 years
- ◆ establish 0.5 FTE post of Clerical Assistant on Grade 1, Level 1-3, SCP 19-27 (£7,701 to £8,677)
- ◆ delete 1 FTE post of Resource Worker on Grade 3, Level 2, SCP 50-65 (£24,782 to £30,914)
- ◆ delete 1 FTE post of Information Worker on Grade 2, Level 2, SCP 36-40 (£20,183 to £21,388)

- ♦ delete 1 FTE post of Project Co-ordinator on Grade 3, Level 2, SCP 50-65 (£24,782 to £30,914)

The cost of the service re-design would be met from existing resources.

The Committee decided:

- (1) that the establishment of an under 12's Intensive Family Support Service be approved; and
- (2) that the establishment changes, as detailed in the report, be approved.

8 Substance Misuse Services - Review of Funded Establishment

A joint report dated 12 January 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on a review of the Council's Substance Misuse Service (SMS).

As part of its review of the National Drugs Strategy, the Scottish Government had recommended the adoption of a 'seek, treat and keep' approach to service delivery. This model would be facilitated by the introduction of a new National Drug and Alcohol Information System (DAISy) on 1 August 2018. This required the entry of client identifiable information and followed the client through their treatment pathway.

At its meeting on 8 March 2017, the Council's Executive Committee agreed the establishment of an Integrated Substance Misuse Operations Manager post to work across Health and Social Work. The Integrated Manager undertook a review of the current models of delivery across both services, namely, the Council's SMS and NHS Lanarkshire's Alcohol and Drug Service (LAaDs).

The findings of the review were that the current model of service delivery was fragmented and did not always provide a holistic assessment of need or a clear treatment or care pathway. Integrating SMS and LAaDs into one service, the Community Addiction Recovery Service (CAReS), would streamline referrals, reduce waiting times, reduce barriers to treatment and improve retention rates. It also had the potential to reduce duplication which would increase capacity for outreach work.

To support the service re-design, the following establishment changes were proposed:-

- ♦ maintain 2 Full-time Equivalent (FTE) posts of Team Leader on Grade 3, Level 8, SCP 75-80 (£35,841 to £38,614)
- ♦ increase the number of FTE posts from 5 to 7 of Social Worker on Grade 3, Level 2-4, SCP 55-74 (£26,643 to £35,311)
- ♦ delete 3 FTE posts of Resource Worker on Grade 3, Level 2, SCP 55-65 (£26,643 to £30,914)
- ♦ increase the number of FTE posts from 9 to 10 of Substance Misuse Worker on Grade 2, Level 4, SCP 50-57 (£24,782 to £27,447)
- ♦ reduce the number of FTE posts from 6 to 5 of Social Work Assistant on Grade 2, Level 2-3, SCP 36-48 (£20,183 to £24,070)

The cost of the service re-design would be managed within the current budget allocation for the SMS.

The Committee decided:

- (1) that the integration of South Lanarkshire's Substance Misuse Service (SMS) and NHS Lanarkshire's Alcohol and Drug Service (LAaDs) into a single Community Addiction Recovery Service (CAREs) be approved; and
- (2) that the proposed establishment changes to reflect the operational requirements of the new Service, as detailed in the report, be approved.

[Reference: Minutes of the Executive Committee of 8 March 2017 (Paragraph 23)]

9 Community Payback Orders' Annual Report 2016/2017

A report dated 15 January 2018 by the Director, Health and Social Care was submitted on the Annual Report on the operation of Community Payback Orders (CPOs).

The Annual Report, which was attached as an appendix to the report, reflected the broad range of activities and projects undertaken across South Lanarkshire over the last financial year. Recipients of work undertaken had also contributed to the report, reflecting the positive impact the projects had on people's lives and communities.

The introduction of the Community Justice (Scotland) Act 2016 had led to the establishment of Community Justice Scotland, a non-departmental public body funded by and accountable to Scottish Ministers. The Annual Report now required to be submitted to Community Justice Scotland. The 2016/2017 Annual Report was submitted by the required deadline of 31 October 2017.

All CPO Annual Reports would be made available on the Scottish Government website and the South Lanarkshire report would also be made available on the Council's website.

An overview was provided on the Unpaid Work Service within Social Work Resources' Justice Services which delivered the conditions of CPO requirements.

The Committee decided: that the report be noted.

[Reference: Minutes of 3 February 2016 (Paragraph 7)]

Councillor Burns left the meeting during this item of business

10 Youth Sentencing Court

A report dated 12 January 2018 by the Director, Health and Social Care was submitted on the piloting of a Youth Sentencing Court for a period of 18 months for 16 to 21 year olds at Hamilton Sheriff Court.

Social Work Resources' Justice Services was committed to the Whole System Approach which was a Scottish Government programme for addressing the needs and managing the risks of young people involved in offending. This approach required practitioners to work together to support young people and take early action rather than becoming involved once a situation had reached crisis point.

Many young people appearing before the adult court struggled to comply with statutory orders, resulting in breaches of orders and young people being placed in custody. Justice Services had been working in partnership with the Court Service to explore options to reduce reoffending and the use of custody for young people aged between 16 and 21 years.

The Council had been awarded Scottish Government funding of £219,999, for a period of 18 months, to improve employability outcomes for young people involved in offending behaviour. Following consultation between North and South Lanarkshire Justice Services and the Sheriff Principal, it was decided to pilot a Youth Sentencing Court for young people aged between 16 and 21 years. A dedicated court would sit bi-monthly at Hamilton Sheriff Court and have 2 dedicated Sheriffs.

Details were provided, in the appendices to the report, on the statutory disposals currently available, together with the model and structure of support provided by the Youth Sentencing Court which would take the form of Structured Deferred Sentences.

The University of the West of Scotland's Criminal Justice Department had agreed to evaluate the pilot over an 18 month period to provide an independent appraisal of the effectiveness of the Youth Sentencing Court.

The Committee decided: that the piloting of a Youth Sentencing Court for a period of 18 months for 16 to 21 year olds at Hamilton Sheriff Court be noted.

[Reference: Minutes of the Executive Committee of 6 December 2017 (Paragraph 9)]

11 Update of Social Work Resources' Risk Register and Risk Control Plan

A report dated 27 December 2017 by the Director, Health and Social Care was submitted on the systems and controls in place within Social Work Resources to control risks.

The Resource had followed Council guidance in developing, monitoring and updating their 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 risks were scored in accordance with the Council's scoring mechanism which scored risks based on likelihood and impact of risk. This had resulted in risks being scored between 1 to 9 (low to high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

The Risk Register had been developed and was monitored on an ongoing basis to add any new risks and to review the scores of existing risks. The main change to the Social Work Resources' register was the inclusion of the Historic Child Abuse Inquiry as one of the top risks.

There were 6 residual risks identified within the Resource as falling within the high category score of 7 to 9. Those risks were also contained within the Council's Top Risk Register and were monitored closely.

The top 6 risks for the Resource were detailed in Appendix 1 to the report.

A separate Risk Register and Risk Management Strategy for Health and Social Care Integration had been developed and reported to the Performance and Audit Sub-Committee of the Integration Joint Board.

The Committee decided: that the systems and controls in place to monitor the identified risks within Social Work Resources be noted.

[Reference: Minutes of 23 November 2016 (Paragraph 7)]

Councillors Nelson and Thomson left the meeting during this item of business

12 Urgent Business

There were no items of urgent business.