

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Microsoft Teams on 2 June 2021

Chair:

Councillor John Bradley

Councillors Present:

Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Eric Holford, Councillor Mark Horsham, Councillor Katy Loudon, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Carol Nugent, Councillor Margaret B Walker, Councillor David Watson

Councillors' Apologies:

Councillor Joe Lowe, Councillor Richard Nelson, Councillor John Ross (ex officio)

Attending:

Finance and Corporate Resources

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

Health and Social Care/Social Work Resources

I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); D Dobbie, Service Manager (Children and Justice); M Hayward, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride); R Hutchingson, Team Leader; M Kane, Service Development Manager; S McNeill, Home Care Service 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 17 March 2021 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 2020/2021

A joint report dated 29 March 2021 by the Executive Director (Finance and Corporate Resources) and the Director, Health and Social Care was submitted comparing actual expenditure at 26 February 2021 against budgeted expenditure for 2020/2021 for Social Work Resources, together with a forecast of the position for the year to 31 March 2021.

At 26 February 2021, there was an overspend position of £0.309 million against the phased budget. The financial forecast to 31 March 2021 was an overspend position of £0.379 million. Continued additional costs incurred in relation to Covid-19, totalling £16.444 million, were detailed separately in Appendix B to the report.

The Resource had also experienced a reduction in income of £1.4 million from services not provided as a result of Covid-19, as detailed in Appendix D to the report. To date, total additional costs to the Council as a result of Covid-19 were £17.844 million, with £12.606 million received from the Scottish Government through the Social Care Mobilisation Plan. A further £5.235 million would be required to meet the spend incurred and invoices had been raised for those amounts.

The overspend forecast at 31 March 2021 of £0.379 million all related to additional Covid-19 expenditure for Children and Family Services. This would not be funded by the Scottish Government through its Mobilisation Plan as those services were not delegated to the Integration Joint Board.

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

The Committee decided:

- (1) that the overspend position on Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2021 of an overspend position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 17 March 2021 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2020/2021

A joint report dated 12 May 2021 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 2020/2021 and summarising the expenditure position at 26 February 2021.

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

The Committee decided:

- (1) that the Social Work Resources' capital programme of £0.844 million, and expenditure to date of £0.100 million, be noted; and
- (2) that the projected outturn of £0.587 million be noted.

[Reference: Minutes of 17 March 2021 (Paragraph 4)]

Councillor Brogan entered the meeting during consideration of this item of business

5 Social Work Resources – Workforce Monitoring – January to March 2021

A joint report dated 26 April 2021 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 January to March 2021:-

- ◆ 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 13 March 2021

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 17 March 2021 (Paragraph 5)]

6 Social Work Resource Plan 2021/2022

A report dated 14 May 2021 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2021/2022.

Details were provided on the Resource Plan for 2021/2022, attached as Appendix 1 to the report, which outlined the:-

- ◆ key areas of focus for the year ahead
- ◆ objectives and 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 2021/2022 which were detailed in Appendix 2 to the report. In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2021/2022 Resource Plan would be submitted to a future meeting of the Committee.

Officers responded to members' questions.

The Committee decided: that the Social Work Resource Plan for 2021/2022 be noted and uploaded to the Council's website.

[Reference: Minutes of the Executive Committee of 28 April 2021 (Paragraph 6)]

7 Care and Support Service Review and Re-design

A report dated 23 April 2021 by the Director, Health and Social Care was submitted advising of the progress of the Care and Support Service Review and Re-design.

South Lanarkshire Health and Social Care Partnership provided a Care and Support Service to adults with a learning disability to enable them to live safely in their own homes in the community. The 'Same as You' national learning disability strategy was implemented during the period 2000 to 2012. The Care and Support Service arrangements had changed little since its inception in 2004.

The Review commenced in 2019 and, as part of good governance and transparency, a Review Group was established. The Group was led by the Head of Health and Social Care and included multi-disciplinary professional stakeholders, both internal and external.

All areas of the Service were within the scope of the Review, including but not limited to:-

- ◆ service user profiling including robust review and re-assessment of complexity of care needs, dependency levels, choices, preferences and natural relationships
- ◆ current and future requirements of the Service, business continuity and workforce planning, including staffing structure and Working Time Directive
- ◆ legal powers (Guardianship)
- ◆ mapping the housing support model in tandem with service users' care and support needs and costs
- ◆ the costs of the Service and an opportunity to release financial efficiencies

Information was provided on the challenges facing the Service around changing demographics and service user profiles, together with opportunities to enhance and make the Service safe, effective and person centred.

It was proposed that the next stage of the re-design process would be based around the following recommendations:-

- ◆ care planning required to be led by Self-directed Support (SDS) principles
- ◆ support plans should be configured within the person's SDS budget to meet outcomes and not be service led
- ◆ the Service Specification should be updated
- ◆ further review was required of existing physical assets to potentially maximise and use void tenancies which could offer individuals the opportunity to live with peer groups and friends whilst maximising their independence
- ◆ work with Housing colleagues to work towards a Core and Cluster housing model
- ◆ complete reviews of those service users with specialist and/or complex care needs to support informed choices about how to best deliver their care requirements
- ◆ conclude Adults with Incapacity processes for relevant service users
- ◆ consult on a review of shift patterns
- ◆ introduce assisted technology proportionately to support care requirements

It was anticipated that it would take 3 years to fully implement the recommendations and this would be completed in 2 phases. Further consultation and engagement with service users and stakeholders would be undertaken in relation to the recommendations.

Officers responded to members' questions.

The Committee decided:

- (1) that the findings of the Care and Support Service Review and Re-design be noted; and
- (2) that the next phase of the development of the Care and Support Service Review and Re-design process be approved.

8 Promise Posts

A joint report dated 13 May 2021 by the Director, Health and Social Care and Executive Directors (Education Resources) and (Finance and Corporate Resources) was submitted:-

- ◆ providing an update on the implementation of the recommendations of the Independent Care Review
- ◆ advising of the funding secured to fund The Promise posts

The Independent Care Review was “an independent, root and branch review of Scotland’s care system” and had been built on 5 foundations of voice; family; care; people; and scaffolding. Those foundations must be at the heart of how Scotland thought, planned and prioritised for its children and families.

The Review had been published in the following 6 sections and an implementation framework was expected by the end of the year:-

- ◆ The Promise: outlined what Scotland must do to make sure its most vulnerable children felt loved and had the childhood they deserved
- ◆ The Plan: explained how this change must happen
- ◆ The Money and Follow the Money: explained how Scotland could invest better in its children and families and explored the human and economic cost of failure in the current care system
- ◆ The Rules: demonstrated the current legislative framework and how it must change to achieve The Promise
- ◆ The Thank You: to the army of thousands who had contributed to the Care Review

The Corporate Parenting Strategy Group had been developing a Champions Board approach, co-designed with the network of care experienced young people supported by Who Cares? Scotland, who had been commissioned to support its development. This approach would create forums for care experienced young people to meet with key decision makers, service leads and elected members to influence and be a part of the design and delivery of services which directly affected them.

To build relationships and engage with a range of key stakeholders, it was proposed to establish 2 full-time equivalent (FTE) posts, for a fixed-term period of 12 months, of Development Worker (Promise) on Grade 2, Level 2-4, SCP 39-57 (£23,139 to £30,147).

The costs of the posts would be met from funding from NHS Lanarkshire and the Mental Health and Wellbeing monies for financial years 2021/2022 and 2022/2023.

These 2 new posts, supported by sessional workers, would be part of the Social Work team and they would be line managed jointly with Who Cares? Scotland.

The Committee decided:

- (1) that the progress across the Partnership with the implementation of the Independent Care Review recommendations be noted; and
- (2) that the additions to the Social Work Resources’ staffing establishment, as detailed in the report, be approved.

9 Additional Counselling Post

A joint report dated 14 May 2021 by the Director, Health and Social Care and Executive Directors (Education Resources) and (Finance and Corporate Resources) was submitted advising of the funding secured through the mental health and wellbeing grant from the Scottish Government to fund an additional counselling post to be aligned to family support services.

The Independent Care Review carried out a root and branch review of Scotland’s care system from 2017 to 2020. The review concluded in March 2020 and produced an ambitious vision entitled ‘The Promise’. The Review concluded that transformation could only be made by understanding the full extent of what it meant to experience care and by placing love at the heart of the system.

Children and Justice Services were currently reviewing how they could meet the challenge to support even more of the most distressed young people stay within their communities. Aligning therapeutic input to the family support model would enhance the team's ability to understand and work alongside families differently and support a family's ability to overcome the issues they faced, helping families and children to recover from those adverse experiences.

It was proposed that 1 full-time equivalent (FTE) post of Counsellor on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779) be added to the Social Work Resources' staffing establishment for a fixed-term period of 23 months.

The costs would be met from the Mental Health and Wellbeing funding. South Lanarkshire Council had received a share of the national £15 million for 2021/2022 with the expectation, within the constraints of the annual spending review process, that funding would continue.

The Committee decided:

- (1) that the importance of building capacity within the family support model by providing additional therapeutic counselling be noted; and
- (2) that 1 FTE post of Counsellor be added to the Social Work Resources' staffing establishment for a period of 23 months, as detailed in the report.

10 Additional Non-Recurring Section 27 Funding to Address the Backlog in Justice Social Work Delivery Due to the Pandemic

A joint report dated 11 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted:-

- ♦ providing an update on the additional funding allocated to Justice Services and the third sector to address the backlog and projected increase in demand for Justice Services
- ♦ outlining the proposed expenditure in South Lanarkshire Council to reduce the backlog and increased demand on the Justice Social Work Service provision that had arisen due to Covid-19
- ♦ outlining the breakdown in expenditure to the third sector to support the recovery plan

Mapping, undertaken by the Justice Board at the Scottish Government, identified that the backlog generated by the pandemic might take a decade to clear. The backlog had adversely impacted on the delivery of business in all aspects of the justice system, including the Crown Office and Procurator Fiscal Service (COPFS), Scottish Courts and Tribunal Service (SCTS), and Justice Social Work Services. The Justice Board had also indicated that the pandemic had an adverse impact on the Scottish Prison Service who reported an increase in the volume of persons remanded to and/or sentenced to custody over the past year. The national Justice Strategy emphasised the importance of early intervention, prevention and reducing and managing high risk behaviours.

Nationally, due to Level 4 restrictions and public health guidance, the Unpaid Work Service had been unable to deliver a service in the regular manner to persons sentenced to this disposal by the court between March 2020 and April 2021. The introduction of The Community Orders (Coronavirus) (Scotland) Regulations 2020, updated in 2021, had enabled the legal extension of Orders by a 12-month period and reduced the backlog in hours by 35% with certain conditions attached, excluding for example, sexual or domestic abuse offences. On 8 April 2021, with the reduction of 35% in Orders, there was a backlog of 52,000 hours. The backlog was reported on and monitored at a national level. The local backlog in hours was consistent with the national picture in accordance with the size of the locality.

Information was provided on the work carried out to reduce the backlog in the following areas:-

- ◆ Unpaid Work Service
- ◆ the Caledonian Programme
- ◆ Drug Treatment and Testing Orders
- ◆ Moving Forward Making Changes
- ◆ Court Social Work Services

It had been recognised that existing capacity and skill-mix from a support services perspective for Justice Services required to be re-considered given the increasing number of national strategic agendas for Justice Services. It was proposed, therefore, to convert, on a permanent basis, an existing Planning and Development Officer post on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,799) to a Planning and Performance Manager post on Grade 4, Level 2-5, SCP 82-88 (£43,651 to £47,776), to provide additional leadership capacity.

Due to the non-recurring nature of the funding, it was further proposed to establish the following posts on a fixed-term basis for a period of 9 months:-

- ◆ 5 full-time equivalent (FTE) posts of Social Worker on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)
- ◆ 6 FTE posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147)
- ◆ 1 FTE post of Senior Practitioner on Grade 3, Level 8, SCP 79-80 (£41,771 to £42,410)
- ◆ 1 FTE post of Placement Coordinator on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147)

The costs would be met from the Scottish Government Justice Board who had been allocated an additional £40 million to address the backlog and new demand for Orders. South Lanarkshire Justice Social Work Services had been allocated funding of £0.742 million on a non-recurring basis to address this demand, of which a minimum of £0.130million must be spent on the third sector. The total cost of the proposals was £0.742 million, all of which would be funded from the additional monies allocated.

The Scottish Government had increased the funding to support collaborative working across Community Justice Partnerships from £50,000 to £62,500. This funding had been used for the Planning Officer post and would now fund the Planning and Performance Manager post.

The Committee decided:

- (1) that the additions to the Social Work Resources' staffing establishment on a fixed-term basis, as outlined in the report, be approved; and
- (2) that the additions to the Social Work Resources' staffing establishment on a permanent basis, as outlined in the report, be approved.

11 Overtime Reduction Update

A joint report dated 26 April 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted providing an update on overtime reduction proposals within Children's Residential Services.

The Council agreed to reduce overtime costs by £500,000 each year as part of the savings exercise for 2016/2017 and 2017/2018. Similarly, in 2018/2019 and 2019/2020, Resources were required to develop action plans that supported achievable savings and improved working arrangements, including replacing premium rate overtime with plain time. This would be achieved through employing additional staff, alternative ways of working and changes to terms and conditions, as appropriate.

South Lanarkshire had 6 residential children's houses which required to be staffed 24 hours per day. Staffing levels were maintained in accordance with minimal staffing, as stipulated by the registration requirements of the Care Inspectorate. Rotas required to accommodate annual leave, public holiday entitlement, staff training, sickness and flexible working arrangements such as reduced hours, flexible retirement, etc. Current staffing levels had resulted in overtime being used to address gaps generated by staff vacancies, sickness and annual leave as well as staff training.

An analysis of the overtime hours showed that, in total, an additional 25,000 hours were paid in 2019/2020, of which approximately 17,000 of those hours were attributable to vacant hours throughout the financial year. If all vacancies were filled and the service could maintain full establishment by creating a further 5.1 full-time equivalent (FTE) posts in the peripatetic team, there would be minimal requirement for overtime. Overall, there would be 10.1 FTE posts in the peripatetic support team.

The implementation plan would be to create a central residential support team, managed and co-ordinated by the Operations Managers for residential care, creating an identity of a centralised support service that offered cover for all types of absences and flexibility. The team members would not have a fixed location and would be deployed in a planned way to meet the demands created by absences. Annual Leave would be planned and taken in a co-ordinated way across establishments.

It was, therefore, proposed that 5.1 FTE posts of Residential Worker - Support Staff (flexible, days/nights) on Grade 2, Level 3 plus 4, SCP 46-57 (£27,105 to £31,870) be added to the Social Work Resources' staffing establishment.

The cost would be met through existing budgets and a reduction in overtime costs.

The Committee decided: that the additions to the Social Work Resources' staffing establishment, as outlined in the report, be approved.

12 Carers Fund – Increase to Establishment

A joint report dated 13 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the proposal to increase assessment and care management capacity to support the implementation of the Carers (Scotland) Act 2016, using Carers Fund monies.

There had been several changes to the legislation which underpinned Adult Care Services in recent years. Most recently, the Carers (Scotland) Act 2016 and the introduction of Free Personal Care for adults aged under 65 had followed on from the changes brought about by the Social Care (Self-directed Support) (Scotland) Act 2013. Along with demographic pressures, the cumulative impact had been an increase to both the demand and complexity of Assessment and Care Management services that were delivered by the Health and Social Care Partnership's (HSCP) 4 locality teams.

The HSCP was committed to ensuring that carers were supported effectively and there were several elements of improvement work which were intended to have a positive impact for carers. A key element of this was the relatively new contract with Lanarkshire Carers (previous known as Lanarkshire Carers Centre) and the development of stronger operational links. Lanarkshire Carers was undertaking Carers Support Plans for those with low to moderate needs and, thereby, allowing the Social Work team to focus on more complex situations. There was a Lanarkshire Carers' worker successfully linked with each of the 4 localities. Positive relationships between the HSCP and Lanarkshire Carers provided a strong base to build further improvement activity.

It was evident from engagement with Carers that significant frustrations related to timescales for accessing supports and the systems supporting this. The intention was to both improve access to supports which met needs and outcomes, along with ensuring resources were targeted effectively through a regular and effective review process. This was being matched by work to improve current systems pending the introduction of a more modern IT solution and further work to update information and guidance for both care managers and carers.

To help provide additional capacity to support the team to deliver the Council's statutory duties in relation to care management activity, it was proposed to establish an additional 16 full-time equivalent (FTE) posts of Social Work Assistant (Assessment and Review) on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147).

The cost of the proposal was between £609,872 and £628,512 and would be met from new funding from the Carers Fund.

The Committee decided: that the additions to the Social Work Resources' staffing establishment, as outlined in the report, be approved.

13 SWISPlus Replacement

A joint report dated 20 April 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted providing an update on the proposal to replace the Social Work and Social Care information system SWiSplus.

SWiSplus, the current system which supported the social care case recording in South Lanarkshire, had been in place since 1994. The system had been continually developed to take account of legislative changes and operational requirements with the support of the Council's IT Service, however, the system was now outdated in relation to modern electronic information systems and its effectiveness was limited.

Information was provided on the capital, revenue and project managements costs of implementing a new system, including the timescales involved and the establishment of a Project Implementation Team to be in place for up to 3 years. It was estimated that the total cost would be £2.484 million, however, exact costs would not be known until a full specification was in place and bids received from suppliers.

A multi-disciplinary project team would be required to lead and implement the proposals to secure maximum efficiency. The team would comprise of the following posts:-

- ◆ 1 full-time equivalent (FTE) post of Project Manager on Grade 4, Level 2-5, SCP 82-88 (£43,651 to £47,775)
- ◆ 3 FTE posts of Project Officer on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)
- ◆ 1 FTE post of IT Team Leader on Grade 3, Level 8, SCP 79-80 (£43,651 to £44,345)
- ◆ 3 FTE posts of IT Business Systems Engineer on Grade 3, Level 4, SCP 72–74 (£37,611 to £38,779)
- ◆ 0.5 FTE post of Finance Officer on Grade 3, Level 4, SCP 72–74 (£37,611 to £38,779)

In addition to the above posts, consideration should also be given to releasing or ring-fencing protected time for a member of the Senior Management Team (SMT) to oversee this project.

It was intended that the Council would borrow £2.6 million to fund the capital costs of the project, which would be presented to the Council's Executive Committee in June 2021 as part of the Capital Programme.

The cost of borrowing was estimated at £0.250 million per annum, to be paid back over a 10-year period. It was expected that, by moving to a new, modern system, there would be a number of hours of staff time that could be released (approximately 5 Social Worker posts) and it was proposed that those costs could be met by diverting those efficiencies. The reduction in staffing would be required from 2023/2024 when it was expected that the system would be nearing full implementation.

The Committee decided:

- (1) that the timescales identified at Section 5.3 of the report be noted;
- (2) that it be noted that the capital costs of the project would be included within the Capital Programme report to the Executive Committee in June 2021;
- (3) that the Project Team posts, as detailed at Section 5.6 of the report, be established, subject to the capital funding being approved by the Executive Committee; and
- (4) that the proposal in relation to reducing posts, as identified at Section 9 of the report, to support the re-payment of capital costs and ongoing revenue costs, be approved.

14 Self-directed Support – Direct Payments Monitoring Review

A joint report dated 24 May 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the requirement for additional resources to monitor and review direct payments (Self-directed Support Option 1).

The Council currently paid out approximately £7 million annually to supported persons who had chosen Self-directed Support (SDS) option 1 (direct payments). This sum would increase in future years as more people exercised this choice. Direct payments included a requirement for the Council to monitor and review the payments at specific periods. Information was provided on the statutory guidance related to the monitoring of direct payments and the types of monitoring arrangements that were necessary.

Audits had shown that the governance and monitoring of direct payments had not been consistently reviewed in line with existing policy and procedures. This was due to structural and staff changes within the Council, competing demands on Social Work frontline staff and a knowledge and skills gap. Further, as cases were transferred from the lead worker to the care coordination system, there was a reduced ability to oversee direct payment cases and the required monitoring arrangements.

The challenges of monitoring and reviewing direct payments had resulted in potential overpayments to supported persons, as well as limited visibility over excess funds building up in direct payment accounts. Early work had demonstrated that, where there had been increased oversight of cases, the potential to accrue funding back into the budget for redistribution to other areas of need was achievable. This work had been tested on a limited basis by the SDS Team and finance staff.

As a result of this, it was considered that the monitoring and review of direct payments should be the responsibility of the existing SDS Team, who would work collaboratively with fieldwork colleagues and provide a more forensic support and audit activity, incorporating a framework based on the CIPFA monitoring matrix.

The SDS Team consisted of a Fieldwork Manager, Finance Officer and Team Leader post. It was proposed to provide an additional resource through the re-alignment of current staff and the establishment of:-

- ◆ 0.8 full-time equivalent (FTE) post of Self-directed Support Adviser on Grade 4, Level 2-5, SCP 82-88 (£34,849 to £38,220)
- ◆ 1 FTE post of Self-directed Support Assistant on Grade 2, Level 3, SCP 46-48 (£25,640 to £26,425)

It was anticipated that the costs of the additional posts would be offset by the recovery of funds through an effective review of direct payments.

The Committee decided:

- (1) that the additions to the Social Work Resources' staffing establishment, as outlined in the report, be approved; and
- (2) that the funding outlined to meet the Service demands and the re-alignment of existing resources be noted.

15 Care at Home Service

A joint report dated 21 May 2021 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted advising of the implementation of the new electronic scheduling system within Care at Home Services.

Care at Home Services were pivotal in supporting older adults and people with long-term health conditions to live at home safely. The Service employed almost 1,000 people, who supported over 1,600 service users, undertaking over 25,000 visits per week. Due to changing demographics, the Service was increasingly supporting individuals with complex needs who required multiple supports each day, with the proportion of services delivered in evenings and at weekends increasing year to year as a result.

The scheduling of visits had been a challenge due to an outdated IT system. The current system, SWiSplus, had been in operation for over 25 years and while electronic, relied heavily on the manual scheduling of visits.

Prior to the pandemic, the Service had procured Total Mobile, a new, sector leading computer system that would transform and modernise the way the Service operated. Although the implementation of the system had been delayed due to the pandemic, a pilot had commenced in the Bothwell and Uddingston areas on 1 March 2021. The pilot had proved successful and exceeded expectations and work was now underway to extend the system to the remainder of the Hamilton locality. Following this, the system would be further extended to the Rutherglen/Cambuslang, Clydesdale and East Kilbride localities by the end of 2021.

The introduction of this new system provided an opportunity to transform the operations of the Service and address longstanding issues in relation to efficiency, transparency and staff and service user support. The supporting infrastructure had remained relatively static for almost 10 years and the model of service required to change to meet the challenges and requirements of the future. Recent inspection activity had also highlighted the need for the Service structure to modernise and for roles to be redesigned to make them more manageable for staff and to reflect a career structure that encouraged progression within the Service.

Information was provided on a proposed new model of delivery, which would require the following staffing changes within the Service:-

- ◆ the establishment of 2 full-time equivalent (FTE) posts of Team Leader (Out of Hours) on Grade 3, Level 8 plus 4, SCP 85-86 (£45,677 to £46,334)
- ◆ the establishment of 14.4 FTE posts of Scheduling Supervisor on Grade 2, Level 4 plus 2, SCP 59-61 (£31,078 to £32,027)
- ◆ the establishment of 46.8 FTE posts of Scheduling Assistant on Grade 2, Level 1 plus 2, SCP 36-37 (£22,154 to £22,449)
- ◆ the reduction from 66.4 to 35.55 FTE posts of Community Support Co-ordinator on Grade 3, Level 2, SCP 63-65 (£32,994 to £33,943)
- ◆ the deletion of 24.6 FTE posts of Home Care Support Worker on Grade 1, Level 4, SCP 30-31 (£21,452 to £21,780)
- ◆ the reduction from 6.19 to 2.69 FTE posts of Social Work Assistant (ESWS) on Grade 2, Level 4 plus 4, SCP 63-65 (£32,994 to £33,943)
- ◆ the extension for a period of up to a further 2 years of the FTE post of Performance and Support Officer on Grade 3, Level 4, SCP 72-74 (£37,611 to £38,779)
- ◆ the extension for a period of up to a further 2 years of 2 FTE posts of Performance and Support Assistant on Grade 2, Level 1, SCP 34-35 (£21,497 to £21,862)

It was also proposed, to ensure the continued success of the scheduling system, to extend the period of the Project Support Team posts for up to a 2-year period, with this support being withdrawn gradually during that period.

Given the scale of the proposed change, in depth consultation would take place with employees and trades unions both collectively and individually throughout the process.

Details were provided on the financial implications of the proposals.

Following discussion on the level of consultation with employees and trades unions, Councillor Bradley, seconded by Councillor Chalmers, moved the recommendations in the report.

Councillor Falconer, seconded by Councillor Devlin, moved as an amendment that the report be deferred to allow meaningful consultation with trades unions.

On a vote being taken by roll call, members voted as follows:-

Motion

John Bradley, Robert Brown, Janine Calikes, Graeme Campbell, Maureen Chalmers, Mary Donnelly, Eric Holford, Mark Horsham, Katy Loudon, Hugh Macdonald, Colin McGavigan, Jim McGuigan, Lynne Nailon, Carol Nugent

Amendment

Walter Brogan, Andy Carmichael, Margaret Cowie, Maureen Devlin, Allan Falconer, Catherine McClymont, Margaret B Walker, David Watson

14 members voted for the motion and 8 for the amendment. The motion was declared carried.

The Committee decided:

- (1) that the proposal to redesign the management arrangements for scheduling and response within the Service over extended working hours be approved;
- (2) that the proposal to transfer Out of Hours management responsibility for the Service from Emergency Social Work Services to the new extended Care at Home Service be approved;
- (3) that the £2.658 million that had previously been approved for future budget strategies, including supporting the costs of transitional change in the Care at Home Service be utilised to support the transition towards the proposals outlined within this report;
- (4) that the changes to the Care at Home establishment, as detailed in Section 7 of the report, be approved; and
- (5) that it be noted that a further report detailing the proposals for the wider redesign of the Service be presented to a future meeting of the Committee.

Councillor Buchanan left the meeting during consideration of this item of business

16 Transformation and Service Improvement Programme

A report dated 22 April 2021 by the Director, Health and Social Care was submitted providing an update on the Transformation and Service Improvement Programme and the impact of Covid-19 in relation to the following services:-

- ◆ Care and Support Service Re-design
- ◆ South Lanarkshire's Care Facilities Modernisation Programme
- ◆ Mental Health Strategy
- ◆ Care at Home Services Improvement Programme
- ◆ Adult and Older People Day Services Review
- ◆ Equipment and Adaptations
- ◆ SWiSplus Replacement

Covid-19 had continued to slow the progress of the Transformation Programme as resources had been re-deployed, however, work had continued and was taking account of the risks that Covid-19 had posed, the learning that was accruing and considering how services could be modified to meet those risks.

The programme of work endeavoured to put the people who used Social Care supports, their families and carers, and the people who worked in Social Care Services at the centre of care. It also provided the opportunity to align services, focusing on the outcomes of the recently published Independent Review of Adult Social Care, which was likely to influence the ongoing programme in the future.

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

17 Autism Resources Co-ordination Hub (ARCH) Update

A report dated 13 April 2021 by the Director, Health and Social Care was submitted providing an update on the progress of the development of the Autism Resources Co-ordination Hub (ARCH).

The model of service delivery adopted in the ARCH continued to promote and embody the Asset Based Community Development approach which sought to engage and mobilise the capacities of all autism partners within South Lanarkshire.

Information was provided on the development of the ARCH from March 2020 to March 2021, including the development of the South Lanarkshire Local Autism Action Plan which would sit within the Scottish Strategy for Autism. Information was also provided on the post Covid-19 recovery plan.

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

[Reference: Minutes of 7 August 2019 (Paragraph 13)]

Councillor Calikes left the meeting during this item of business

18 Notification of Contracts Awarded 1 October 2020 to 31 March 2021

A report dated 30 April 2021 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 October 2020 to 31 March 2021.

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.

Councillor Donnelly left the meeting during this item of business

19 Urgent Business

There were no items of urgent business.