

## SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 6 September 2017

**Chair:**

Councillor Stephanie Callaghan

**Councillors Present:**

John Bradley (Depute), Robert Brown, Archie Buchanan, Jackie Burns, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers, Mary Donnelly, Fiona Dryburgh, Allan Falconer, Mark Horsham, Eileen Logan (*substitute for Councillor Cowie*), Catherine McClymont, Hugh Macdonald, Colin McGavigan, Jim McGuigan, Lynne Nailon, Richard Nelson, Carol Nugent, Bert Thomson, Margaret B Walker, Jared Wark, David Watson

**Councillors' Apologies:**

Margaret Cowie, John Ross (ex officio)

**Attending:****Finance and Corporate Resources**

C Adams, Finance Adviser; H Goodwin, Finance Manager (Resources); M Milne, HR Business Partner; A Norris, Administration Assistant; T Slater, Administration Officer

**Health and Social Care/Social Work Resources**

V de Souza, Director; B Hutchinson, Head of Health and Social Care; M Kane, Planning and Performance Manager; L Purdie, Head of Children and Justice Services

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**1 Declaration of Interests**

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No interests were declared.

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**2 Social Work Resources - Revenue Budget Monitoring 2017/2018**

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A joint report dated 7 August 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 21 July 2017 against budgeted expenditure for 2017/2018 for Social Work Resources, together with a forecast for the year to 31 March 2018.

As at 21 July 2017, there was an overspend of £0.693 million on Social Work Resources' revenue budget with a forecast of a breakeven position at 31 March 2018. The overspend was due to an increased demand for social care services.

The position would be closely monitored and consideration given to whether other underspends could assist in offsetting those pressures in the short-term. Work had been undertaken to minimise the level of overspend and develop a recovery plan.

**The Committee decided:**

- (1) that the overspend on Social Work Resources' revenue budget of £0.693 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2018 of a breakeven position be noted; and

(3) that the budget virements, as detailed in the appendices to the report, be approved.

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

*Councillor Chalmers entered the meeting during this item of business*

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### **3 Social Work Resources - Capital Budget Monitoring 2017/2018**

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A joint report dated 1 August 2017 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 21 July 2017.

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

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

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### **4 Social Work Resources - Workforce Monitoring - April to June 2017**

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A joint report dated 1 August 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 April to June 2017:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 10 June 2017

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

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

*Councillor Buchanan left the meeting after this item of business*

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### **5 Social Work Resources' Resource Plan - Quarter 4 Progress Report 2016/2017**

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A report dated 12 July 2017 by the Director, Health and Social Care was submitted on the Social Work Resources' Resource Plan 2016/2017.

Details were provided on progress made at the end of quarter 4, covering the period April 2016 to March 2017, in implementing the priority projects identified in the Resource Plan.

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

*[Reference: Minutes of 23 November 2016 (Paragraph 6)]*

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## **6 Social Work Establishment in the Justice Management Team and High Risk Offenders' Team in Justice Services**

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A joint report dated 7 July 2017 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ work undertaken within Children and Justice Services to review the current management structure and associated roles and responsibilities across the Service
- ◆ proposals to increase the current staffing establishment within Justice Services

It was recognised that there was good work taking place and positive working relationships that supported the values of keeping communities safe, however, it was considered that the current structure of the Service was not flexible enough to meet the increased scrutiny and performance associated with good service delivery and development.

At its meeting on 8 March 2017, the Executive Committee approved the addition of a temporary Operation Manager post within the Justice Management Team to fulfil the requirements of supervision of staff and meet the needs of the transition into a South Lanarkshire Community Justice Partnership. Following a review, it was recommended that this post be made permanent.

The High Risk Team, which had been operational for several years, was established to manage the highest risk offenders in the community. The work of the Team was underpinned by the Management of Offenders (Scotland) Act 2005 which established Multi Agency Public Protection Arrangements (MAPPA) in Scotland.

The High Risk Team had not increased in size since its inception, however, the number of MAPPA offenders had increased from 318 to 627 since 2011. It was proposed, to add capacity and resilience to a team responsible for public protection and the management of service users posing the highest risk of harm to others, that an additional post of Social Worker be added to the Team.

Consequently, it was proposed that the following posts be added to the Social Work Resources' establishment:-

- ◆ 1 Full-time Equivalent (FTE) post of Operations Manager on Grade 4 , Level 2-5, SCP 79-88 (£37,647 to £43,085)
- ◆ 1 FTE post of Social Worker on Grade 3, Level 2-8, SCP 55-80 (£26,315 to £38,231)

There were no additional costs to the Council in relation to these proposals, as the cost would be met from the Scottish Government's Section 27 Grant funding.

**The Committee decided:** that 1 FTE post of Operations Manager on Grade 4, level 2-5, SCP 79-88 (£37,647 to £43,085) and 1 FTE post of Social Worker on Grade 3, Level 2-8, SCP 55-80 (£26,315 to £38,231) be added to the Social Work Resources' establishment.

*[Minutes of the Executive Committee of 8 March 2017 (Paragraph 21)]*

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## **7 Social Work Resources' Workforce Plan 2017 to 2020 - Right People, Right Place, Right Time**

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A report dated 18 July 2017 by the Director, Health and Social Care was submitted on Social Work Resources' Workforce Plan 2017 to 2020.

On 8 March 2017, 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.

Social Work Resources' Workforce Plan 2017 to 2020, attached as Appendix 1 to the report, was developed around the vision, values, ambitions and objectives of the draft Council Plan 'Connect' 2017 to 2022.

A forward plan had been developed to ensure that workforce planning activity was co-ordinated and progressed by appropriate officers on an ongoing basis. Details of the forward plan were provided in Appendix 2 to the report.

**The Committee decided:**

- (1) that the Social Work Resources' Workforce Plan 2017 to 2020 be agreed; and
- (2) that progress achieved on developing the Resource Workforce Action Plans be noted.

*[Reference: Minutes of the Executive Committee 8 March 2017 (Paragraph 9)]*

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## **8 New Structure/Redesign of Services**

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A report dated 24 July 2017 by the Director, Health and Social Care was submitted on the process for locality development being taken forward by the South Lanarkshire Health and Social Care Partnership (SLHSCP).

Section 29(3)(a) of the Public Bodies (Joint Working) (Scotland) Act 2014 required that each Integration Authority establish (as a minimum), 2 localities for their Partnership geographical area.

A decision was taken by the South Lanarkshire Integration Joint Board (IJB) to establish 4 localities as follows:-

- ◆ Hamilton/Blantyre
- ◆ East Kilbride
- ◆ Clydesdale
- ◆ Rutherglen

Since the latter part of 2016, a significant amount of work had been focused on the re-design of services that supported building community capacity through the voluntary sector and carers, single points of access to services, integrated Health and Social Care teams and developing pathways of care and support that achieved the best possible outcome for the people in South Lanarkshire.

To support the transition from corporate functions to locality functions within Social Work Resources, a Transitions Manager post was endorsed as part of the structure for an interim period of 2 years to oversee the transition of Home Care and Residential and Day Care services to a locality Health and Social Care model.

There was a requirement to shift the balance of care from the Acute Sector to community based services. Localities were required to build on integrated models of care that supported transition to enablement. The component parts of the transition to enablement approach were as follows:-

- ◆ multi-disciplinary teams (Rapid Access to sustainable rehabilitation)
- ◆ rapid access to services (intermediate care)
- ◆ Discharge to Assess

- ◆ Named Contact (Care Manager)
- ◆ 'What matters to me' (person centred)
- ◆ use of technology

The programme plan would continue to be reviewed and refined to ensure that the Partnership secured fully implemented locality management arrangements and a planning model which was centred on delivering the 9 Health and Wellbeing Outcomes.

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

*Councillors Burns and Watson left the meeting during this item of business*

## **9 Urgent Business**

There were no items of urgent business.

## **10 Exclusion of Press and Public**

**The Committee decided:** that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph(s) 1 and 3 of Part I of Schedule 7A of the Act.

## **11 Social Work (Complaints Review) Sub-Committee**

The minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 26 April 2017 were submitted together with:-

- ◆ a report dated 7 August 2017 by the Executive Director (Finance and Corporate Resources)
- ◆ a report dated 1 June 2017 by the Social Work (Complaints Review) Sub-Committee

**The Committee decided:**

- (1) that the minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 26 April 2017 be approved; and
- (2) that the recommendation of the Social Work (Complaints Review) Sub-Committee, as detailed in the Sub-Committee's report, be endorsed.

## **12 Social Work (Complaints Review) Sub-Committee**

The minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 23 June 2017 were submitted together with:-

- ◆ a report dated 18 August 2017 by the Executive Director (Finance and Corporate Resources)
- ◆ a report dated 3 July 2017 by the Social Work (Complaints Review) Sub-Committee

**The Committee decided:**

- (1)** that the minutes of the meeting of the Social Work (Complaints Review) Sub-Committee held on 23 June 2017 be approved; and
- (2)** that the recommendation of the Social Work (Complaints Review) Sub-Committee, as detailed in the Sub-Committee's report, be endorsed.