

# SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 15 November 2017

## Chair:

Councillor John Bradley (Depute)

## Councillors Present:

Robert Brown, Archie Buchanan, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers, Margaret Cowie, Mary Donnelly, Fiona Dryburgh, Joe Fagan (*substitute for Councillor Walker*), Allan Falconer, Geri Gray (*substitute for Councillor Macdonald*), Mark Horsham, Joe Lowe (*substitute for Councillor Burns*), Catherine McClymont, Colin McGavigan, Jim McGuigan, Lynne Nailon, Bert Thomson, Jared Wark, David Watson

## Councillors' Apologies:

Jackie Burns, Stephanie Callaghan (Chair), Hugh Macdonald, Richard Nelson, Carol Nugent, John Ross (*ex officio*), Margaret B Walker

## Attending:

### Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); M Milne, 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; D Dobbie, Children and Justice Service Manager; R Hutchingson, Co-ordinator ARCH; B Hutchinson, Head of Health and Social Care; M Kane, Planning and Performance Manager; J Neill, Children and Justice Service Manager; L Purdie, Head of Children and Justice Services

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## 1 Declaration of Interests

No interests were declared.

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## 2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 6 September 2017 were submitted for approval as a correct record.

**The Committee decided:** that the minutes be approved as a correct record.

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## 3 Social Work Resources - Revenue Budget Monitoring 2017/2018

A joint report dated 22 September 2017 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 15 September 2017 against budgeted expenditure for 2017/2018 for Social Work Resources, together with a forecast for the year to 31 March 2018.

As at 15 September 2017, there was an overspend of £0.744 million on Social Work Resources' revenue budget with a forecast of a potential overspend of £2.3 million at 31 March 2018. The overspend was due to an increased demand for social care services.

The position would be closely monitored and 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 £0.744 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 6 September 2017 (Paragraph 2)]*

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**4 Social Work Resources - Capital Budget Monitoring 2017/2018**

A joint report dated 11 October 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 15 September 2017.

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

*[Reference: Minutes of 6 September 2017 (Paragraph 3)]*

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**5 Social Work Resources - Workforce Monitoring - July to September 2017**

A joint report dated 11 October 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 July to September 2017:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews

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

*[Reference: Minutes of 6 September 2017 (Paragraph 4)]*

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**6 Social Work Resources' Resource Plan - Quarter 2 Progress Report 2017/2018 - 1 April to 30 September 2017**

A report dated 25 October 2017 by the Director, Health and Social Care was submitted on the draft Social Work Resources' Resource Plan for 2017/2018. Details were provided on progress made at the end of quarter 2, covering the period April to September 2017, in implementing the priority projects identified in the draft Resource Plan.

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

*[Reference: Minutes of the Executive Committee of 8 March 2017 (Paragraph 28)]*

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## 7 Unpaid Work Service - Service Redesign

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A joint report dated 13 October 2017 by the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ a review of Social Work Resources' Unpaid Work Service (UWS)
- ◆ the outcome of an options appraisal that had been undertaken to identify the most appropriate model of service delivery

The Criminal Justice and Licensing (Scotland) Act 2010 placed a statutory duty on councils to fulfil the requirements for Community Payback Orders (CPOs) and Fiscal Work Orders (FWOs). CPOs were required to contain Offender Supervision and/or Unpaid Work conditions. FWOs only contained Unpaid Work conditions.

Information was provided on the current Service design, together with the demands on the Service. Following the identification of capacity and performance issues, both internal and independent reviews were initiated which found that the UWS was at significant risk of being unable to deliver its statutory functions.

An options appraisal was undertaken for the delivery of the UWS, the outcome of which identified the 4 following options, as detailed in the report:-

- ◆ maintaining the status quo
- ◆ locality model of delivery
- ◆ mixed model of delivery with the Council and an external provider
- ◆ independent service model commissioned by the Council

It was recommended that the Council adopt the locality model of delivery, outlined at Option 2, and the following establishment changes were proposed:-

- ◆ maintain 1 Full-time Equivalent (FTE) post of Operations Manager on Grade 4, Level 2-5, SCP 79-88 (£38,030 to £43,523)
- ◆ maintain 2 FTE posts of Team Leader on Grade 3, Level 8, SCP 75-80 (£35,841 to £38,614)
- ◆ delete 4 FTE posts of Social Worker on Grade 3, Level 2-4, SCP 55-74 (£26,643 to £35,311)
- ◆ increase the number of FTE posts from 6 to 13 of Social Work Assistant on Grade 2, Level 2-3, SCP 36-48 (£20,183 to £24,070)
- ◆ increase the number of FTE posts from 3 to 3.5 of Placement Co-ordinator on Grade 2, Level 4, SCP 50-57 (£24,782 to £27,446)
- ◆ increase the number of FTE posts from 9 to 13 of Placement Supervisor (32 hours) on Grade 2, Level 3+1, SCP 42-48 (£20,739 to £22,657)

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

**The Committee decided:** that, following a review of the Unpaid Work Service, the adoption of Option 2, locality model of delivery, as the preferred Service redesign model and the required changes to the staffing structure, as detailed in the report, be approved.

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

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## 8 Autism Resource Co-ordination Hub (ARCH) Update

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A report dated 6 October 2017 by the Director, Health and Social Care was submitted on the development of the Autism Resource Co-ordination Hub (ARCH), together with its supportive role in the development of a South Lanarkshire Local Autism Action Plan.

Following the closure of the Pan-Lanarkshire One Stop Shop, based in Motherwell, which was managed by Scottish Autism, interim arrangements were put in place to deliver an alternative South Lanarkshire Autism Service.

At a meeting of the Council's Executive Committee on 8 March 2017, approval was given for the Council to meet the running costs, for a 2-year period, of premises identified in Burnbank, Hamilton, together with the recruitment of a Co-ordinator and administration support to provide a recognised Autism Hub and develop a South Lanarkshire Local Autism Action Plan. This Plan would sit within the Scottish Strategy for Autism.

The model of service delivery adopted by ARCH was an Asset Based Community Development (ABCD) approach which looked to identify and engage with the strengths in communities and mobilise the capacities of all autism partners in the private, statutory, voluntary and parent led sectors.

ARCH was committed to promoting and implementing the following 4 strategic outcomes outlined in the Scottish Strategy for Autism:-

- ◆ a healthy life - people with autism to enjoy the highest attainable standard of living, health and family life and to have timely access to diagnostic assessment and integrated support services
- ◆ choice and control - people with autism to be treated with dignity and respect and services to be able to identify their needs and be responsive to meet those needs
- ◆ independence - people with autism to be able to live independently in the community with equal access to all aspects of society. Services to have the capacity and awareness to ensure that people were met with recognition and understanding
- ◆ active citizenship - people with autism to be able to participate in all aspects of community and society by successfully transitioning from school into meaningful educational or employment opportunities

Information was provided on the development of the services provided by ARCH.

As part of the next phase in the development of a South Lanarkshire Local Autism Action Plan, a SNAP survey had been issued to all stakeholders. Analysis of the feedback from the survey would be used to identify shared themes and form the selection of representative focus groups which would include multi-agency personnel, parents/carers and individuals with autism.

Once completed, the South Lanarkshire Local Autism Action Plan would be submitted to committee for approval.

**The Committee decided:** that the progress made in the development of the Autism Resource Co-ordination Hub (ARCH), together with its supportive role in the development of a South Lanarkshire Local Autism Action Plan, be noted.

*[Reference: Minutes of the Executive Committee of 8 March 2017 (Paragraph 22)]*

*Councillors Calikes, Cowie and Watson left the meeting during this item of business*

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## 9 Self-Directed Support

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A report dated 30 August 2017 by the Director, Health and Social Care was submitted advising of the recommendations arising from the Audit Scotland report on 'Self-directed Support – 2017 Progress Report'.

Self-directed Support (SDS) aimed to improve the lives of people with social care needs by empowering them to be equal partners in decisions about their care and support. The following 4 fundamental principles had been built into the legislation:-

- ◆ participation and dignity
- ◆ involvement
- ◆ informed choice
- ◆ collaboration

The 10-year SDS Strategy was introduced jointly by the Scottish Government and COSLA in 2010 and was one of a number of national policies designed to empower people and communities to become more involved in designing and delivering services that affected them.

The aim of the audit was to establish whether councils, integration authorities and the Scottish Government were making sufficient progress in implementing SDS to achieve the aims of the 10-year Strategy.

Information was provided on the key findings and recommendations of the audit. An update on the progress being made in South Lanarkshire was also detailed in the report.

**The Committee decided:** that the key findings and recommendations of the Audit Scotland report, 'Self-directed Support – 2017 Progress Report', be noted.

*Councillors Calikes and Cowie re-entered the meeting during this item of business*

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## 10 Review of Pan-Lanarkshire Justice Services

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A report dated 5 October 2017 by the Director, Health and Social Care was submitted on the progress of the review of pan-Lanarkshire Justice Services.

Social Work Resources' Justice Services was a statutory service within the Criminal Justice System. The introduction of the Community Justice (Scotland) Act 2016 dissolved Community Justice Authorities and introduced new governance arrangements through Community Justice Partnerships (CJPs).

There were several services which were jointly delivered by South and North Lanarkshire Councils, referred to as pan-Lanarkshire services, and a review of pan-Lanarkshire Justice Services had commenced in June 2017. The outcome of the review, which was scheduled for completion in November 2017, was likely to have an impact on how those joint services were delivered and on future funding for Justice Services within South Lanarkshire.

Communication had taken place with all employees involved in Court, Throughcare and Drug Treatment and Testing Order (DTTO) services. Trades unions had also been kept fully informed of progress.

Any proposed changes to the delivery of services would be presented to the CJP in the first instance and an update report would be submitted to a future meeting of this Committee for consideration.

**The Committee decided:** that the progress of the review of pan-Lanarkshire Justice Services be noted.

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## **11 South Lanarkshire's Children's Services Plan**

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A joint report dated 24 October 2017 by the Executive Director (Education Resources) and Director, Health and Social Care was submitted on the development of a new Children's Services Plan (CSP) for South Lanarkshire to ensure compliance with Part Three of the Children and Young People (Scotland) Act 2014.

The Getting it Right for South Lanarkshire Children's Partnership Board had been working on 'Realigning Children's Services', a national programme led by the Scottish Government to support local improvement in joint strategic commissioning practice. The programme focused on:-

- ◆ improved evidence collection, analysis and strengthening of partnership working across all agencies involved in Children's Services
- ◆ supporting the Scottish Government's principles of Public Services Reform and the approach to Getting It Right For Every Child

The process of scoping out the new CSP had been assisted by the existing strong partnership ethos, including governance structure, the 2016/2017 Performance Improvement Plan, the wealth of data available in the Council and input from a wide range of stakeholders. In developing the draft CSP, consideration had also been given to other key drivers which were detailed in the report.

The priorities of the draft Plan centered on the following 3 key themes:-

- ◆ Prevention and Early Support: children to have the best start in life and to be supported to realise their potential
- ◆ Health and Wellbeing: the health and wellbeing of children and young people to be improved
- ◆ Supporting Vulnerable Groups and Keeping Children Safe: the life chances of our children with additional support needs and our most vulnerable children and young people to be improved

Information on a number of prioritised areas of action, which sat under each of the 3 themes, was detailed in the report. The draft CSP, copies of which had been made available in Members' Areas, would be presented to the Executive Committee for approval.

**The Committee decided:** that the progress on the development of a new Children's Services Plan for South Lanarkshire be noted.

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## **12 Chief Social Work Officer Report 2016/2017**

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A report dated 5 October 2017 by the Chief Social Work Officer, Head of Children and Justice Services was submitted on the Chief Social Work Officer's Annual Report 2016/2017.

There was a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer (CSWO) who must be registered with the Scottish Social Services Council (SSSC).

The role of the CSWO was to provide professional advice and guidance to local authorities, elected members and officers in the provision of social work services. The CSWO also had a responsibility for overall performance improvement and the identification and management of corporate risk insofar as those related to social work services.

The CSWO was required to prepare an annual report of activity, which followed a standardised reporting framework, for submission to the Chief Social Work Advisor for Scotland.

Information was provided on the content of the CSWO's Annual Report which was attached as an appendix to the report.

**The Committee decided:** that the Chief Social Work Officer's Annual Report 2016/2017, attached as an appendix to the report, be noted.

*[Reference: Minutes of 15 June 2016 (Paragraph 7)]*

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### **13 Urgent Business**

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There were no items of urgent business.

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### **14 Exclusion of Press and Public**

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**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) 5 and 14 of Part I of Schedule 7A of the Act.

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### **15 Scottish Historical Child Abuse Inquiry**

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A report dated 19 October 2017 by the Director, Health and Social Care was submitted to advise of the:-

- ◆ ongoing work of the Internal Working Group established to progress work streams generated by the Scottish Child Abuse Inquiry
- ◆ Council's response to Section 21 Notices issued by the Inquiry

Future updates would be provided to this Committee as appropriate.

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