

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 28 June 2023

Chair:

Councillor Margaret B Walker

Councillors Present:

Councillor John Anderson (*substitute for Councillor Hugh Macdonald*), Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Mathew Buchanan, Councillor Janine Calikes, Councillor Margaret Cowie (*substitute for Councillor Eileen Logan*), Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Celine Handibode, Councillor Graeme Horne, Councillor Mark Horsham, Councillor Martin Hose, Councillor Cal Johnston-Dempsey, Councillor Richard Lockhart (*substitute for Councillor Alex Allison*), Councillor Catherine McClymont (Depute), Councillor Carol Nugent, Councillor Graham Scott, Councillor David Watson

Councillors' Apologies:

Councillor Alex Allison, Councillor John Bradley, Councillor Joe Fagan (ex officio), Councillor Eileen Logan, Councillor Hugh Macdonald, Councillor Richard Nelson, Councillor John Ross

Attending:

Finance and Corporate Resources

G Booth, Finance Manager (Resources); E McPake, HR Business Manager; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser; M M Wilson, Legal Services Manager; L Wyllie, Administration Assistant

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; C Borden, Justice Operations Manager; C Cunningham, Head of Commissioning and Performance; 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 3 May 2023 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 2022/2023

A joint report dated 12 June 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April 2022 to 31 March 2023 against budgeted expenditure for 2022/2023 for Social Work Resources.

As at 31 March 2023, there was an unplanned underspend of £5.635 million before proposed transfers to reserves, as detailed in Appendix A to the report. Following transfers to reserves, as detailed in appendices B to E of the report, which had been approved by the Executive Committee at its meeting on 21 June 2023, the Resource position was a breakeven position. It was noted that this was before taking into account the impact of the Home Carers' job evaluation. The transfers to reserves had arisen from an unplanned underspend within Adult and Older People Services. There were also unplanned underspends within Performance and Support Services and Justice Services which had been offset by an overspend in Children and Family Services.

Included within the underspend within Adult and Older People Services was a commitment in relation to the Integration Joint Board (IJB). The budget delegated to the IJB had underspent by £7.510 million and the Council had agreed to the IJB retaining £1.424 million of this underspend within its reserves at probable outturn. This had increased to £1.875 million and was earmarked for future care costs in line with the approach to integrating health and social care budgets. Of the unplanned underspend remaining, it was agreed at probable outturn, that £5.635 million would be transferred to a Council reserve to be used in 2023/2024 to support Children and Family Services' pressures.

Virements were proposed to realign budgets, which were also detailed in the appendices to the report.

Although there were no implications within this report from the outcome of the Home Carers' job evaluation, this would result in significant recurring costs and work was ongoing to agree a recovery plan. Information was provided on the process in place for the IJB to deal with such an eventuality once its budget had been set. Information was also provided on the implications for the Council following the review of the implementation date for back pay for Home Carers which would be October 2020. Those costs would be included within the financial position for 2022/2023. As the IJB would not now underspend, alternative funding would require to be identified to support Children and Family Services' costs into 2023/2024.

An officer responded to a member's question in relation to budget levels and adjustments.

The Committee decided:

- (1) that the breakeven position as at 31 March 2023, after 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 3 May 2023 (Paragraph 3) and Minutes of the Executive Committee of 21 June 2023 (Paragraph 3)]

4 Social Work Resources – Revenue Budget Monitoring 2023/2024

A joint report dated 12 June 2023 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 19 May 2023 against budgeted expenditure for 2023/2024 for Social Work Resources.

As at 19 May 2023, there was a breakeven position against the phased budget. The Resource position was outlined in Appendix A to the report.

Budget pressures were ongoing within Children and Family Services and £5.635 million had been planned to be available this financial year to support those pressures. This was to be transferred to a Council reserve following an IJB underspend. In addition, a further £3.600 million was available from a balance of central funding to contribute towards the residual pressures in 2023/2024.

As reported in the previous report to Committee on the Revenue Budget for 2022/2023, information was provided on the implications of the outcome of the Home Carers' job evaluation and the review of the implementation date for back pay. As the Integration Joint Board would not now underspend, alternative funding would require to be identified to support Children and Family Services' costs into 2023/2024. The full costs of the funding package would be quantified and reported to the Executive Committee at its meeting on 16 August 2023.

Virements were proposed to realign budgets, which were detailed in appendices B to E to the report.

An officer responded to a member's question in relation to the arrangements for setting a budget in relation to the staffing establishment.

The Committee decided:

- (1) that the breakeven position as at 19 May 2023 and the forecast to 31 March 2024 of a breakeven position, as detailed in Appendix A of the report, be noted; and
- (2) that the proposed budget virements be approved.

5 Social Work Resources – Capital Budget Monitoring 2022/2023

A joint report dated 7 June 2023 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 31 March 2023.

The capital programme for Social Work Resources for 2022/2023 was £3.903 million. Total spend to 31 March 2023 was £4.210 million. This represented a position of £0.307 million ahead of profile and mainly reflected the timing of payments on the Community Alarm and SWiSplus Replacement projects.

The overspends on those projects would carry forward and be offset by the funding available.

The Committee decided: that the Social Work Resources' capital programme of £3.903 million, and expenditure for the year of £4.210 million, be noted.

[Reference: Minutes of 3 May 2023 (Paragraph 4)]

6 Social Work Resources – Capital Budget Monitoring 2023/2024

A joint report dated 7 June 2023 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 2023/2024 and summarising the expenditure position at 19 May 2023.

The capital programme for Social Work Resources for 2023/2024 was £2.030 million and had been updated to include budget carried forward from 2022/2023. Spend as at 19 May 2023 was £0.323 million, which was in line with that anticipated.

The Committee decided: that the Social Work Resources' capital programme of £2.030 million, and expenditure for the year of £0.323 million, be noted.

7 Social Work Resources – Workforce Monitoring – March and April 2023

A joint report dated 25 May 2023 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 March and April 2023:-

- ◆ 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 March 2023

Officers responded to members' questions in relation to various aspects of the report and undertook to:-

- ◆ provide more detailed information on accidents/incidents separately to members, if requested, as this could not be included in a public report
- ◆ provide an update to members on the timescale for issuing the survey on the Care at Home scheduling system, which had been delayed due to various issues including the Home Carers' job evaluation process

The Committee decided: that the report be noted.

[Reference: Minutes of 3 May 2023 (Paragraph 5)]

8 Update on the 2022/2023 Risk Register and Risk Control Plan

A report dated 5 June 2023 by the Director, Health and Social Care was submitted on risk management arrangements and the Risk Register for Social Work Resources.

The Resource had followed Council guidance in developing, monitoring and updating its Risk 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 scoring matrix and definitions for likelihood and impact were outlined in Appendix 1 to the report. This had resulted in risks being scored between 1 to 25 (low to very high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

At its meeting on 3 May 2023, the Social Work Resources Committee agreed the current top 5 risks impacting on the delivery of Social Care Services, each of which remained unchanged following review:-

- ◆ workforce availability and capacity (lack of capacity and skills to meet increased service demands)
- ◆ meeting public protection and legislative duties (combined legislation/statutory duties public protection, Care Inspectorate/Self-directed Support (SDS))
- ◆ market and provider capacity (procurement/supply chain)
- ◆ funding and budgetary pressures (reduction in funding/increased costs)
- ◆ winter demand pressures (emergency response)

Although the top risks remained unchanged, a number of factors had materialised that impacted on those risks that related to:-

- ◆ the outcome of the Care at Home job evaluation which would require a recurring funding solution
- ◆ ongoing pressures within the children's social work element of the Children and Justice Services' budget
- ◆ care home providers' market stability, both general (related to ongoing negotiations on the National Care Home Contract) and specific to individual care homes (those subject to external review or where the owner had placed them in administration)

Appendix 2 to the report provided further detail on each of the top risks, together with the inherent and residual risk scores and sample controls.

Officers responded to members' question in relation to:-

- ◆ work to improve workforce availability and capacity
- ◆ the challenges with recruitment and retention
- ◆ the progress of the Lanarkshire Care Academy, a report on which would be submitted to the next meeting of the Committee

The Committee decided:

- (1) that the report be noted; and
- (2) that the top risks for Social Work Resources be approved.

[Reference: Minutes of 3 May 2023 (Paragraph 6)]

9 Locality Based Social Work Services' Modernisation Programme

A joint report dated 30 March 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to update the model of service delivery across localities.

Information was provided on the current structure and challenges faced by the workforce within Social Work Resources' 4 localities which provided essential services, undertaking the Council's statutory duties relating to Assessment and Care Management, Mental Health and Public Protection.

Nationally, recruitment and staff retention had been challenging for a number of years and within the Social Work Resources' Risk Register, Service Demand Pressures and Workforce Availability had been reported as a Very High risk since the pandemic.

The Resource had developed a Sustainability and Value Option Screening Scales, attached as Appendix 1 to the report, to provide oversight and ensure that public protection duties were a priority.

Consultation and engagement events took place in March 2023 across Children and Justice Services. A report on the feedback from those events, attached as Appendix 2 to the report, demonstrated a need to modernise, redesign and demonstrate a commitment to recruitment and retention in the workforce. It also recognised that the biggest area of risk was in locality settings and settings primarily responsible for delivering public protection arrangements. Those issues and challenges were also seen across Adult and Older People Services.

Information was provided on the Three Horizons Design Proposal, developed as a result of service demands, and the service model improvements required. The following changes to Social Work Resources' staffing establishment were proposed to support this redesign:-

- ◆ for the Health and Social Care Partnership Social Work:-
 - ◆ that 32 Full-time Equivalent (FTE) posts of Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£46,298 to £50,659) be added to the staffing establishment
 - ◆ that 36 FTE posts of Team Leader on Grade 3, Level 8, SCP 79-80 (£44,309 to £44,966) be deleted from the staffing establishment
 - ◆ that 4 FTE posts of Planning and Performance Officer on Grade 3, Level 4, SCP 72-74 (£40,276 to £41,115) be added to the staffing establishment

- ◆ for the Commissioning and Quality Assurance Team:-
 - ◆ that 1 FTE post of Service Manager on Grade 5, Level 1-5, SCP 96-103 (£57,028 to £63,233) be added to the staffing establishment

- ◆ for Children and Family Services
 - ◆ that 20 FTE posts of Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£46,298 to £50,659) be added to the staffing establishment
 - ◆ that 22.5 FTE posts of Team Leader on Grade 3, Level 8, SCP 79-80 (£44,309 to £44,966) be deleted from the staffing establishment

- ◆ for Justice Services
 - ◆ that 2 FTE posts of Fieldwork Manager on Grade 5, Level 1, SCP 96-97 (£57,028 to £57,904) be added to the staffing establishment
 - ◆ that 3 FTE posts of Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£46,298 to £50,659) be added to the staffing establishment
 - ◆ that 4 FTE posts of Team Leader on Grade 3, Level 8, SCP79-80 (£44,309 to £44,966) be deleted from the staffing establishment

The cost of the proposals would be met from within existing budget provision, as detailed in the report.

Officers responded to members' questions in relation to:-

- ◆ an assurance that consultation would be undertaken with trade unions and staff
- ◆ the implications of the change of Social Worker roles to Senior Practitioner

The Committee decided:

- (1) that the report be noted;
- (2) that the proposals to progress changes to the operational structure across social work services be approved; and

- (3) that the amendments to the Social Work Resources' staffing establishment, as detailed in the report, be approved.

10 Reducing Drug Deaths: The South Lanarkshire Alcohol and Drug Problem-Solving Court

A joint report dated 17 April 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of the establishment of a 2-year test of change Alcohol and Drug Problem-Solving Court.

The Problem-Solving Court had been developed by Justice Social Work Services in partnership with Hamilton Sheriff Court. The aim of the project was to adopt a public health approach to supporting those in conflict with the law whose offending related to substance misuse, with the long-term aim of permanently exiting the justice system.

Information was provided on:-

- ◆ South Lanarkshire Alcohol and Drug Partnership (ADP) analysis data that had informed the need for this dedicated court approach
- ◆ how the Problem-Solving Court would operate
- ◆ the objectives of the project which aligned with the national Logic Model for reducing drug deaths and harms
- ◆ the Justice Support Worker pilot evaluation, attached as an appendix to the report

To support this initiative, it was proposed to add the following posts to the Social Work Resources' staffing establishment for an initial period of 2 years, with the posts being recruited to permanent contracts and staff redeployed within the service at the end of the pilot if a permanent funding solution had not been secured:-

- ◆ 2 Full-time Equivalent (FTE) posts of Social Worker on Grade 3, Level 4, SCP 72-74 (£40,275 to £41,115)
- ◆ 0.5 FTE post of Justice Social Work Team Leader on Grade 3, Level 8, SCP 79-80 (£44,309 to £44,966)

The cost of the proposal was £0.302 million per annum and funding would be provided from the CORRA Improvement Fund, South Lanarkshire ADP and the Section 27 Justice budget, as detailed in the report.

Officers responded to members' questions in relation to:-

- ◆ monitoring and evaluation of the initiative
- ◆ core funding and capacity

The Committee decided:

- (1) that the report be noted;
- (2) that the findings of the independent evaluation of the Justice Support Worker pilot and how it had informed the Alcohol and Drug Problem-Solving Court be noted; and
- (3) that the posts, as detailed in the report, be added to the Social Work Resources' staffing establishment for an initial period of 2 years.

11 Implementing Medication Assisted Treatment (MAT) Standards in South Lanarkshire - Update

A report dated 31 May 2023 by the Director, Health and Social Care was submitted providing an update on the progress of the local implementation of Medication Assisted Treatment (MAT) Standards for people with problematic drug use.

Information was provided on the number of drug misuse deaths registered in Scotland in 2021 which had increased substantially over the past few decades.

There had also been a change in drug use and potential for increased levels of harm which had resulted in the production of MAT Standards, attached as Appendix 1 to the report. The MAT Standards were produced by the Drug Death Task Force, on behalf of the Scottish Government, in response to this emergent public health crisis.

The Committee decided: that the report be noted.

12 Notification of Contracts Awarded - 1 October 2022 to 31 March 2023

A report dated 17 May 2023 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 October 2022 to 31 March 2023.

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.

13 Urgent Business

There were no items of urgent business.