

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 20 June 2018

Chair:

Councillor John Bradley

Councillors Present:

Robert Brown, Janine Calikes, Graeme Campbell, Andy Carmichael, Maureen Chalmers (Depute), Margaret Cowie, Mary Donnelly, Fiona Dryburgh, Allan Falconer, George Greenshields (*for Councillor Burns*), Mark Horsham, Katy Loudon, Joe Lowe, Catherine McClymont, Hugh Macdonald, Colin McGavigan, Mark McGeever (*for Councillor Wark*), Jim McGuigan, Lynne Nailon, Richard Nelson, John Ross (ex officio), Bert Thomson, Margaret B Walker, David Watson, Josh Wilson (*for Councillor Buchanan*)

Councillors' Apologies:

Archie Buchanan, Jackie Burns, Jared Wark

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); K Gowrie, Finance Adviser; G McCann, Head of Administration and Legal Services; M Milne, HR Business Partner; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Officer; S Somerville, Administration Manager

Health and Social Care/Social Work Resources

V de Souza, Director; E Devlin, Community Living Manager; D Dobbie, Service Manager (Children and Justice); R Hutchingson, Co-ordinator ARCH; B Hutchinson, Head of Health and Social Care; M McConnachie, Service Manager (Adult and Older People); J Neill, Service Manager (Children and Justice); L Purdie, Head of Children and Justice Services

Request for Item of Urgent Business

In response to a request from Councillor Brown to consider an additional item of business, the Chair, in terms of Standing Order No 4(c), ruled that there were special reasons why it was urgent and advised that it would be dealt with at the appropriate point of the meeting.

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 25 April 2018 were submitted for approval as a correct record.

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

3 Social Work Resources - Workforce Monitoring - March and April 2018

A joint report dated 15 May 2018 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 2018:-

- ◆ 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 10 March 2018

The Committee decided: that the report be noted.

[Reference: Minutes of 25 April 2018 (Paragraph 5)]

4 Investing to Modernise South Lanarkshire Council Care Facilities

A report dated 7 June 2018 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire Council care facilities.

Demographic growth predictions for South Lanarkshire had indicated that the 75+ and 85+ populations would rise year on year by 2.7% and 5.2%, respectively. The number of people diagnosed with dementia had also increased by 35% over a 3-year period. Information was provided, in Appendix 1 to the report, on population projections within the 4 localities of South Lanarkshire.

Of the Council's care home estate, Dewar House (Hamilton), Meldrum Gardens and McKillop Gardens (East Kilbride) and David Walker Gardens (Rutherglen) were of a sufficiently high standard to continue to meet regulatory requirements. However, Kirkton House (Blantyre), Canderavon House (Stonehouse), McWhirters House (Larkhall) and McClymont House (Lanark) were ageing in building infrastructure and design layout.

The following factors were required to be considered when planning a future model of care:-

- ◆ the commitment to contribute to the 9 National Health and Wellbeing Outcomes, detailed in Appendix 2 to the report, specifically Outcome 2 which referred to supporting people to live independently at home
- ◆ the importance of delivering against the 6 national measures prioritised by the Ministerial Steering Group and reported on to the Scottish Government
- ◆ the Scottish Government strategy, 'Age, Home and Community 2012 to 2021', which was aimed at shifting the balance of care towards supporting people to remain at home independently for as long as possible
- ◆ the Local Housing Strategy 2017 to 2022, 'Affordable Homes, Sustainable Places'
- ◆ the South Lanarkshire Integration Joint Board's Strategic Commissioning Plan and Directions which included a specific Direction to 'reduce reliance on Nursing and Residential Care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the 'home for life' principle'

Based on the results of a test of change undertaken in 2016, which supported 56% of service users involved to return home rather than be moved to a residential or nursing facility and recent research, it was recognised that there was a need to transition the current model of residential care to one which was focused on intermediate care aimed at supporting individuals to return home or to a setting which best met their needs. A whole system approach was being adopted which reflected early intervention, self-management and enablement, and supported people to secure their personal outcomes. It was considered that this would best be achieved through the provision of timely re-ablement and rehabilitation intervention provided from a locally based multi-disciplinary hub.

Information was provided on:-

- ◆ the benefits of the proposed future model of care that would be provided
- ◆ the communication and engagement process that had been undertaken with elected members, employees and service users
- ◆ Phase 1 of the investment which would take place in the Hamilton locality

The former St Joseph's Primary School in Blantyre had been identified as the preferred site to provide the following service provisions:-

- ◆ 20 transitional ensuite rooms providing care for adults and older people with multi-purpose rooms for re-ablement and rehabilitation interventions. There would be staff accommodation to enable the delivery of in reach and outreach support
- ◆ 20 technology enabled homes which would support adults with complex needs and older people to live independently. Where support was required, this would be provided by community based Health and Social Care teams
- ◆ a Centre of Excellence which would host Telehealth/Telecare demonstration space, facilities to train and develop care employees, accommodation for students, a community cafe and a community IT Hub
- ◆ community regeneration and intergenerational space to promote social enterprises such as community gardens, sensory garden and children's play area which was autism and disability friendly
- ◆ employment opportunities created through community cafe and social enterprise
- ◆ new supply of mainstream social rented housing built to Housing for Varying Needs Standards, which included barrier free internal spaces and other accessibility features

Following Phase 1, it was proposed that the following phases, in sequential order, would be Clydesdale, East Kilbride, then Rutherglen/Cambuslang, with the model being tailored to each locality's requirements beyond the core elements. The proposals for each phase would be submitted to Committee for approval.

If approved, given the significance of the capital investment, a report would be submitted to the Integrated Joint Board advising of the requirements for delegated funding to continue to be available to operate the new care facilities.

The Chair referred to a tabled amendment to the recommendations in the report, proposed by Councillor McGavigan and seconded by Councillor Campbell, and recommended its acceptance as the motion. Councillor Bradley, therefore, seconded by Councillor Chalmers, moved that the amended tabled recommendations be approved as follows:-

"The Committee is asked to approve the following recommendation(s):-

- (1) that it notes the progress to date of the care facilities model outlined in sections 4-7 with the exception of the detailed proposals and implementation details, as outlined in para 6.1, for Phases 2 to 4 which will be subject to further reports to committee;

- (2) that the starting point for the implementation of Phase One of the model being within the Hamilton/Blantyre locality as outlined in sections 6.2 and 6.3 be approved; and
- (3) that a report be provided to the Integration Joint Board which outlines the transformational plan for care facilities as outlined in section 6.2 and 6.3.”

In response to a question from Councillor Falconer on whether point 1 of the tabled recommendations was competent, it was confirmed that the exception referred to related to phases 2 to 4 of the project but not Phase 1. Councillor McGavigan confirmed that he was supportive of the direction of travel and did not want to stall Phase 1 of the project.

Councillor Brown, seconded by Councillor Dryburgh, tabled a further amendment. Following advice from the Head of Administration and Legal Services that point 3 of his amendment was not competent insofar as it related to revenue expenditure as that was within the powers of the South Lanarkshire Integration Joint Board, Councillor Brown, with the agreement of Councillor Dryburgh, altered his amendment so that consideration of the report be continued and deferred to a meeting of the full Council for consideration.

Prior to moving to the vote, the Head of Administration and Legal Services clarified with Councillor McGavigan that Phase 1 of the model included the replacement of Kirkton House and McWhirters House with one new care facility.

On a vote being taken by a show of hands, 8 members voted for the amendment and 16 for the motion which was declared carried.

The Committee decided:

- (1) that the progress to date of the care facilities model outlined in sections 4 to 7 of the report be noted, with the exception of the detailed proposals and implementation details as outlined in paragraph 6.1 for phases 2 to 4, which would be subject to further reports to Committee;
- (2) that the starting point for the implementation of Phase 1 of the model, being within the Hamilton/Blantyre locality, as outlined in paragraphs 6.2 and 6.3 of the report, be approved; and
- (3) that a report be submitted to the South Lanarkshire Integration Joint Board outlining the transformational plan for care facilities as outlined in paragraphs 6.2 and 6.3 of the report.

In terms of Standing Order No 13, the Chair adjourned the meeting at 11.30am. Councillors Carmichael, Lowe, Thomson and Watson were not present when the meeting reconvened at 11.40am

5 Community Justice and Health and Social Care Planning and Performance Support

A joint report dated 30 May 2018 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on staffing proposals to support Community Justice and Health and Social Care Planning and Performance.

The implementation of the Community Justice (Scotland) Act 2016 led to significant changes to the structure and function of Justice Services in Scotland. As a result, Community Justice Authorities were dissolved and, in South Lanarkshire, a Community Justice Partnership (CJP) was formed. The CJP reported to the Community Planning Partnership (CPP) through the Safer South Lanarkshire Board.

The Council had been allocated annual funding of £50,000 for a period of 3 years, from 1 April 2015 to 31 March 2018, to employ a temporary Community Justice Co-ordinator to facilitate the transition to the new model of Community Justice. The Scottish Government had confirmed that the £50,000 funding had been approved for a further financial year with indications that it would then become part of the annual Section 27 Grant for the delivery of Community Justice Services.

The purpose of the funding was to improve Community Justice Outcomes (CJOs) and the Community Justice Co-ordinator was responsible for developing a CJO Improvement Plan, which was renewed annually and the aim of which was to ensure that the CJP:-

- ◆ prevented and reduced further offending by addressing its underlying causes
- ◆ safely and effectively managed and supported those who had committed offences to enable them to integrate into the community and realise their potential for the benefit of all citizens

Social Work Resources' Justice Services was an essential part of the CJP and was required to report on its statutory performance to Community Justice (Scotland) on an annual basis. Additionally, from 1 April 2018, the Council had been providing Justice Throughcare Services which had previously been hosted by North Lanarkshire Council. This required additional information to be reported annually to the Scottish Government and there continued to be a requirement to report on key performance indicators on a quarterly and annual basis to the CPP and Community Justice (Scotland).

Further, as a result of the developing Health and Social Care agenda, there had been a number of new demands, both internally and as part of the wider Health and Social Care Partnership. Information was provided on the additional demands faced by the service and how the following staffing proposals would meet those demands:-

- ◆ the extension for a fixed term of 1 year of a 0.5 Full-time Equivalent (FTE) post of Community Justice Co-ordinator on Grade 4, Level 5, SCP 85-88 (£20,794 to £21,761)
- ◆ the establishment for a fixed term of 1 year of 1 FTE post of Performance and Systems Development Assistant on Grade 2, Level 4, SCP 52-57 (£25,512 to £27,446)
- ◆ the establishment for a fixed term of 1 year of 1 FTE post of Planning Officer on Grade 3, Level 4, SCP 70-74 (£33,249 to £35,311)

The costs of the posts related to the CJP would be funded in part from the Scottish Government funding of £50,000 to embed the new model for Community Justice, with the remaining funding being met from the Section 27 Grant to support the development of Community Justice.

The cost of the Health and Social Care related post would be met from within the existing Planning and Performance Team establishment within Social Work Resources.

The Committee decided: that the staffing proposals, as detailed in the report, be approved.

Reference: Minutes of the Executive Committee of 26 August 2015 (Paragraph 14)]

6 Autism Resource Co-ordination Hub (ARCH) - Update and Approval of The South Lanarkshire Local Autism Action Plan

A joint report dated 23 May 2018 by the Director, Health and Social Care and Executive Director (Education Resources) was submitted on the progress of the development of the Autism Resource Co-ordination Hub (ARCH) and the South Lanarkshire Local Autism Action Plan.

The ARCH remained active in facilitating the development of services within the community, many of which were delivered by the community itself alongside partners in the statutory, private and third sectors.

Information was provided on the development of the services provided by the ARCH, together with the engagement and consultation process that had been undertaken, including consultation with Autism Network Scotland, prior to the completion of the draft South Lanarkshire Local Autism Action Plan 2018 to 2023, attached as Appendix 1 to the report.

The ARCH had also produced a public information leaflet, which had been praised for being clear and concise, and had been distributed by Autism Network Scotland to the other 31 Scottish local authorities as an example of good public information. A 'teen' leaflet had also been produced, with plans to produce an under 12's version.

Employee costs remained at £51,694 to £56,865, with an agreed 50/50 split between Social Work Resources and Education Resources to meet those costs and a commitment to extend the funding for the 5 years of the Action Plan. This would be reviewed on an annual basis.

The Committee decided:

- (1) that the updated South Lanarkshire Local Autism Action Plan 2018 to 2023 and continued funding of the Autism Resource Co-ordination Hub (ARCH) over that 5 year period be approved; and
- (2) that the development of a Resource Plan to implement the revised Action Plan be noted.

[Reference: Minutes of 15 November 2017 (Paragraph 8)]

7 Inclusion as Prevention

A report dated 23 May 2018 by the Director, Health and Social Care was submitted advising of a successful bid to the Early Action System Change (EASC) Fund of the Big Lottery for the 'Inclusion as Prevention' project.

The Big Lottery launched the £7.5 million EASC fund on 20 August 2017, the aim of which was to make awards to public sector and third sector partnerships of up to £1 million for projects that could last up to 5 years. This was to support projects that provided a fundamental shift towards early intervention by changing systems and supports which were currently in place.

All projects were expected to commit at least 5% match funding of relevant identified budgets to move to earlier stages in a system by the end of the 5-year term. This would be met from the Section 27 Grant for Justice Services to fund interventions directed at preventing and addressing offending.

Information was provided on the 'Inclusion as Prevention' project which had been awarded £742,146. The aim of this project was to re-shape the design and delivery of preventative services for children and young people who were at risk of offending, with the goal being to prevent offending by promoting inclusion and tackling the root cause.

A collaborative approach was an essential element of the criteria for funding and this proposal was developed in partnership with:-

- ◆ the Centre for Youth and Criminal Justice (CYCJ)
- ◆ Action for Children (AFC)
- ◆ Dartington Service Design Lab
- ◆ the local third sector

The Committee decided:

- (1) that the successful bid to the Early Action System Change (EASC) Fund of the Big Lottery for the 'Inclusion as Prevention' project be noted; and
- (2) that an annual report on the progress of the project be submitted to future meetings of the Committee.

8 Unpaid Work Service Progress Review

A report dated 24 May 2018 by the Director, Health and Social Care was submitted on the Supported Self-Evaluation undertaken with the Care Inspectorate in the form of a progress review of the Unpaid Work Service (UPWS).

The UPWS, which was part of Social Work Resources' Criminal Justice Service, had the following 3 areas of focus:-

- ◆ to provide service users with Unpaid Work to meet the requirements of their Order within the relevant timescales and to supervise the work
- ◆ to take, arrange and organise referrals for Unpaid Work from the community, including individuals, community groups and agency projects
- ◆ to provide opportunities for 'meaningful activity' which could be 30% of an individual's Community Payback Order Unpaid Work requirement and include learning skills to help secure employment, such as CV writing

Following concerns that the Service was not fulfilling its statutory requirements, an internal audit and full review was undertaken of the Service. The Scottish Association for the Care and Resettlement of Offenders (SACRO) was also commissioned to undertake an independent external review.

The reviews concluded that the UPWS had been understaffed and was at risk of not being able to deliver its statutory functions. Immediate interim measures were taken to mitigate this risk. An improvement plan was developed and a steering group established. The Chief Social Work Officer also requested that the Care Inspectorate carry out a Supported Self-Evaluation of the current Service as a means of assessing progress. Feedback indicated that the UPWS had made significant improvements in ensuring that areas identified in the improvement plan had been developed.

The Care Inspectorate would provide external validation of its findings and conclusions and a multi-agency implementation group would be established to ensure that a new improvement plan was developed and any areas for improvement fully implemented.

The Committee decided: that the findings and conclusions of the Supported Self-Evaluation undertaken with the Care Inspectorate, together with the progress made in the redesign of the Unpaid Work Service, be noted.

[Reference: Minutes of 15 November 2017 (Paragraph 7)]

9 Item of Urgent Business - Closure of Limetree House Unit, Roger Park Care Home, Rutherglen

In view of the potential impact on South Lanarkshire Council service users, the Chair agreed, in terms of Standing Order No 4(c), that consideration be given to the closure of Limetree House Unit within Roger Park Care Home, Rutherglen.

The Director, Health and Social Care provided the following update to Committee:-

- ◆ 4 patients from South Lanarkshire were affected and South Lanarkshire Health and Social Care Partnership (HSCP) had been in contact with Greater Glasgow and Clyde HSCP to plan any possible future moves involving those patients
- ◆ she had requested that Greater Glasgow and Clyde HSCP put in place a communications strategy to all stakeholders, including elected members
- ◆ a meeting for those elected members within the affected area would be arranged with members of Social Work Resources' senior management team as soon as possible once full information briefings had been received from Greater Glasgow and Clyde HSCP

The Committee decided: that the update provided by the Director, Health and Social Care on the closure of Limetree House Unit within Roger Park Care Home, Rutherglen be noted.

Chair's Closing Remarks

The Chair advised that this would be the last meeting that Brenda Hutchinson, Head of Health and Social Care would be attending as she was retiring. The Chair, on behalf of the members of the Committee, thanked Ms Hutchinson for her contribution over the years and wished her well for the future. Ms Hutchinson responded in suitable terms.