

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 6 December 2023

Chair:

Councillor Margaret B Walker

Councillors Present:

Councillor Alex Allison, Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Mathew Buchanan, Councillor Janine Calikes, Councillor Margaret Cowie (*substitute for Councillor Celine Handibode*), Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Graeme Horne, Councillor Richard Lockhart (*substitute for Councillor Martin Hose*), Councillor Eileen Logan, Councillor Catherine McClymont, Councillor Richard Nelson, Councillor Carol Nugent, Councillor John Ross, Councillor Graham Scott, Councillor David Watson, Councillor Kirsty Williams (Depute)

Councillors' Apologies:

Councillor John Bradley, Councillor Joe Fagan (ex officio), Councillor Celine Handibode; Councillor Mark Horsham, Councillor Martin Hose, Councillor Hugh Macdonald

Attending:

Finance and Corporate Resources

G Booth, Finance Manager (Resources); S McLeod, Administration Officer; E McPake, HR Business Manager; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); M M Wilson, Legal Services Manager

Health and Social Care/Social Work Resources

S Sengupta, Director; G Booth, Justice Service Manager (Children and Justice Services); C Cunningham, Head of Commissioning and Performance; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); L Purdie, Head of Children and Justice Services; C Rae, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride)

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 27 September 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 2023/2024

A joint report dated 27 October 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 6 October 2023 against budgeted expenditure for 2023/2024 for Social Work Resources.

As at 6 October 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 there was one-off funding of £9.2 million available this financial year to contribute towards those pressures, with work ongoing to manage them. The period 7 overspend was currently being offset by an underspend in Performance and Support, and Justice Services.

Within Adult and Older People Services, the outcome of the Home Carers' job evaluation would result in recurring costs of approximately £7 million from 2023/2024. Those costs were not included in the Integration Joint Board (IJB) budget set for 2023/2024 and, as at 6 October 2023, costs of £3 million had been incurred in relation to the grade changes.

At its meeting on 18 October 2023, the IJB had agreed the funding solutions and recovery plan which had been submitted, and budgets would be realigned as required to reflect this change.

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

The Committee decided:

- (1) that the position on the Social Work Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2024 of a breakeven position, be noted; and
- (2) that the proposed budget virements be approved.

[Reference: Minutes of 27 September 2023 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2023/2024

A joint report dated 16 November 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 6 October 2023.

The capital programme for Social Work Resources for 2023/2024 was £2.030 million. Anticipated spend to date was £1.118 million and spend to 6 October 2023 amounted to £1.251 million. This represented a position of £0.133 million ahead of profile and was a result of a timing issue with the data migration costs for the SWiS Plus Replacement project.

The Committee decided: that the Social Work Resources' capital programme of £2.030 million, and expenditure to date of £1.251 million, be noted.

[Reference: Minutes of 27 September 2023 (Paragraph 4)]

5 Social Work Resources – Workforce Monitoring – August and September 2023

A joint report dated 26 October 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 August and September 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 9 September 2023

The Committee decided: that the report be noted.

[Reference: Minutes of 27 September 2023 (Paragraph 5)]

6 Social Work Resource Plan – Quarter 4 Progress Report 2022/2023

A report dated 14 October 2023 by the Director, Health and Social Care was submitted on the Social Work Resource Plan Quarter 4 Progress Report 2022/2023 for the period 1 April 2022 to 31 March 2023.

The Social Work Resource Plan 2022/2023 set out the objectives and actions to be managed and delivered by the Resource in the financial year 2022/2023. The Resource Plan measures were rated using a traffic light system of red, amber or green as well as blue (BRAG) which indicated that an action had been completed.

Details were provided on:-

- ◆ progress made against all Resource Plan measures, as detailed in the Quarter 4 Progress Report 2022/2023, attached as Appendix 2 to the report
- ◆ key achievements made by the Resource to date, as detailed in Section 5.3 of the report
- ◆ areas for improvement and associated management actions, as detailed in Section 5.4 of the report
- ◆ scrutiny of change in measure status between Quarter 2 and Quarter 4, as detailed in Appendix 3 to the report

The Committee decided:

- (1) that the Quarter 4 Progress report for 2022/2023, as detailed in Appendix 2 to the report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in Section 5.3 of the report, be noted; and
- (3) that the additional scrutiny of change in measure status between Quarter 2 and Quarter 4, as detailed in Appendix 3 to the report, be noted.

[Reference: Minutes of 15 February 2023 (Paragraph 6)]

7 Update of the 2022/2023 Risk Register and Risk Control Plan

A report dated 7 November 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 Control 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 27 September 2023, the Social Work Resources Committee agreed the current top 5 risks impacting on the delivery of Social Care Services, as detailed below, each of which remained unchanged following review:-

- ◆ workforce availability and capacity
- ◆ public protection and legislative duties
- ◆ market and provider capacity
- ◆ funding and budgetary pressures
- ◆ winter demands and pressures

The description of the risk 'Failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies' had been amended to reflect the introduction of new legislation.

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

Information was also provided on:-

- ◆ 12 other risks rated as high which continued to be monitored
- ◆ risk appetite and tolerance levels
- ◆ the review of the Council's top risks
- ◆ partner risks

The Committee decided:

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

[Reference: Minutes of 27 September 2023 (Paragraph 6)]

8 Keep the Promise Fund Round 2: Youth and Justice Rights

A joint report dated 23 October 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of secured CORRA funding from the category - Keep the Promise Fund Round 2: Youth Justice and Rights.

The Council had strongly committed to keeping 'The Promise' to care experienced young people to ensure they grew up loved, safe and respected. Implementation of The Promise was supported by key strategic partnership structures. The Champions Board ensured that the voice of care experienced young people was influencing strategic planning through The Promise Board which was attended by key leaders from the Council, health and third sector groups. The Promise Board scrutinised performance to ensure that specific commitments to care experienced young people were implemented.

A key national commitment had been made to reduce the disproportionate criminalisation of care experienced young people and Social Work Resources' Children and Justice Services was strongly committed to improvements in this area, with structural changes and improvements already made. To support continued improvement, a partnership application was successfully made to CORRA Keep the Promise Fund Round 2: Youth and Justice Rights. Funding had been granted to support young people on the edges of, or who were already involved in, the youth justice system to work with the Council, Covey and the University of the West of Scotland to implement a contextual safeguarding approach.

It was proposed that a 0.5 Full-time Equivalent post of Team Leader on Grade 3, Level 8, SCP 79-80 (£46,972 to £47,684) be added to the staffing establishment within Social Work Resources on a fixed term basis for 12 months. The Team Leader would have responsibility for networking with young people and partner agencies, co-ordinating the Strategic Oversight Group, reporting to CORRA on performance and progress, and reporting on the learning from the project to The Promise Board. The University of the West of Scotland would support evaluation of the project.

The Committee decided:

- (1) that the use of CORRA funding for the Youth Justice and Rights project be noted; and
- (2) that the addition to the Social Work Resources' staffing establishment on a fixed-term basis, as detailed in the report, be approved.

9 Enhancing Trauma Recovery Capacity

A joint report dated 14 November 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on enhancing trauma recovery capacity.

It was the Scottish Government and COSLA's ambition for Scotland to have trauma-informed services and workforces. The Scottish Government had allocated recurring funding of £15 million per annum to enhance community mental health and wellbeing services. South Lanarkshire's allocation was £840,000 per year. The new, or enhanced, supports were aimed to focus on early intervention and prevention support for children and young people aged 5 to 24.

Trauma informed practice was a priority and a Reflective Practice Co-ordinator was currently aligned to the family support hubs to support staff wellbeing and strengthen their ability to be reflective, trauma-informed practitioners to develop staff in practising in a trauma informed way with families. The addition of a Trauma Recovery Counsellor to work directly with children and families was identified as a gap and would contribute to the delivery of preventative whole family support. It was, therefore, proposed that 1 Full-time Equivalent post of Trauma Recovery Counsellor on Grade 3, Level 4, SCP 72-74 (£42,703 to £43,615) be added to the Social Work Resources' staffing establishment.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the addition to the Social Work Resources' staffing establishment, as detailed in the report, be approved.

10 Planning for Winter 2023/2024

A report dated 21 November 2023 by the Director, Health and Social Care was submitted on the planning arrangements in place to ensure that health and social care services were prepared for winter 2023/2024.

Planning for winter 2023/2024 commenced in August 2023 and, as in previous years, was undertaken in accordance with national guidance and was a multi-agency approach. The plan was a dynamic document and was highly likely to be subject to change over the coming months. From a local resilience planning perspective, NHS Lanarkshire was undertaking work to take account of the increasingly likely eventuality of a number of concurrent risks aligning to create increased system pressure.

National guidance had been published on 24 October 2023 which set out the expectations for those areas that local winter plans would be expected to address.

Information was provided on the following work areas:-

- ◆ acute services/Unscheduled Care Winter Planning through Operation Flow 2
- ◆ discharge without delay
- ◆ social care provider sustainability
- ◆ General Practice and pharmacy opening
- ◆ General Practice sustainability
- ◆ Primary Care Out of Hours
- ◆ contingency arrangements for additional deaths
- ◆ Covid-19 and flu vaccine programme
- ◆ carers support
- ◆ staff wellbeing
- ◆ adverse weather
- ◆ concurrent resilience planning and risks
- ◆ communications

Information was also provided on:-

- ◆ the significant workforce challenges and the work being done to mitigate those
- ◆ the range of funding sources identified as being able to support planning for winter

An officer responded to members' questions in relation to various aspects of the report and, following a request from a member, undertook to provide further information on delayed discharges.

The Committee decided:

- (1) that the planning arrangements, which had been put in place to ensure health and social care services were prepared for the coming winter months, and the associated costs, be noted;
- (2) that the potential need for additional support to mitigate the wider impacts of winter across all public services be noted; and
- (3) that the work ongoing with the Scottish Government to confirm the financial arrangements be noted.

11 South Lanarkshire Children's Services Plan 2023 to 2026 and Child Poverty Commitment 2023 to 2026

A report dated 27 November 2023 by the Director, Health and Social Care was submitted providing an update on the content of the South Lanarkshire Children's Services Plan 2023 to 2026 and the Child Poverty Commitment 2023 to 2026.

The Children and Young People (Scotland) Act 2014 required local authorities and linked health boards to prepare and publish a Children's Services Plan (CSP) every 3 years. The Child Poverty (Scotland) Act 2017 required local authorities and health boards to prepare Local Child Poverty Action Reports (LCPARs) as soon as was reasonably practicable after the end of each CSP reporting cycle.

The CSP final report for 2020 to 2023 had been approved by South Lanarkshire Community Planning Partnership in September 2023 and was attached as Appendix 1 to the report. The new CSP 2023 to 2026 was attached as Appendix 2 to the report. The South Lanarkshire Child Poverty Commitment 2023 to 2026 was attached as Appendix 3 to the report.

The Committee decided:

- (1) that the content of the South Lanarkshire Children's Service Plan 2023 to 2026 be noted;
- (2) that the final South Lanarkshire Children's Services Plan Report for 2020 to 2023, endorsed by the Getting It Right for South Lanarkshire's Children Strategy Group in June 2023, be noted; and
- (3) that the Child Poverty Commitment 2023 to 2026 be noted.

12 South Lanarkshire Justice Social Work Community Payback Order Annual Report 2022/2023

A report dated 6 November 2023 by the Director, Health and Social Care was submitted on the Community Payback Order (CPO) Annual Report 2022/2023.

The CPO Annual Report 2022/2023 was attached as an appendix to the report and information was provided on areas of focus within the report, together with areas identified for future development.

A short video was shown on the positive experience of service users engaging with justice and recovery based services.

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

[Reference: Minutes of 15 February 2023 (Paragraph 11)]

13 Lanarkshire Care Academy Update

A report dated 17 November 2023 by the Director, Health and Social Care was submitted providing an update on the Lanarkshire Care Academy.

A key action within the Social Work Resources' Workforce Plan was to establish a Care Academy to better promote social care as a vocation in South Lanarkshire, reinforce and expand routes into a career in social care and provide a much more explicit framework to enable the Council to 'grow their own' workforce to address workforce requirements.

The Care Academy was being progressed on a pan-Lanarkshire basis to build upon existing, and growing, effective co-operation between both North and South Lanarkshire Health and Social Care Partnerships (HSCPs).

Work was being undertaken to develop a revised terms of reference for the Care Academy. The vision, aims and objectives of the Care Academy were outlined in Appendix 1 and the following workstreams would support their delivery:-

- ◆ Workstream 1: Attraction, recruitment and retention
- ◆ Workstream 2: Pathways to care for young people, including all target groups
- ◆ Workstream 3: Adult pathways to care, including all target groups
- ◆ Workstream 4: Funding and procurement

Details were provided on current activity and future areas of work.

The Care Academy Steering Group would provide direction on all pan-Lanarkshire activity to increase collaboration and overall effectiveness.

The Committee decided:

- (1) that the contents of the report be noted; and
- (2) that the work to continue to establish the Care Academy across Lanarkshire be noted.

[Reference: Minutes of 16 November 2022 (Paragraph 13)]

14 Care Inspectorate Updates for Registered Social Work Services

A report dated 7 November 2023 by the Director, Health and Social Care was submitted providing an update on inspections that had been undertaken by the Care Inspectorate on registered social work services.

South Lanarkshire had 41 registered services, which included 5 care homes for older people, 13 day services for older people, 6 day services for adults, 1 care and support service for adults, 1 intermediate care service, 6 children's houses, 3 child and family services (fostering, adoption and support carers), 4 care at home services and 2 home first services.

Since the last report to Committee, there had been 1 unannounced care home service inspection within Dewar House, Hamilton and 2 announced short notice inspections within the South Lanarkshire Council Adoption Service and South Lanarkshire Council Fostering Service.

Details were provided on the breakdown of the grades across each area of service in Appendix 1 to the report.

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

[Reference: Minutes of 15 February 2023 (Paragraph 13)]

15 Urgent Business

There were no items of urgent business.