

# SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 27 September 2023

## **Chair:**

Councillor Margaret B Walker

## **Councillors Present:**

Councillor Alex Allison, Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Mathew Buchanan, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Elise Frame, Councillor Celine Handibode, Councillor Mark Horsham, Councillor Martin Hose, Councillor Eileen Logan, Councillor Hugh Macdonald, Councillor Catherine McClymont (Depute), Councillor Richard Nelson, Councillor Carol Nugent, Councillor John Ross, Councillor Graham Scott, Councillor David Watson, Councillor Kirsty Williams

## **Councillors' Apologies:**

Councillor John Bradley, Councillor Janine Calikes, Councillor Joe Fagan (ex officio), Councillor Graeme Horne

## **Attending:**

### **Finance and Corporate Resources**

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

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

S Sengupta, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); A McCrea, Service Manager, 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 28 June 2023 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 2023/2024**

A joint report dated 19 September 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 11 August 2023 against budgeted expenditure for 2023/2024 for Social Work Resources.

As at 11 August 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 5 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 11 August 2023, costs of £2.4 million had been incurred in relation to the grade changes. At this stage in the financial year, there was sufficient budget available to cover the additional costs.

Work was ongoing to identify recurring funding solutions and a recovery plan had been presented to the IJB at its meeting on 19 September 2023, however, this had not been agreed. Work would be required by the IJB Chief Officer and Chief Financial Officer, in conjunction with Council officers, to address this.

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 implications for the Council in respect of the IJB budget.

**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, as detailed in section 5.7 of the report, be noted; and
- (2) that the proposed budget virements be approved.

*[Reference: Minutes of 28 June 2023 (Paragraph 4)]*

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#### **4 Social Work Resources – Capital Budget Monitoring 2023/2024**

A joint report dated 7 September 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 11 August 2023.

The capital programme for Social Work Resources for 2023/2024 was £2.030 million. Spend as at 11 August 2023 was £0.810 million, slightly below that anticipated of £0.811 million.

**The Committee decided:** that the Social Work Resources' capital programme of £2.030 million, and expenditure to date of £0.810 million, be noted.

*[Reference: Minutes of 28 June 2023 (Paragraph 6)]*

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#### **5 Social Work Resources – Workforce Monitoring – May to July 2023**

A joint report dated 24 August 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 May to July 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 10 June 2023

Officers responded to members' questions in relation to:-

- ◆ the monitoring of absence trends
- ◆ a previous request for more detailed information on accident/incidents to be provided to members outwith the public report to committee
- ◆ the low number of exit interviews

The Director, Health and Social Care advised that the information on accidents/incidents was being collated and would be circulated to members. He also undertook to provide further information to members in relation to the exit statistics.

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

*[Reference: Minutes of 28 June 2023 (Paragraph 7)]*

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## **6 Update on the 2022/2023 Risk Register and Risk Control Plan**

A report dated 22 August 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 28 June 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:-

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

It was proposed that the following 2 new risks be added to the register:-

- ◆ failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies
- ◆ implications of the Scottish Fire and Resue Service Unwanted Fire Alarm Signals Policy within the Council's non-domestic estate

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.

Information was also provided on:-

- ◆ 13 other risks rated as high which continued to be monitored
- ◆ risk appetite and tolerance levels
- ◆ the review of the Council's top risks
- ◆ the 3 lines of defence model
- ◆ partner risks
- ◆ the National Risk Register

Officers responded to members' questions in relation to:-

- ◆ risks relating to external providers
- ◆ what risk embracing meant in practice
- ◆ workforce availability and capacity
- ◆ winter pressures and vaccination arrangements/uptake
- ◆ the challenges with recruitment and retention
- ◆ the impact of the capacity and funding situation on rural areas
- ◆ support to the workforce to achieve the necessary qualifications
- ◆ the promotion of the Care Academy

**The Committee decided:**

- (1) that the report be noted;
- (2) that the top risks for Social Work Resources be approved; and
- (3) that the additional 2 risks for Social Work Resources, as detailed in the report, be approved.

*[Reference: Minutes of 28 June 2023 (Paragraph 8)]*

*Councillor Williams left the meeting during this item*

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## **7 Strengthening Arrangements for Self-Directed Support**

A joint report dated 27 August 2023 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on proposals to delete an existing post of Operations Manager and establish a full-time post of Fieldwork Manager within the Self-Directed Support (SDS) team.

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 Social Care (Self-Directed Support) (Scotland) Act 2013 contained 4 fundamental principles of participation and dignity, involvement, informed choice and collaboration.

Information was provided on the key stages in a person's pathway to accessing SDS, together with the options available for directing support.

The current SDS team structure included a 0.5 full-time equivalent (FTE) post of Fieldwork Manager and 1 FTE post of Operations Manager. A revision to the structure would provide greater consistency and equity in roles and responsibilities and it was, therefore, proposed:-

- ◆ that 1 FTE post of Operations Manager on Grade 4, Level 2, SCP 82-83 (£46,2987 to £47,028) be deleted from the staffing establishment

- ◆ that the 0.5 FTE post of Fieldwork Manager be increased to 1 FTE post of Fieldwork Manager on Grade 5, Level 1, SCP 96-97 (£57,028 to £57,904)

The cost of the proposals would be met from within existing budget provision and would deliver a net saving overall.

Officers responded to members' questions in relation to:-

- ◆ any operational impact the changes might have
- ◆ the uptake of SDS, with the Director, Health and Social Care undertaking to provide a report to the next meeting of the Committee

**The Committee decided:**

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

*Councillors Brown and Nugent left the meeting during this item*

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## **8 Urgent Business**

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There were no items of urgent business.