

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 6 March 2024

Chair:

Councillor Margaret B Walker

Councillors Present:

Councillor Alex Allison, Councillor John Anderson, 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 Martin Hose, Councillor Eileen Logan, Councillor Hugh Macdonald, 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

Attending:

Finance and Corporate Resources

G Booth, Finance Manager (Resources); E McPake, HR Business Manager; A Norris, Administration Assistant; 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); 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 6 December 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 31 January 2024 by the Head of Finance (Strategy) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 28 December 2023 against budgeted expenditure for 2023/2024 for Social Work Resources.

As at 28 December 2023, there was a breakeven position against the phased budget, as outlined in Appendix A to the report. Following the Council's probable Outturn exercise, the Resource also reported a breakeven position.

Information was provided on the ongoing actions to manage budget pressures.

Detailed variance explanations and proposed budget virements were detailed in appendices B to E to the report.

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the breakeven position on the Social Work Resources' revenue budget at 28 December 2023, and 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.

[Reference: Minutes of 6 December 2023 (Paragraph 3) and Minutes of the Executive Committee of 24 January 2024 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2023/2024

A joint report dated 14 February 2024 by the Head of Finance (Strategy) 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 28 December 2023.

The capital programme for Social Work Resources for 2023/2024 was £2.030 million. Anticipated spend to date was £1.391 million and spend to 28 December 2023 amounted to £1.537 million. This represented a position of £0.146 million ahead of profile and was a result of a timing issue with the data migration costs for the SWiSplus replacement project.

Work had been ongoing to monitor the predicted spend position for this financial year and current estimates for the Resource suggested an outturn of £2.6 million, which was an overspend of £0.570 million. The majority of this variance was due to the timing of spend on both the Community Alarms – Analogue to Digital and SWiSplus replacement projects.

The Committee decided:

- (1) that the Social Work Resources' capital programme of £2.030 million, and expenditure to date of £1.537 million, be noted; and
- (2) that the projected outturn of £2.6 million be noted.

[Reference: Minutes of 6 December 2023 (Paragraph 4)]

5 Social Work Resources – Workforce Monitoring – October to December 2023

A joint report dated 1 February 2024 by the Chief Executive and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period October to December 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 December 2023

An officer responded to members' questions on various aspects of the report and undertook to provide a breakdown of the reasons for absences.

The Committee decided: that the report be noted.

[Reference: Minutes of 6 December 2023 (Paragraph 5)]

6 Social Work Resource Plan – Quarter 2 Progress Report 2023/2024

A report dated 20 December 2023 by the Director, Health and Social Care was submitted on the Social Work Resource Plan Quarter 2 Progress Report 2023/2024 for the period 1 April to 30 September 2023.

Details were provided on:-

- ◆ progress made against all Resource Plan measures, as detailed in 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

Officers responded to members' questions on various aspects of the report and undertook to submit reports to a future meeting of the committee on the Unpaid Work Service and Scottish Children's Reporter Administration reports.

The Committee decided:

- (1) that the Social Work Resource Plan Quarter 2 Progress report for 2023/2024, as detailed in Appendix 2 to the report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3 of the report, be noted; and
- (3) that the areas for improvement and associated management actions, as detailed in paragraph 5.4. to the report, be noted.

[Reference: Minutes of 3 May 2023 (Paragraph 7)]

7 Social Work Resource Risk Register - Update

A report dated 14 February 2024 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 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).

The top risks presented to Committee at its meeting on 6 December 2023 had been reviewed and updated, together with the risk descriptors and controls, as detailed in Appendix 2 to the report. The format of the Resource's Risk Register had also been reviewed and updated.

Information was provided on:-

- ◆ additional risks, as detailed in Appendix 3 to the report
- ◆ implications arising from the National Care Service Bill
- ◆ the Year End Risk Management Report (2022/2023) and Review of Council's Top Risks (2023/2024)
- ◆ the Integration Joint Board risk register

The Committee decided:

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

[Reference: Minutes of 6 December 2023 (Paragraph 7)]

8 Sustaining Social Work Children and Families Services - Budget Recovery Actions

A joint report dated 22 February 2024 by the Director, Health and Social Care and Chief Executive was submitted providing an update on actions to address the projected £10.6 million cost pressure for Children and Families Services for 2024/2025.

Appendix 1 to the report provided a breakdown of actual budget against projected pressures for 2023/2024. With the expected continuation of those pressures into 2024/2025, there was a projected budget shortfall of £10.6 million.

Information was provided on:-

- ◆ work being undertaken to manage this budget pressure, including the adoption of the Sustainability and Value Option Appraisal Screening Scale, attached as Appendix 2 to the report, which was designed to ensure that options to address the budget gap were appraised, prioritised and presented for consideration in a manner consistent with statutory obligations and professional requirements
- ◆ future options to further support bringing spend into line with the budget, which included:-
 - ◆ the commissioning of a new Intensive Family Support Service to address high cost residential placements and reduce reliance on future placements
 - ◆ a review and update of policies and procedures
 - ◆ service reviews
 - ◆ a review and update of contracts
 - ◆ a review of the use of estate

The outcome of the reviews would be reported to a future meeting of the Committee.

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the report be noted;
- (2) that the Sustainability and Value Option Appraisal Screening Scale, attached as Appendix 2 to the report, be endorsed to support option development and decision-making to protect the provision of statutory duties that supported the most vulnerable;

- (3) that the commissioning of an Intensive Family Support Service be noted; and
- (4) that the review of the policies, procedures, services, contracts and use of estate, be noted.

9 Justice Social Work Whole Systems Approach - Service Development and Capacity Building

A joint report dated 19 February 2024 by the Director, Health and Social Care and Chief Executive was submitted providing an update on the Whole System Approach (WSA) within Justice Services to support early and effective interventions and preferred outcomes for young people in conflict with the law.

Information was provided on the Justice Services' service re-design scoping exercise to explore alternative models of service delivery as part of the locality based social work modernisation programme. This work started in March 2023 and concluded in November 2023.

Evidence from this review endorsed Justice Services' commitment to increasing an early intervention and trauma informed approach to working with young people. This included drawing from national research that supported the extension of the WSA model to some areas of support for young people up to the age of 25, particularly those who were care experienced and had neurodiversity issues.

It was proposed that a responsive person-centred approach be taken to young people aged 16 to 25 years who were at risk of entering the justice system to beyond custody. To support this approach, it was considered that local capacity should be enhanced and that the following posts be added to the Social Work Resources' staffing establishment, on a temporary basis, for a period of 23 months:-

- ◆ 1 Full-time Equivalent (FTE) post of Peer Mentor on Grade 1, Level 4, SCP 30-31 (£24,800 to £25,111)
- ◆ 1 FTE post of Social Work Assistant on Grade 2, Level 2-4, SCP 39-57 (£27,793 to £34,764)

The posts would be funded from the existing Section 27 budget.

The Committee decided:

- (1) that the report be noted;
- (2) that Justice Social Work Services' re-design preferred outcome model for the WSA service be noted; and
- (3) that the additions to the Social Work Resources' staffing establishment for a period of 23 months, as detailed in the report, be approved.

10 Chief Social Work Officer Annual Report 2022/2023

A report dated 29 December 2023 by the Director, Health and Social Care was submitted on the Chief Social Work Officer (CSWO) Annual Report 2022/2023.

There was a statutory requirement for all local authorities to appoint a professionally qualified 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 responsibility for overall performance improvements 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 2022/2023, attached as an appendix to the report.

The CSWO responded to a member's questions in relation to support for carers.

The Committee decided: that the Chief Social Work Officer Annual Report 2022/2023, attached as an appendix to the report, be noted.

[Reference: Minutes of 15 February 2023 (Paragraph 9)]

11 Family Support Strategy – Family Support Hubs

A report dated 1 February 2024 by the Director, Health and Social Care was submitted providing an update on the Family Support Strategy within Social Work Resources.

The Promise identified the need to significantly upscale Family Support Services and identified whole family support as a priority in the Plan 2021 to 2024. In response to this, the Scottish Government committed to investing £500 million Whole Family Wellbeing Funding (WFWF) over the lifetime of the Parliament to support the whole system transformational change required to reduce the need for crisis intervention and shift investment towards prevention and early intervention. The funding awarded to South Lanarkshire was £1.827 million per annum.

Information was provided on:-

- ◆ the implementation and progress of the Whole Family Wellbeing Strategy, the aim of which was to build capacity and improve preventive services and early support to families, supporting the delivery of the Plan 2021 to 2024
- ◆ the impact of the locality-based Family Support Hubs, launched in September 2022, with the year 1 Annual Report attached as an appendix to the report

The Committee decided:

- (1) that the progress made in the delivery of the Plan 2021 to 2024 and the development of a Whole Family Wellbeing Strategy be noted; and
- (2) that the year 1 Family Support Hub Annual Report, attached as Appendix 1 to the report, and the progress made in shifting resources to community-based support that aimed to enhance earlier help and family support services, be noted.

12 Notification of Contracts Awarded - April to September 2023

A report dated 1 November 2023 by the Director, Health and Social Care was submitted on contracts awarded by Social Work Resources in the period 1 April to 30 September 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.

Officers responded to a member's questions in relation to support for carers.

The Committee decided: that the report be noted.

13 Urgent Business

There were no items of urgent business.