

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 2 October 2019

Chair:

Councillor John Bradley

Councillors Present:

Councillor Robert Brown, Councillor Archie Buchanan, Councillor Jackie Burns, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Mark Horsham, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Richard Nelson, Councillor Carol Nugent, Councillor Margaret B Walker, Councillor Jared Wark

Councillor's Apology:

Councillor John Ross (ex officio)

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager (Resources); H Lawson, Legal Services Manager; E Maxwell, Personnel Adviser; P MacRae, Administration Officer; G McCann, Head of Administration and Legal Services; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy)

Health and Social Care/Social Work Resources

V de Souza, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); C Cunningham, Head of Commissioning and Performance; P McCormack, Service Development Manager; 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 7 August 2019 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 2019/2020

A joint report dated 28 August 2019 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 16 August 2019 against budgeted expenditure for 2019/2020 for Social Work Resources, together with a forecast of a breakeven position for the year to 31 March 2020.

As at 16 August 2019, there was an overspend of £0.606 million on Social Work Resources' revenue budget. The overspend was due to pressures within Children and Family Services as a result of residential school/external placements and fostering placements. Those overspends had been partially offset by underspends in Performance and Support due to employee turnover and vacancies.

The position would be closely monitored and work was being undertaken to identify ways to minimise and manage those costs.

Details were provided on budget virements in respect of Social Work Resources to realign budgets.

The Committee decided:

- (1) that the overspend on Social Work Resources' revenue budget of £0.606 million, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2020 of a breakeven position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 7 August 2019 (Paragraph 3)]

4 Social Work Resources – Capital Budget Monitoring 2019/2020

A joint report dated 28 August 2019 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 2019/2020 and summarising the expenditure position at 16 August 2019.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 6)]

5 Social Work Resources – Workforce Monitoring – June and July 2019

A joint report dated 27 August 2019 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 June and July 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ analysis of leavers
- ♦ Staffing Watch as at 8 June 2019

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

The Committee decided: that the report be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 7)]

6 Amendment to Social Work Non-Residential Charging Policy

A report dated 31 July 2019 by the Director, Health and Social Care was submitted on changes to both the Residential and Non-Residential Charging arrangement.

The Scottish Government had made a commitment to introduce legislation for a financial redress scheme for survivors of abuse while in care, in Scotland. With effect from 28 June 2019, the National Assistance (Assessment of Resources) (Scotland) (No 2) Regulations 2019, required that payment to any resident within a care home, under the Advance Payment Scheme, in respect of cases of historical child abuse in care, be disregarded in the financial assessment of the resident's resources. As a result, the Scottish Government had amended the statutory Charging for Residential Accommodation Guidance (CRAG).

To ensure parity between people in residential care and in the community, the COSLA Health and Social Care Board had agreed that the COSLA guidance on charging for non-residential care be updated to recommend that those payments should also be disregarded from financial assessments.

On 20 February 2019, the Committee approved the 2019/2020 Charging Policy for Non-Residential Services which would be amended to reflect the provision relating to advanced payments.

The Committee decided:

- (1) that implementation of the changes to both the Residential and Non-Residential Charging arrangements, to exclude any advanced payments from the financial assessments on which service user contributions were based, be noted;
- (2) that the Council's Non-Residential Charging Policy be amended to reflect the provision relating to advanced payments; and
- (3) that the amendment to the Council's Non-Residential Charging Policy, to reflect the Scottish Government's change to the Charging for Residential Accommodation Guidance, with effect from 28 June 2019, be noted.

[Reference: Minutes of 20 February 2019 (Paragraph 9)]

7 Locality Redesign – Care at Home

A report dated 12 September 2019 by the Director, Health and Social Care was submitted on the issues arising from the Care Inspectorate's report for the Hamilton/Blantyre/Larkhall Home Care Service and how this related to the wider service.

Information was provided on the:-

- ◆ future function and structure for the Care at Home Service within the Health and Social Care Partnership's 4 locality teams
- ◆ need to review the structures that supported Care at Home delivery to reflect demographic pressures, changes in statutory duties and regulation, making use of new technology and the changing role for Care at Home within the overall Health and Social Care system
- ◆ need to redesign the following:-
 - ◆ re-ablement and crisis intervention models
 - ◆ assessment and care management functions to align those functions more closely with Fieldwork Services
 - ◆ carer support structures to ensure home care workers were effectively supported in line with the new National care standards and the Scottish Social Services Council requirements
 - ◆ scheduling of care using new electronic functionality to ensure the scheduling service and duty desk model were optimised to secure the benefits of the planned implementation of a new scheduling tool

The Care Inspectorate's report had highlighted issues relating to the effectiveness of the embedded care management resources. Although those issues had mainly related to the Hamilton Care at Home Service, the following issues had been identified for the entire Service to consider:-

- ◆ the quality of the care management
- ◆ meeting the requirement to complete 6 monthly service reviews
- ◆ ensuring Carers were well supported and confident in their role
- ◆ ensuring consistency of care delivery in the context of challenging levels of demand
- ◆ ensuring sufficient capacity in the system to meet demand

Following consultation with the Care Inspectorate, the Health and Social Care Partnership (HSCP) had developed a comprehensive action plan to address those areas identified for improvement and to support the Hamilton Service. The key components of the Action Plan were as follows:-

- ◆ establishment of an improvement steering group
- ◆ external expert review to be undertaken of the root causes of the challenges and to identify exemplars of best practice elsewhere in the South Lanarkshire Council (SLC) Service
- ◆ reorganisation of the boundaries of the Service to reduce its scale
- ◆ refresh the management of the Service
- ◆ raise the seniority level of the registered Manager to improve governance
- ◆ deploy additional temporary resources to support both the management of the improvement programme and the operational challenges, such as overdue reviews
- ◆ improve quality assurance systems

Operationally, an extended period of intervention to embed the necessary changes to culture and practice was required. Some key actions, which had already taken place, were outlined in the report.

Detailed information was provided on the following:-

- ◆ key challenges and improvement actions for the Service
- ◆ the need to consider requirements in assessment and care management
- ◆ establishment of dedicated re-ablement teams within each locality and the Rapid Response Service
- ◆ the need to improve the interface with carers, remodel the support infrastructure to take advantage of a new electronic scheduling tool and redesign the model for supporting carers

The redesign activity detailed above was achievable within available resources to target services optimally, improve flow and efficiency. To address the challenges of ensuring the Service met its regulatory requirements into the future, consideration required to be given to the:-

- ◆ capacity to deliver both core care management and service review functions
- ◆ infrastructure to support carers throughout the operational day

The financial implications associated with any future proposals would be reported to a future meeting of the Committee.

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

The Committee decided:

- (1) that the Chief Officer's intentions to focus the partnership's Care at Home Service on being a provider of services be noted;
- (2) that it be noted that a review of service functions would be undertaken with a report being submitted to a future meeting of this Committee for consideration; and
- (3) that the Health and Social Care Partnership's intention to focus a substantial core of the internal Care at Home Service on re-ablement and rapid response interventions, including aligning initial assessment resources with the Integrated Community Support Teams, be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 9)]

8 Care and Support Services

A report dated 16 September 2019 by the Director, Health and Social Care was submitted on the proposal to commence a Review of the Care and Support Service for Adults.

South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 provided a commitment to transform services for the future that were designed to meet the 9 National Health and Wellbeing Outcomes and the 13 strategic commissioning themes outlined in the Plan.

In 2004, support for people with a learning disability, who were supported in a hospital setting or other setting away from their home and community, underwent significant change. A total of 56 South Lanarkshire residents were supported to transition from residential, hospital and hostel settings, back to a community based Care and Support Service. This change specifically established the Care and Support Service which took the form of individual and shared tenancies available across South Lanarkshire.

No further review of this Service had taken place since 2004 and there were now significantly less people dependent on this Service, with 34 of the original 56 residents remaining and continuing to be supported by the Care and Support Service for adults.

The core purpose of the Care and Support Service for Adults was to help people to achieve the outcomes that mattered to them in their life. However, many of the support arrangements currently provided to people with a learning disability within the Service had changed little since 2004. Therefore, there was a requirement to review the current Care and Support model and related resources to ensure the Service continued to meet service user needs.

Information was provided on:-

- ◆ care and support – current service user profile
- ◆ care and support – current service provision
- ◆ service performance and proposed next steps

It was proposed that a review of the Service be undertaken between October and December 2019 and the outcomes from the review submitted to a future meeting of this Committee.

The Committee decided:

- (1) that the proposal to undertake a review of the Care and Support Service for Adults between October and December 2019 be noted; and
- (2) that the outcomes from the review be submitted to a future meeting of this Committee for consideration.

9 Gender Based Violence Partnership

A report dated 29 August 2019 by the Director, Health and Social Care was submitted on the Gender Based Violence Partnership and the implications for South Lanarkshire.

The multi-agency partnership was focused on tackling gender-based violence within South Lanarkshire.

Details were provided on the:-

- ◆ strategies which had been developed to tackle gender-based violence
- ◆ action plan which had been developed to take forward the 30 quality indicators which were monitored and reviewed through quarterly meetings to ensure the Partnership's priorities were being met

The Committee decided: that the report be noted.

10 Investing to Modernise in South Lanarkshire's Care Facilities

A report dated 5 September 2019 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire Council care facilities.

The South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 set out a commitment to support more people to remain at home and in their community. A number of commissioning intentions had been outlined within the Plan to support this ambition, one of which was reducing the overall reliance on residential and in-patient forms of care.

Within the Plan, a specific commissioning intention was agreed to implement the new care facilities' model to provide people with more choice and options to be maintained at home and in the community.

Consequently, the IJB issued an associated 'Direction' to both the Council and NHS Lanarkshire 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.

Information was provided on the progress to date on the actions previously approved by Committee in relation to the Blantyre/Hamilton and Clydesdale localities. The development in Blantyre was the most advanced in terms of the 3 areas referred to above and proposals for the Blantyre development were at a consultation stage in terms of securing planning consent.

A full communication strategy had been developed to support and maximise reach, thereby, allowing as many members of the public as possible to have the opportunity to drop in, find out more and ask pertinent questions. This was facilitated by 2 open events which took place in Blantyre in July and August 2019.

At its meeting on 8 May 2019, the Committee had approved the preferred site of Flush Park as a replacement option for McClymont House. To date, a site survey had been commissioned and feedback was awaited in terms of suitability of the overall site to accommodate a new care hub. The outcome of the site survey would be submitted to a future meeting of this Committee.

In tandem with this, mapping work of services and supports were near completion in terms of the 7 spokes that would underpin the hub from a community services' perspective. The areas for the 7 spokes were confirmed as Lanark, Carluke, Forth, Carnwath/Carstairs, Biggar, Douglas and Lesmahagow/Kirkmuirhill/Coalburn and would build upon existing assets within those communities.

On 28 November 2018, the Committee had approved the commitment to develop services in the Larkhall/Stonehouse area, with a specific new build to be considered in or around the Larkhall area. The vision behind this development would be in keeping with the overall principles set out at the inception of the Care Facilities' programme. To support this proposal, an initial stakeholder event had been held to provide an overview of the needs analysis of the local community.

The next steps to continue with the development and implementation of the investment to modernise South Lanarkshire's care facilities were outlined in the report. Update reports would be submitted to future meetings of the Social Work Resources Committee and the South Lanarkshire Integration Joint Board.

The Committee decided: that the report be noted.

[Reference: Minutes of 8 May 2019 (Paragraph 10) and 28 November 2018 (Paragraph 6)]

11 Progress Update on the Adult and Older People Day Services' Review

A report dated 12 September 2019 by the Director, Health and Social Care was submitted on the review of Adult and Older People Day Services.

The Council currently delivered a range of day services to approximately 940 adult and older people. The services had traditionally been organised around a buildings based resource and had not significantly changed since the establishment of South Lanarkshire Council. This model of day service required revision in line with recent legislation, including Self Directed Support.

The current models offered limited options for individuals to realise their personal outcomes and the consultation and engagement which had been undertaken, had established an expectation of greater flexibility and choice in relation to accessing community assets.

A Day Service Review Project Board had been established to oversee the review of the service and early consultation with stakeholders had highlighted the following issues:-

- ◆ the future impact of Self Directed Support and the necessary transfer of resource to Direct Payment models
- ◆ matching available resourcing to levels of need in each locality
- ◆ better aligning staffing models to dependency levels
- ◆ reviewing current care delivery programmes against best practice
- ◆ the options for, and consequences of, operating from fewer sites
- ◆ the need for, and nature of, contracted services
- ◆ options for releasing resource from building based services to support more flexible models of care

A report on the outcomes from the review of Adult and Older People Day Services would be submitted to a future meeting of this Committee for consideration.

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

The Committee decided: that the report be noted.

[Reference: Minutes of 8 May 2019 (Paragraph 11)]

Councillors Burns, Carmichael, McClymont and Nelson left the meeting during this item of business

12 Urgent Business

There were no items of urgent business.

Chair's Closing Remarks

The Chair advised that this would be the last meeting that Pat McCormack, Service Development Manager would be attending as he was retiring. The Chair, on behalf of the members of the Committee, thanked Mr McCormack for his contribution over the years and wished him well for the future. Mr McCormack responded in suitable terms.