

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Microsoft Teams and in Committee Room 1, Council Offices, Almada Street, Hamilton on 19 August 2020

Chair:

Councillor John Bradley

Councillors Present:

Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Janine Calikes, Councillor Graeme Campbell, Councillor Maureen Chalmers (Depute), Councillor Gerry Convery (*substitute for Councillor Andy Carmichael*), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Mark Horsham, Councillor Eric Holford (*substitute for Councillor Colin McGavigan*), Councillor Graeme Horne (*substitute for Councillor Jim McGuigan*), Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Lynne Nailon, Councillor Carol Nugent, Councillor Margaret B Walker, Councillor Jared Wark.

Councillors' Apologies:

Councillor Jackie Burns, Councillor Katy Loudon, Councillor Richard Nelson.

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager; G McCann, Head of Administration and Legal Services; M Milne, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); S Somerville, Administration Manager; H Tennant, Administration Officer

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; M Kane, Service Development Manager; M Hayward, Head of Health and Social Care (East Kilbride and Cambuslang and Rutherglen); L Purdie, Head of Children and Justice Services

1 Declaration of Interests

No interests were declared.

2 Previous Meeting

The Committee decided:

that the delegated decisions taken by the Chief Executive, in consultation with Group Leaders, on items of business relating to the previous Social Work Resources agenda of 20 May 2020, be noted as a correct record.

3 Social Work Resources – Revenue Budget Monitoring 2019/2020

A joint report dated 14 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure at 31 March 2020 against budgeted expenditure for 2019/2020 for Social Work Resources.

As at 31 March 2020, there was an overspend of £1.855 million on Social Work Resources' revenue budget. The overspend was lower than the anticipated £2.239 million and was due to pressures within Children and Family Services in relation to residential school placements, fostering placements and Kinship Care payments.

The Adult and Older People Services' budget had experienced pressures in respect of employee costs, equipment and adaptations and the demand for direct payments. Those overspends had been partially offset by underspends in Performance and Support and Justice Services due to employee turnover and vacancies.

The improved position included transfers of £0.350 million from the Integration Joint Board, as reported to Executive Committee.

Expenditure incurred by Social Work Resources in relation to COVID-19 was detailed in Appendix B to the report. Funding from the Scottish Government Mobilisation Plan would cover the additional expenditure in relation to Adult and Older People Social Care, totalling £0.325 million.

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 £1.855 million, as detailed in Appendix A to the report, be noted; and
- (2) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 20 May 2020 (Paragraph 3)]

4 Social Work Resources – Revenue Budget Monitoring 2020/2021

A joint report dated 14 July 2020 by the Executive Director (Finance and Corporate Resources) and the Director, Health and Social Care was submitted comparing actual expenditure at 19 June 2020 against budgeted expenditure for 2020/2021 for Social Work Resources, together with a forecast of the position for the year to 31 March 2021.

As at 19 June 2020, there was a breakeven position against the phased budget. Continued additional costs incurred in relation to COVID-19 were detailed separately in Appendix B to the report, together with income received from the Scottish Government.

The Resource had experienced a reduction in income of £0.313 million from services not provided as a result of COVID-19, as detailed in Appendix D to the report.

To date, the additional costs to the Council were £3.027 million, with £2.9 million received from the Scottish Government. Details were provided on budget virements in respect of Social Work Resources to realign budgets.

The Director undertook to provide further details of the funding provided to 'Other Bodies'.

Officers confirmed that appropriate background checks had been undertaken for all volunteers.

The Committee decided:

- (1) that the breakeven position on Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2021 of a breakeven position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

5 Social Work Resources – Capital Budget Monitoring 2019/2020

A joint report dated 30 July 2020 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 as at 31 March 2020.

The closure of construction sites in March 2020 due to COVID-19 had impacted on capital spending and had resulted in reduced planned works and an underspend of £2.166 million. Funding would be carried forward into the next financial year.

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

The Committee decided: that the Social Work Resources' capital programme of £2.729 million, and expenditure for the year of £0.563 million, be noted.

[Reference: Minutes of 20 May 2020 (Paragraph 4)]

6 Social Work Resources – Capital Budget Monitoring 2020/2021

A joint report dated 30 July 2020 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 2020/2021 and summarising the expenditure position at 19 June 2020.

The impact of COVID-19 continued to affect progress on planned capital projects. This would continue to be monitored.

The Committee decided: that the Social Work Resources' capital programme of £5.817 million, and expenditure to date of £0.008 million, be noted.

7 Social Work Resources – Workforce Monitoring – April to June 2020

A joint report dated 14 July 2020 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 April to June 2020:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers

The effect of COVID-19 was evident in the workforce monitoring data with some services initially disrupted. However, this situation had now stabilised.

Officers advised that the Resource had followed Scottish Government guidance in relation to providing testing for staff, implementation of additional cleaning measures and the provision of equipment.

The Director highlighted the excellent co-operation of care homes in redesigning their service delivery to ensure the safety of their residents and staff during this extremely challenging period.

The Committee decided: that the report be noted.

[Reference: Minutes of 20 May 2020 (Paragraph 5)]

8 Social Work Resource Plan 2020/2021

A report dated 31 July 2020 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2020/2021.

Details were provided on the Resource Plan for 2020/2021, attached as Appendix 1 to the report, which outlined the:-

- ◆ key areas of focus for the year ahead
- ◆ objectives and outcomes
- ◆ measures and actions
- ◆ resourcing of the Plan
- ◆ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2020/2021 Resource Plan would be submitted to a future meeting of the Committee.

The Committee recommended to the Executive Committee: that the Social Work Resource Plan for 2020/2021 be approved and uploaded to the Council's website.

Councillor Buchanan left the meeting during consideration of this item of business

9 Care Management Improvement – Hospital Discharge Team

A joint report dated 28 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on proposals to establish a hospital-based discharge team.

Until 2016, a hospital based Social Work team had been in place, at which time the team moved into a community-based setting. However, hospital related demand continued to rise, and, in practice, little benefit had accrued from dispersing the service to the locality teams.

Following consultation and benchmarking, it was proposed that a revised hospital team be established and that the following full time equivalent (FTE) posts be added to the Social Work Resources staffing establishment:-

- ◆ 1 FTE Field Work Manager on Grade 5, Level 1, SCP 96-97 (£53,780 to £54,601)
- ◆ 2 FTE Team Leaders on Grade 3, Level 8, SCP 79-80 (£44,159 to £44,834)
- ◆ 3 FTE Social Work Assistants on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147)
- ◆ 1 FTE Clerical Assistant on Grade 1, Level 3, SCP 25-27 (£18,869 to £19,417)

Those posts would complement the current staffing establishment of 9 FTE Social Workers, 1 FTE Mental Health Officer and 1 FTE Social Work Assistant to create a Social Work Hospital Discharge Function. This would ensure the Council had sufficient supervision, resources, skills mix and expertise to support the quality assurance and governance to facilitate discharge planning.

The costs associated with the above proposals would be met from temporary funding to support the Care at Home Services. Future reports to Committee would consider the financial sustainability of the remodelled service.

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

The Committee decided: that the proposal to re-establish a Hospital Discharge Team, as detailed in the report, be approved.

[Reference: Minutes of 4 March 2020 (Paragraph 9)]

10 Staffing in Justice Services, Social Work Resources

A joint report dated 9 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the introduction and expansion of 3 areas of service delivery within Justice Services.

The Scottish Government vision for Community Justice, reflected in the current South Lanarkshire Community Justice Improvement Plan, aimed to prevent and reduce further offending by addressing underlying causes, and safely and effectively managing and supporting those who had committed offences to help them reintegrate into the community.

Since 2018, Justice Services had successfully extended Justice Throughcare provision for:-

- ◆ individuals leaving custody
- ◆ young people involved in the criminal justice system
- ◆ families affected by domestic abuse

The Unpaid Work Service had continued to adapt to new pressures since being reviewed in 2017.

Development and improvements within those 3 areas had strengthened interventions, improved outcomes for service users across the Justice Social Work Service and promoted the Safer South Lanarkshire agenda.

Information was provided on the following 3 areas of service delivery:-

- ◆ Structured Deferred Sentencing Initiative
- ◆ Caledonian System
- ◆ Justice Throughcare

The introduction and expansion of those areas of service delivery had significantly added to the role and responsibilities of the Operations Managers, and the need for additional Team Leader posts had been identified.

It was proposed that the current 2 full time equivalent (FTE) Family Support Workers from the LINK project be realigned to the Structured Deferred Sentencing Team.

The increased service provision required an overall establishment increase, and it was proposed that the following posts be added to Justice Services:-

- ◆ 1.5 FTE permanent Team Leader posts on Grade 3, Level 8, SCP 79-80 (£41,772 to £42,411)
- ◆ 1 FTE permanent Operations Manager post on Grade 4, Level 2, SCP 82-88 (£43,652 to £47,776)

- ◆ 0.5 FTE temporary Team Leader until 31 March 2021 on Grade 3, Level 8, SCP 79-80 (£41,772 to £42,411)

The costs associated with the above proposals would be met from existing budgets.

Officers responded to members' questions in relation to the Structured Deferred Sentencing Initiative.

The Committee decided:

- (1) that the report be noted; and
- (2) that the staffing proposals, as detailed in the report, be approved.

11 South Lanarkshire Council Stairlift Provision

A report dated 28 July 2020 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the key factors resulting in the high level of stairlift provision within South Lanarkshire.

The Council provided stairlifts and through-floor lifts to people with all levels of assessed risk and need following a dedicated assessment by the Council's Occupational Therapy (OT) Services. This had created a higher level of stairlift provision compared with many other local authorities in Scotland.

Details of stairlift provision, housing availability, and rehousing options were provided in Appendices 1 to 3 to the report. Information on the different types of lifts in place was provided in Appendix 4 to the report.

Stairlifts, maintenance, repairs and replacements were procured through a partnership arrangement with other local authorities and were funded by Social Work Resources.

The creation of a stairlift policy to develop local guidance and protocols, would allow for assessment decisions in relation to stairlift provision to be more equitable, fair and transparent.

The secondment of 1 full time equivalent (FTE) Occupational Therapy Team Leader post would be required to implement the policy. The cost associated with this post would be met from existing budgets.

Officers responded to members' questions in relation to: -

- ◆ the introduction of charging for equipment
- ◆ financial assessment of service users to gauge financial capacity to contribute
- ◆ the likelihood that a policy could contribute to stairlifts not being installed
- ◆ concern that the report should be considered as a budgetary item

Following further discussion, it was proposed that consideration of the report be deferred to allow for additional information to be obtained.

The Committee decided: that consideration of the report be deferred to a future meeting of the Committee.

12 Occupational Therapy Professional Governance Structures, South Health and Social Care Partnership

A report dated 28 July 2020 by the Director, Health and Social Care was submitted on a proposal to revise the occupational therapy governance framework across the South Health and Social Care Partnership (HSCP).

Occupational Therapy (OT) was part of the Allied Health Professions job family and was regulated by the Health and Care Professions Council (HCPC). Occupational Therapists within South Lanarkshire were employed by either NHS Lanarkshire (NHSL) or the Council and were managed within South Lanarkshire Health and Social Care Partnership (SLHSCP).

There was currently no single professional governance and assurance structure for Council OT staff, and recent collaborations had highlighted a variance in professional and clinical governance and practice.

It was proposed that an Occupational Therapy Governance framework be developed to ensure compliance with the Royal College of Occupational Therapists Professional Standards of Practice, and the Health and Care Professions Council Standards of Proficiency. The proposed framework would not change staff terms and conditions of employment.

The proposed framework related solely to professional governance and would not impact on clinical practice. Details of the benefits of a South HSCP OT Professional Governance framework were provided in the report.

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

The Committee decided: that the proposal to develop a South Health and Social Care Partnership Occupational Therapy Professional Governance framework be approved, prior to wider consultation.

13 Social Work Resource Plan Quarter 4 Progress Report 2019/2020

A report dated 31 July 2020 by the Director, Health and Social Care was submitted on the Social Work Resource Plan for 2019/2020. Details were provided on progress made at the end of Quarter 4, covering the period 1 April 2019 to 31 March 2020, in implementing the priority projects identified in the Resource Plan.

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2019/2020 Resource Plan would be submitted to a future meeting of the Committee.

The Quarter 4 Progress Report 2019/2020, attached as Appendix 1 to the report, provided details of progress against all performance measures and included the significant impact of COVID-19, which had impacted on progress towards meeting performance targets in some areas.

Performance measures were classified as red/amber/green (RAG), and an analysis of changes to the status of those measures between Quarter 2 and Quarter 4 was provided in Appendix 2 to the report.

Officers responded to members' questions in relation to the Care Inspectorate's Notice of Improvement, and the moratorium currently in place in relation to care home admissions in Rutherglen and Hamilton. Officers advised that the Care Inspectorate had allowed an extension to the Notice of Improvement and that the moratorium would remain in place until the Care Inspectorate had undertaken a further assessment. The Resource continued to make progress to address the issues raised.

The Committee decided:

- (1) that the Quarter 4 Progress Report 2019/2020, as detailed within the report and attached at Appendix 1 to the report, be noted;
- (2) that the key achievements by the Resource during 2019/2020, as detailed in the report, be noted;
- (3) that the areas for improvements and the management actions, as detailed in the report, be noted; and
- (4) that the additional scrutiny of changes in RAG status of measures between Quarter 2 and Quarter 4, as summarised in the report and as detailed in Appendix 2 to the report, be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 8)]

14 Children in Need of Care and Protection – Inspection Outcome - Evaluation

A report dated 16 June 2020 by the Director, Health and Social Care was submitted providing an update on the Joint Inspection of Services for Children in Need of Care and Protection in South Lanarkshire.

Following on from the introduction of the Children and Young People (Scotland) Act 2014 and subsequent Child Protection Improvement Programme and National Care Review, the Care Inspectorate had reviewed and updated its inspection methodology. In the revised model, self-evaluation and inspection would both be used to actively focus on Children in Need of Care and Protection.

The Care Inspectorate methodology for the Joint Inspection of Services for Children in Need of Care and Protection posed 5 inspection specific questions of Children's Services Partnerships which were detailed in the report.

Those self-evaluation questions were posed in conjunction with a series of quality indicators that were subject to inspection by the Care Inspectorate.

The Community Planning Partnership was notified by the Care Inspectorate on 6 August 2019 that it would receive a joint inspection. The inspection took place in the weeks beginning 28 October and 2 December 2019, respectively.

Staff briefings were delivered to over 500 staff and a series of surveys were put to staff, children and young people and parents. The Care Inspectorate also undertook a number of case file readings in terms of child protection and corporate parenting cases.

Based on the inspection, the Partnership had received 'Good' evaluations in respect of leadership and meeting the needs of stakeholders. It had received 'Adequate' in the areas of impact on children and young people and improvements in the safety, wellbeing and life chances of vulnerable children and young people.

The "Adequate" evaluations predominantly related to the Corporate Parenting agenda. Actions recommended in the Improvement Report included actively engaging with care experienced children and young people through the establishment of a Champions Board and the testimony of care leavers of services and supports available to them when leaving care.

The Care Inspectorate concluded in its report that it was confident that the South Lanarkshire Partnership had the capacity to continue to improve on and address the points for action highlighted in its report, and several examples of good practice were highlighted.

The Partnership would actively engage with the Care Inspectorate Link Inspector on the improvement plan, which would be overseen by the Children's Services Strategy Group and reported to the Getting it Right for South Lanarkshire Children's Partnership Board.

Further information on the actions to be taken in respect of the improvement plan would be submitted to future meetings of the Social Work and Education Resources Committees.

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

The Committee decided: that the report on the outcome of the Joint Inspection of Services for Children in Need of Care and Protection be noted.

15 COVID 19 – Health and Social Care Partnership Recovery Composite Report

A report dated 27 July 2020 by the Director, Health and Social Care was submitted providing an overview of the Health and Social Care Partnership Recovery Plans.

The Council's Recovery Plan, approved by the Executive Committee on 24 June 2020, encompassed Social Work Resources. A similar recovery plan was underway within the NHS.

The Health and Social Care Partnership (HSCP) had responded to the challenges and opportunities in a context of maintaining an integrated approach to strategic planning and operational delivery.

The HSCP maintained its position at the forefront of the response to coronavirus. Key services, such as primary care, public protection, social care, and community nursing services, had continued throughout the response period. Restrictions necessitated some re-prioritisation of services and adjustment in approach. Reduced staff availability had led to operational delivery being supported through the redeployment of HSCP staff, redeployment of staff from other Council Resources and NHS bank staff.

Non-urgent routine activities had been suspended or reduced for several months, Day Services had been suspended with alternative supports put in place for higher risk situations and non-residential charging arrangements had also been suspended for many service users.

The pandemic response had accelerated the adoption of agile working, technology-based interventions and methods of communication. The recovery phase would seek to consolidate and develop those models.

The initial phase of the recovery programme had concentrated on planning for statutory and core activities to be re-introduced. Recovery would require effective collaboration, with input from clinical and operational perspectives, together with Services such as Estates, IT, Transport, Personnel, Organisational Development and Finance.

The recovery process had commenced in accordance with the principles set out in the Recovery Report presented to the Executive Committee. Significant adjustment and remodelling would be required to take account of ongoing financial costs and risks and the opportunities of agile working.

HSCP Managers had worked with the trade unions and professional leads to re-establish services and keep people safe. Measures included additional signage, distance markers, installation of hand sanitisers, screens at reception points and distribution of Personal Protective Equipment. Public footfall into buildings remained at a minimum.

Work had begun to increase the momentum of the Transformation and Improvement Programme, to address the new challenges and capitalise on the opportunities and learning derived from the COVID-19 response.

Both the Council and NHS Lanarkshire had established governance arrangements to oversee the Recovery Programme. The HSCP's Recovery Programme was likely to move quickly and would require frequent and rapid adjustments as the COVID-19 situation evolved and restrictions were reviewed.

It was anticipated that the Integration Joint Board would require to review its Strategic Commissioning Plan and its Directions to the Council to take into consideration COVID-19 and the future challenges.

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

The Committee decided: that the report on the Health and Social Care Partnership's Recovery Plans be noted.

[Reference: Minutes of the Executive Committee of 24 June 2020 (Paragraph 9)]

16 Care Homes – Change in Guidance

A report dated 27 July 2020 by the Director, Health and Social Care was submitted on the change in guidance in respect of Care Homes.

Details were provided on:-

- ◆ the announcement by the Scottish Government of new requirements with regard to enhanced professional clinical and care oversight of care homes
- ◆ the current position and supportive engagements around care homes within South Lanarkshire
- ◆ the publication by the Scottish Government of Visiting Guidance for Adult Care Homes in Scotland
- ◆ commencement of unannounced inspections by the Care Inspectorate and fortnightly reporting of this programme to the Scottish Government
- ◆ the announcement by the Scottish Government of required medical practitioner reporting of COVID, or suspected COVID-related, death of care home residents and investigation by the COVID Death Investigations Team

On 17 May 2020, the Scottish Government issued correspondence to Chief Executives, Medical and Public Health Directors and Chief/Lead Officers setting out new arrangements to be implemented to ensure appropriate clinical and care professionals took direct responsibility for clinical support for each care home in their Board area. Nurse and Medical Directors were required to take direct responsibility for the clinical support required for each Care Home in their NHS Board area, in collaboration with Directors of Public Health.

It introduced a requirement for all Health Boards to establish a Care Home Clinical and Care Professional Oversight (CHCCPO) team, comprised of the following professional roles:

- ◆ NHS Director of Public Health
- ◆ Executive Nurse lead

- ◆ Medical Director
- ◆ Chief Social Work Officer
- ◆ Health and Social Care Partnership Chief Officer

From 18 May, the CHCCPO had assumed its responsibilities, including daily discussion, reviewing each care home in its area. Joint inspection visits would also be undertaken. Weekly testing arrangements for all Care Home staff were in place. Testing information reports were submitted weekly to the Scottish Government.

Within South Lanarkshire, there were 7 Council and 41 independent sector registered care homes. Extensive work activities included:-

- ◆ review and update of Care Home Business Continuity Plans
- ◆ weekly care home teleconferences
- ◆ increased engagement and contact with locality staff and the Care Home Liaison Team
- ◆ support for management with issues such as infection outbreaks, Personal Protective Equipment availability
- ◆ signposting and engagement around staff health and wellbeing support

On 25 June 2020, the Scottish Government published Visiting Guidance for Adult Care Homes in Scotland. This set out a 4-stage approach to the re-introduction of visiting. From 3 July 2020, care home residents would be able to receive an outdoor visit from a nominated visitor if the Care Home had been COVID-19 free for 28 days.

The Health Protection Team and the Clinical and Care Oversight group had responsibility to support Care Homes to ensure risk assessments and a revised visiting policy were in place prior to seeking approval for visiting to re-commence from Public Health.

The Care Inspectorate had commenced a programme of unannounced inspections to care homes. More recent inspections would be graded against the revised care home quality assurance framework.

From 21 May 2020, medical practitioners were required to report deaths, or presumed deaths, of residents within care homes due to COVID-19 to the Procurator Fiscal. Reporting would also be required for staff where there were reasonable grounds to suspect that they might have contracted the virus in the course of their employment or occupation.

The Crown Office and Procurator Fiscal Service (COPFS) had established a dedicated COVID-19 Death Investigation Team (CDIT), working closely with Police Scotland to obtain the information required to identify and investigate those deaths.

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

The Director highlighted that the report presented the current position and that officers had now moved forward to plan for usual winter challenges, taking cognisance that COVID-19 would still be in circulation. Business continuity planning and service re-design were underway.

The Committee decided:

- (1) that the change in guidance and support monitoring arrangements in respect of Care Homes be noted; and
- (2) that the lead remits of the Council and Health and Social Care Partnership, including incorporation of the Chief Social Work Officer in oversight arrangements of Care Homes, be noted.

17 Urgent Business

There were no items of urgent business.