

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Microsoft Teams on 10 November 2021

Chair:

Councillor John Bradley

Councillors Present:

Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Eric Holford, Councillor Mark Horsham, Councillor Richard Lockhart, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Richard Nelson, Councillor Carol Nugent, Councillor Margaret B Walker, Councillor David Watson

Councillors' Apologies:

Councillor Janine Calikes, Councillor Hugh Macdonald, Councillor John Ross (ex officio)

Attending:

Finance and Corporate Resources

M M Wilson, Legal Services Manager; H Goodwin, Finance Manager; E McPake, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser

Health and Social Care/Social Work Resources

S Sengupta, Director; I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); M Kane, Service Development Manager; B Perrie, Planning and Performance 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 1 September 2021 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 2021/2022

A joint report dated 12 October 2021 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 10 September 2021 against budgeted expenditure for 2021/2022 for Social Work Resources.

As at 10 September 2021, there was an overspend of £0.984 million against the phased budget, of which £0.892 million was Covid-19 related and £0.092 million non Covid-19 related. The financial forecast for the revenue budget to 31 March 2022 was an overspend of £0.5 million prior to the completion of the annual probable outturn exercise.

The Council continued to incur expenditure in relation to Covid-19 and in order to separate those costs from the Council's normal activities, a Covid-19 Service had been included for Social Work Resources and detailed in Appendix B to the report. The Covid-19 related expenditure incurred for Adult and Older People Services was expected to be funded by Covid-19 reserves and through the Scottish Government Mobilisation Plan funding.

Other impacts on the revenue budget included loss of income from services not being provided during the pandemic, increased demand within the Care at Home and Care Home services and pressures within supported living, direct payments and unachieved savings.

Information was provided on the risk, should pressures continue into 2022/2023. It was also highlighted that the Covid-19 related expenditure for Children and Families Services would not be funded through the Mobilisation Plan, as those services were not delegated to the Integration Joint Board.

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

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

The Head of Children and Justice Services offered to arrange a members' awareness session covering foster care and kinship care issues.

The Committee decided:

- (1) that an overspend of £0.092 million, excluding Covid-19 costs, on the Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2022 of an overspend of £0.5 million, excluding Covid-19 costs, be noted; and
- (3) that the proposed budget virements be approved.

[Reference: Minutes of 1 September 2021 (Paragraph 4)]

Councillors Brogan and McGavigan joined the meeting during this item of business

4 Social Work Resources – Capital Budget Monitoring 2021/2022

A joint report dated 20 October 2021 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 2021/2022 and summarising the expenditure position at 10 September 2021.

The revised capital programme for Social Work Resources for 2021/2022 was £6.554 million. Anticipated spend to date was £2.043 million and spend to 10 September 2021 amounted to £1.715 million. This represented a position of £0.328 million behind profile and mainly reflected progress made on the Blantyre Care Facility project, which was slightly behind schedule due to delays experienced with the delivery of materials.

The Committee decided: that the Social Work Resources' capital programme of £6.554 million, and expenditure for the year of £1.715 million, be noted.

[Reference: Minutes of 1 September 2021 (Paragraph 6)]

5 Social Work Resources – Workforce Monitoring – July and August 2021

A joint report dated 11 October 2021 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 July and August 2021:-

- ◆ 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 12 June 2021

The attendance information contained within the report included absences as a result of Covid-19. Employees were being supported through this difficult time to maintain attendance levels, where possible.

The Committee decided: that the report be noted.

[Reference: Minutes of 1 September 2021 (Paragraph 7)]

6 Care Support and Services

A joint report dated 26 October 2021 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of the provision of additional funding by the South Lanarkshire Integration Joint Board through the Carers (Scotland) Act 2016 to enhance operational services for Carers in the community and resource the ongoing strategic planning requirements of the Act.

The Carers (Scotland) Act 2016 came into effect on 1 April 2018 and introduced statutory requirements on local authorities and health boards in relation to:-

- ◆ Adult Carer Support Plans and Young Carer Statements
- ◆ Local Eligibility Criteria
- ◆ provision of support to Carers
- ◆ Carer involvement (including hospital discharge)
- ◆ local Carer strategies
- ◆ information and advice (including short breaks)

Information was provided on the progress of those statutory requirements.

Covid-19 had impacted all aspects of life and had led to support for Unpaid Carers changing significantly. This required services to be paused or delivered differently and for pathways to access primary care services to be changed. Demands on Carers increased as they were less able to rely on wider networks of support and, at the same time, the circumstances of their caring role often increased in complexity. Recent research published provided evidence that Carers lacked confidence, felt isolated, drained, alone, responsible and not able to care for themselves.

As services and supports moved to a recovery stage and restrictions eased, there should be increased opportunity for Carers to access the right supports at the right time. The Independent Review of Adult Social Care had a specific focus on Unpaid Carers, identifying that they required more support.

The service specification developed for South Lanarkshire Commissioned Services, addressed the duties of the Carers Act through new contracts with Lanarkshire Carers and Action for Children. There had been consistent growth in referrals over a number of years and the current funding to Lanarkshire Carers did not provide for this growth or allow for a staffing complement to support the current level of referrals.

Information was provided on the staffing establishment within Lanarkshire Carers, together with the changes that would be required to allow Carers to be supported and deliver the requirements of the Strategic Commissioning Plan, which included:-

- ◆ additional Carer support staffing to support the voluntary sector provide Carer supports and services to localities and acute sites
- ◆ a flexible support fund for Carers
- ◆ building capacity into the Advocacy tender to deliver on Carers' advocacy
- ◆ the establishment of Resource Worker posts within Social Work Resources' Planning and Performance team to drive forward the whole system of support for adult and young Carers and the statutory requirements of the Carers Act

It was, therefore, proposed that 2 posts of Resource Worker on Grade 3, Level 2, SCP 63-65 (£32,994 to £33,943) be added to Social Work Resources' staffing establishment within the Health and Social Care Partnership structure.

The cost of the proposal would be met from the Carers Act funding.

The Committee decided:

- (1) that the content of the report be noted; and
- (2) that 2 posts of Resource Worker, as detailed in the report, be added to Social Work Resources' staffing establishment within the Health and Social Care Partnership structure.

7 Gender-Based Violence

A report dated 6 October 2021 by the Director, Health and Social Care was submitted on the work of South Lanarkshire Gender-Based Violence (GBV) Partnership.

GBV, often referred to as gender-based abuse or violence against women and girls, was an umbrella term that encompassed a spectrum of abuse experienced mostly by women and girls and perpetrated mainly by men.

Tackling GBV remained a key priority within Scotland. Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls set out a clear vision of 'a strong and flourishing Scotland, where all individuals were equally safe and respected, and where women and girls lived free from all forms of violence and abuse and the attitudes that helped perpetuate it.'

The GBV Partnership was the mechanism to deliver on Equally Safe at a local, strategic level. The Partnership was committed to working collaboratively with key partners in the public, private and third sector to prevent and eradicate all forms of violence against women and girls in South Lanarkshire. The Partnership recognised that no agency alone had the resources, skills or reach to achieve the aims of Equally Safe. It was only by working between agencies, across all areas of life, that the vision and aims of Equally Safe would be achieved.

Information was provided on the following areas:-

- ◆ the Crime and Justice Annual Report 2019/2020
- ◆ National Violence Against Women Network and Scottish Women's Aid Position paper on Restorative Justice, attached as an appendix to the report
- ◆ the Safe and Together model

The GBV Partnership and Child Protection Committee began the implementation of the Safe and Together model to the multi-agency workforce in 2019. As part of the implementation plan, the need for a larger scale roll-out of training had been identified to enable the model to be fully embedded in practice. The Partnership was recently successful in its application to the Delivering Equally Safe Fund to secure additional funding from the Scottish Government to further the roll-out of training on the Model in South Lanarkshire.

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

The Committee decided:

- (1) that the statistics in the Crime and Justice Annual Report 2019/2020, highlighted at Section 4 of the report, be noted;
- (2) that the position, as stated in the Position Statement on Restorative Justice, attached as an appendix to the report, be noted; and
- (3) that the implementation of the Safe and Together model and roll-out of Safe and Together training across the multi-agency workforce, as outlined at Section 6 of the report, be endorsed.

8 Care Inspectorate Updates for Registered Social Work Services

A report dated 6 October 2021 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 39 registered services, which included 6 care homes for older people, 13 day centres for older people, 6 adult lifestyles centres, 1 adult community support service, 6 care homes for children and young people, 3 child and family services (fostering, adoption and support carers) and 4 home care services. Since March 2021, 2 inspections had taken place and details were provided in the Social Work Registered Care Service inspection summary, attached as Appendix 1 to the report.

It was highlighted that, due to the Covid-19 pandemic, inspection activity had significantly reduced and the attached appendix, therefore, showed the most recent inspection dates and grades.

Officers responded to members' questions in relation to the improvements that had been made since the inspections of the Hamilton/Blantyre and Rutherglen Care at Home Services.

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

[Reference: Minutes of 17 March 2021 (Paragraph 14)]

9 Family Centre Provision

A report dated 5 October 2021 by the Director, Health and Social Care was submitted on the work undertaken by Family Centres.

The Council's Social Work Resources had 2 Family Centres, one in Cambuslang and the other in Burnbank, Hamilton, which were central to the Resources' early intervention response based on the Getting it Right for Every Child Framework.

Family Centres worked to divert children and families away from statutory measures of intervention and reduce the number of child protection referrals by offering early effective support to parents and children, through intensive family support. The Cambuslang and Burnbank Family Centres were purpose built and offered a caring and nurturing environment where family support was offered.

Staffing within the Family Centres consisted of Team Leader, Social Workers, Family Support Workers and administrative support. Social Workers and Family Support Workers worked with Service Users offering individual support and/or groupwork support. Referring issues predominately centred around:-

- | | |
|---------------------------|-------------------------|
| ♦ poverty | ♦ mental health |
| ♦ alcohol and drug misuse | ♦ parenting |
| ♦ pregnancy | ♦ learning disabilities |
| ♦ housing | ♦ domestic violence |
| ♦ homelessness | ♦ isolation |
| ♦ finance | ♦ offending |
| ♦ education | |

Covid-19 had impacted on the delivery of groupwork programme services. The centres had embraced technology and offered a scaled down groupwork programme using Microsoft Teams. The feedback received from service users was that they preferred face to face groupwork and the centres were beginning to resume groupwork programmes in keeping with safe systems of work and national guidance.

Members commended the services provide by the Family Centres.

The Committee decided: that the report be noted.

Councillor Nugent left the meeting during this item of business

10 Winter Planning Arrangements 2021/2022

A report dated 29 October 2021 by the Director, Health and Social Care was submitted on the planning arrangements being put in place to ensure that services were prepared for winter 2021/2022.

Planning for winter 2021/2022 commenced in July and, as in previous years, was a multi-agency approach across NHS Lanarkshire, North and South Lanarkshire Councils and the respective supports such as Specialist and Associate Specialist (SAS) Doctors and Dentists and NHS 24. The plan was a dynamic document and would be updated and revised to take account of the level of unpredictability in the wider NHS and social care services, in particular, the scarcity of staff at all grades. The plan was also likely to form part of the meeting with Scottish Government officials on winter planning as part of the wider understanding of the Health Board and Health and Social Care Partnership Mobilisation Plan. The self-assessment for winter preparedness had also been submitted to the Scottish Government and was attached as an appendix to the report.

Specific workstreams had been established to take forward the following work areas:-

- ◆ Flu and Covid Vaccine Programme – Public
- ◆ Flu and Covid Vaccine Programme – Health and Social Care Staff
- ◆ Provision of Urgent Care Flow Hub – Flow Navigation Centre
- ◆ GP and Pharmacy Opening
- ◆ Planning for Additional Deaths
- ◆ Staffing
- ◆ Well-Being of Staff
- ◆ Adverse Weather
- ◆ Overall Resilience Planning
- ◆ Communications

The Scottish Government advised that the content of the Winter Plan and associated costs had to be included as part of the wider mobilisation plan. The cost of the Winter Plan 2021/2022 would be refined to reflect the progress made in recruiting the respective staff. The cost would be met from within the financial envelope available which would include both core budgets and additional Scottish Government funding as necessary.

The Committee decided:

- (1) that the planning arrangements, which had been put in place to ensure services were prepared for the coming winter months and the associated costs, be noted; and
- (2) that the work ongoing with the Scottish Government to confirm the financial arrangements be noted.

11 Update of the Social Work Register and Risk Control Plan

A report dated 22 October 2021 by the Director, Health and Social Care was submitted on the Risk Register and Risk Control Actions 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).

The Risk Register had been developed and was monitored on an ongoing basis to add any new risks and to review the scores of existing risks. The main changes to the Social Work Resources' register were:-

- ◆ risk descriptions, controls and actions had been updated as required on individual risks, following discussion with risk owners
- ◆ the risk description for 'death or injury to employees, service users or members of the public affected by Council operations' had been amended to capture wider health, safety and wellbeing issues
- ◆ the Council had introduced a new (very high) risk with the Independent Review of Adult Social Care and this was captured as a new high risk for Social Work Resources
- ◆ the residual risk score for 'Covid-19 Pandemic' remained very high as part of wider implications to Health and Social Care Services' challenges in Residential Services, Day Care, Care at Home and localities with increased demand, and associated capacity issues
- ◆ Care Inspectorate grades remained as a high risk as there were 39 registered Care Services
- ◆ progress Care Inspectorate Action Plan for children and young people in need of care and protection in South Lanarkshire
- ◆ future Adult Support and Protection Care Inspection risk due to staffing capacity as a result of vacancies and recruitment challenges associated with pay differentials and increased absence levels
- ◆ the UK leaving the European Union remained a high risk as the Council experienced supply chain issues with component parts for assistive technology and increased demands to deliver services to vulnerable individuals with staff shortages and added competition with retail and hospitality sectors

Risks scored 15 to 25 were considered very high and risks scored 8 to 12 were considered high risks. The top risks identified for the Resource were detailed in Appendix 2 to the report.

100% of Risk Control Actions for 2020/2021 were completed on time against a Resource target of 90%. This was monitored on a monthly basis by the Central Risk Management Team. 6 Risk Control Actions had been identified for completion during 2021/2022 and those actions to mitigate risks would be progressed by the relevant officers.

The Committee decided:

- (1) that the contents of the Resource Risk Register be noted; and
- (2) that it be noted that the outstanding Risk Control Actions would be progressed by relevant officers.

[Reference: Minutes of 21 January 2021 (Paragraph 12)]

12 Chief Social Work Officer Report 2020/2021

A report dated 12 October 2021 by the Director, Health and Social Care was submitted on the content of the Chief Social Work Officer Annual Report 2020/2021.

There was a statutory requirement for all local authorities to appoint a professionally qualified Chief Social Work Officer (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 which was attached as an appendix to the report.

The Committee decided: that the Chief Social Work Officer's Annual Report 2020/2021, attached as an appendix to the report, be noted.

13 Urgent Business

There were no items of urgent business.