

SCOTTISH BORDERS COUNCIL

MINUTES of Meeting of the LIMITED LIABILITY PARTNERSHIP - STRATEGIC GOVERNANCE GROUP held in Council Chamber, Council Headquarters, Newtown St Boswells on Tuesday, 17th May, 2016 at 2.00 pm

Present:- Councillors F. Renton (Chair), J. Brown, J. Greenwell, J. G. Mitchell and B White.

In Attendance:- E Torrance (Chair Project Board), J Wilson (Chairman SB Cares), P Barr (Managing Director SB Cares), D Collins (Finance and Commercial Director SB Cares), L Crombie (Operations Director SB Cares), Democratic Services Officer (P Bolson).

1. **WELCOME**

The Chairman welcomed everyone to the meeting of the Limited Liability Partnership Strategic Governance Group (LLPSGG).

DECISION NOTED.

2. **MINUTE**

There had been circulated copies of the Minute of the meeting of 15 March 2016.

DECISION APPROVED the Minute for signature by the Chairman.

3. **MATTER ARISING**

With reference to paragraph 3 of the Minute of the meeting of 15 March 2016, it was noted that a representative from the NHS had not been appointed to the Limited Liability Partnership - Strategic Governance Group (LLP SGG). Following discussion, it was agreed that the Chairman would write to Mr John Raine and Ms Jane Davidson of NHS Borders to ask that the appointment of a representative from the NHS be addressed as a matter of priority and that the letter should include a list of the dates for future scheduled meetings of the LLP SGG.

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4. **SB CARES FINAL OUTTURN 2015/2016**

4.1 There had been circulated copies of a report by the Financial and Commercial Director of SB Cares informing the LLP SGG of the unaudited financial outturn for 2015/16. Ms Collins summarised the report highlighting that after paying the Council the £480k contribution SB Cares delivered a small surplus of £2k.

There had been some variances in the figures last reported to Members in February 2016. Income for the year was lower than forecast after payment of the £480k contribution and this had been offset by orders of ability equipment and transformation funding received from SBC.

Direct costs had increased by £128k in the last quarter, the main reason being additional costs in relation to supplies and services from SBC for the provision of additional equipment and maintenance; transport charges for day services; high costs ageing vehicle repair costs; and utilities costs which had been higher due to low estimated midyear readings being used to inform the forecast. Ms Collins advised that processes were now in place to manage these direct cost variances at the end of the year.

- 4.2 During the discussion that followed, Members requested clarification on a number of points. A vehicle review was in progress to consider the availability and suitability of the fleet currently being used. Mr Barr confirmed that ability equipment was now being sold via the Ability Store but not yet via Care Homes or Care at Home services. Profit made from such sales would be invested back into SB Cares services. A further report would be presented to Members in August 2016.

DECISION

NOTED:-

- (a) SB Cares financial outturn position for 2015/16;**
- (b) that SB Cares achieved the target contribution of £480k agreed by Scottish Borders Council; and**
- (c) that the contribution of £480k would inform Scottish Borders Council's revenue outturn position 2015/16.**

5. KEY PERFORMANCE INDICATORS AS AT 31 MARCH 2016 (COPY ATTACHED.)

- 5.1 There had been circulated copies of a report by the Operations Director of SB Cares which provided an update on the Key Performance Indicators (KPIs) for SB Cares as at 31 March 2016. The current KPIs covered the number of clients being supported across all SB Cares services; the average number of carers supporting clients; absence levels; and the number of staff employed including the number of posts currently being recruited. Ms Crombie explained that there had been a slight decrease of five in the number of home care clients in March 2016 and an increase in the average number of hours per week from 5877 to 5895. This was, in the main, the result of some existing clients requiring additional support on their return home from hospital and other new clients needing larger care packages. The Appendix to the report detailed a small increase in the average number of carers per client and this was associated with higher than normal cover required for holidays and training and to cover the exceptional absence during March 2016. Further information about the number of staff and Full Time Equivalent (FTE) figures were detailed in the Appendix to the report and Ms Crombie advised Members that 7 new staff had recently been appointed and a further 3 posts were currently being recruited to.
- 5.2 Ms Crombie advised Members that due to the full range of information on rotas, hours worked and FTE details not being available to HR/Payroll for input to the system, the figure for absence levels for February 2016 was not 7% and this would be amended. The new HR/Payroll system would provide information and reports from the start of the financial year 2016/17 and SB Cares was working with Shared Services to ensure that the data in relation to absence etc would provide accurate and meaningful reports. Information was requested in relation to agency costs and Mr Barr agreed to provide a "pyramid of performance actions" for the next meeting of the LLP SSG. Members were advised that the protection period for some home care staff had now come to an end. The proposed new rota system for permanent staff would provide a service covering 24 hours/7 days a week and this would lead to a reduction in the use of relief staff.
- 5.3 In response to a question about recruitment, Ms Crombie advised that the recent recruitment drive had been successful in most areas and there had not been many staff leaving the service. In relation to training, Ms Crombie acknowledged that ensuring that staff were available to undertake training and the recording of what development was

completed required some improvement and this was being addressed. SB Cares managers were currently working with SBC's Organisational Development team to ensure all required training courses were available to staff within mandatory timescales. Mr Barr confirmed that SB Cares employed some staff for relief hours but the organisation did not issue any zero hours contracts. The rates of pay were the same for both relief and permanent staff; the relief hours rate incorporated a small annual leave element to compensate for not being able to take the time off, as per SBC staff terms and conditions.

DECISION

NOTED the Key Performance Indicators for SB Cares as at 31 March 2016.

6. CARE INSPECTORATE

- 6.1 There had been circulated copies of a report by the Operations Director of SB Cares giving the updated position on the inspection of SB Care services by the Care Inspectorate. Ms Crombie advised that since the last report to LLP SGG in February 2016, the Care Inspectorate reports on Waverley and Saltgreens Care Homes, and Berwickshire Dementia Day Services had been finalised. Action plans had been developed by these units to meet all requirements and recommendations and Ms Crombie was able to confirm that all actions had now been implemented. . SB Cares were in receipt of draft Inspection reports for Care at Home East and Care at Home West and Action Plans were due to be submitted to the Care Inspectorate in response to these reports. Further Inspections were being carried out in the Learning Disability Day Services. Victoria Park in Peebles had received their draft report and the Action Plans for the above-mentioned services were as detailed in the Appendices to the report. One further inspection was currently taking place at the Katharine Elliot Centre, Hawick and this would be reported to the LLP SGG in due course.
- 6.2 Ms Crombie clarified a number of points raised by Members. There was concern that under "Quality of Staffing", the gradings awarded in some reports by the Care Inspectorate had been "3 - Adequate". Ms Crombie confirmed that recommendations had been implemented and the relevant Action Plans reflected the improvements made. Members were advised that SB Cares were investing resources into Quality Assurance and it was noted that staff had been involved in this process. With reference to Victoria Park Day Services, Members were advised that clients and their families were involved in the recruitment and appointment processes for staff. Ms Crombie explained how this was facilitated whilst ensuring that all HR policies were followed. Quality of the Environment related to clients' safety and privacy, as well as the physical environment of the building. By way of further explanation, Members were informed that appropriate infection control measures being in place was a condition of registration with the Care Inspectorate therefore when the Care Inspectorate upgrade those measures, SB Cares have to review and improve the processes in place within their establishments. This often required both capital investment and effective management of the environment eg now two sluices were necessary.
- 6.3 A discussion followed in respect of care provision generally. It was noted that the locality of a care home or other housing provision was important to clients and that further development of extra care housing would add to the choice available alongside existing care home provision. There were other challenges to be met in respect of appropriate accommodation provision for some clients and Ms Crombie advised that these would be dealt with on an as and when required basis. Members were also advised that a review of the Council's Dementia Strategy was about to commence and that the LLP SGG would be updated in due course.

DECISION

(a) NOTED:-

- (i) the significantly improved Care Inspectorate grades achieved for Berwickshire Dementia Day Service;
 - (ii) the draft Reports for Home Care East & West and Victoria Park Day Service;
 - (iii) the progress being made to deliver the requirements and recommendations set out in appendix 1 to the report;
 - (iv) that all actions identified for Saltgreens, Waverley and Berwickshire Dementia Day Service had been implemented to meet all requirements and recommendations; and
 - (v) that SB Cares Management would continue to monitor the delivery of agreed action plans and report progress to the LLP SGG on a quarterly basis.
- (b) **AGREED** that visits to both SB Cares and private Care Homes be arranged for members of the Limited Liability Partnership Strategic Governance Group and that the Operations Director would facilitate visits to SB cares Care Homes and Chief Social Work Officer would facilitate the visits to the private Care Homes.

7. **DATES OF FUTURE MEETINGS**

Future meetings of the LLP SGG had been scheduled as follows:

9 August 2016;
8 November 2016;
7 February 2017;
7 March 2017; and
6 June 2017.

DECISION

NOTED the dates for scheduled meetings of the Limited Liability Partnership Strategic Governance Group.

8. **PRIVATE BUSINESS**

DECISION

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business contained in the following items on the ground that they involved the likely disclosure of exempt information as defined in paragraphs 6 and 8 of the part 1 of Schedule 7A to the Act.

SUMMARY OF PRIVATE BUSINESS

9. **MINUTE**

Members approved the Private Section of the Minute of 15 March.

10. **SB BUSINESS PLAN FOR 2016/17**

Members considered the Business Plan for SB Cares for the period 2016/17.

The meeting concluded at 3.20 pm