

**SCOTTISH BORDERS COUNCIL
LIMITED LIABILITY PARTNERSHIP -
STRATEGIC GOVERNANCE GROUP**

MINUTES of Meeting of the LIMITED
LIABILITY PARTNERSHIP - STRATEGIC
GOVERNANCE GROUP held in Council
Chamber, Council Headquarters, Newtown
St Boswells on Thursday, 22 September
2016 at 2.00 pm

Present:- Councillors F. Renton (Chair), J. Brown, J. Greenwell, J. G. Mitchell and
B White. Ms K. Hamilton (NHS Borders).

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), Paul Cathrow (Service
Development Manager SB Cares), Democratic Services Officer (P Bolson).

1. **WELCOME AND INTRODUCTIONS**

The Chairman opened the meeting of the Limited Liability Partnership Strategic Governance Group (LLPSGG). Introductions followed and the Chairman welcomed Ms Hamilton, representing NHS Borders, to her first meeting of the LLP SGG.

**DECISION
NOTED.**

2. **MINUTE**

There had been circulated copies of the Minute of the meeting of 17 May 2016.

**DECISION
APPROVED the Minute for signature by the Chairman.**

3. **MATTER ARISING**

3.1 **Ability Equipment**

With reference to paragraph 4.2 of the Minute of 17 May 2016, the Service Development Manager SB Cares advised that the sale of stock continued via the Ability Store and that, with the development of a new building for the Store, improved facilities and increased sales were anticipated.

**DECISION
NOTED.**

4. **SB CARES BUDGET MONITORING AS AT 31 JULY 2016**

With reference to paragraph 4 of the Minute of 17 May 2016, there had been circulated copies of a report by the Finance and Commercial Director of SB Cares, informing Members of the financial position based on the actual income and expenditure at 31 July 2016. Members noted that a contribution of £22k had been achieved for the first four months of the financial year and that the target contribution for the whole year was £747k. Phase 1 of a programme of projects which included efficiencies and new business was well underway to deliver a forecast contribution of £200k and further work was being developed to deliver the remaining £473k in Phase 2. Detail of profit and loss within SB Cares up to 31 July 2016 was included in the report and Ms Collins acknowledged that

there were challenges for SB Cares going forward to achieve the total target contribution. Ms Collins also explained that there was a time delay in the delivery of the financial contribution from Phase 1 and indicated that the full year effect would be delivered in 2017/18. In addition, SB Cares Management Team was considering options of one-off contributions to meet the gap in Phase 1 contributions for 2016/17. Discussion followed and Members raised questions relating to proposed efficiencies and any associated risks. Officers confirmed that there would be no risk to service provision and that all appropriate protocols would be adhered to. In relation to arrangements made with Registered Social Landlords (RSLs), Members were advised that arrangements were in place whereby RSLs could purchase community alarms from SB Cares at a competitive price.

DECISION

NOTED:-

- (a) SB Cares financial position as at 31 July 2016;**
- (b) the progress being made to deliver the target contribution of £747k; and**
- (c) that the information would be shared with Scottish Borders Council to inform the revenue monitoring position.**

5. PERFORMANCE MONITORING REPORT

With reference to paragraph 5 of the Minute of 17 May 2016, there had been circulated copies of a report by the Financial and Commercial Director of SB Cares updating Members on the development of SB Cares Key Performance Indicators (KPIs) to monitor the delivery of its Business Plan and contract performance. The report explained that five Strategic KPIs had been developed to monitor delivery of SB Cares' Business Plan and these were detailed in Appendix 1 to the report. Appendix 2 specified the KPIs for monitoring the contract between SB Cares and SBC and Appendix 3 provided an assessment of SB Cares' current position. Further work was in progress to develop the reporting process and data currently recorded manually would be included in the system as appropriate to ensure that all performance reporting requirements were met. It was reported that the absence rate for the rolling year up to end of August had shown a reduction from 7.7 to 6.4. This took account of staff who had been absent previously and who had now left SB Cares as a result of the absence management process. With regard to the Care Inspectorate grades, SB Cares had achieved 80% overall to meet the standard for Good or above, ranging from 100% in Day Services to 77% for Care at Home and 73% in Care Homes. Further information in relation to the KPIs would be available in November 2016.

DECISION

- (a) NOTED the progress being made to monitor SB Cares contractual performance.**
- (b) APPROVED the 5 Strategic KPI's to monitor the delivery of SB Cares Business Plan.**
- (c) AGREED that:-**
 - (i) performance reporting to the Limited Liability Partnership Strategic Governance Group for the 5 strategic KPI's and contract KPI's would commence from November 2016; and**
 - (ii) a development programme for the remaining contractual performance monitoring be brought to the meeting of the Limited Liability Partnership Strategic Governance Group in November 2016.**

6. **CARE INSPECTORATE.**

6.1 With reference to paragraph 6 of the Minute of 17 May 2016, 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 May 2016, the Care Inspectorate reports on Victoria Park, Home Care East and Home Care West had been finalised with no changes. Final Reports for the Katharine Elliot Centre, the Ability Centre and Teviot Older People Day Services had also been received and action plans had been developed by these units to meet all requirements and recommendations. Details of the actions plans were included in Appendix 1 to the report. One further inspection was currently underway for Hawick Community Support Service and this would be reported to the LLP SGG in due course. Quarterly progress reporting to the LLP SGG on the delivery of all action plans would continue.

6.2 Members raised a number of points for clarification. With reference to Appendix 2 of the report, under "Quality of Management and Leadership" Members noted that the grading awarded was currently at 4 – Good, and asked whether any work was in progress to raise this to Grade 5 or above. Ms Crombie explained that SB Cares was looking into development of a management and leadership training programme and that further information would be presented in due course. On request by Members, more detail would be included in future reports relating to specific areas of scoring by the Care Inspectorate and the inclusion of an equalities paragraph would also be considered as appropriate. Ms Crombie also explained that the way in which Care Inspectorate reports were presented could be confusing, eg when a report on a service assigned grades of 5 – very good and 6 – excellent whilst still making 15 recommendations. Discussion followed in respect of applications to the Care Inspectorate for variations in the documentation to allow some level of flexibility in areas such as sharing of buildings and separate entrances. Following on from the preceding discussion, Members had requested that arrangements be made for them to visit one or more establishments to gain a deeper understanding of the issues being dealt with and it was noted that this would take place in October 2016. In response to a question relating to Care Inspectorate reports where there were no recommendations, Ms Crombie advised that SB Cares management would take account of the whole report to identify areas where they considered improvement could be made.

DECISION

NOTED:-

- (a) **the improved Care Inspectorate grades achieved by the Ability Centre and Teviot Day Services;**
- (b) **that the Katharine Elliot Centre had maintained Good and Very Good gradings;**
- (c) **that all actions identified for Katharine Elliot Centre, The Ability Centre and Teviot Day Services were being implemented to meet all requirements and recommendations;**
- (d) **the progress being made to deliver the requirements and recommendations set out in Appendix 1 to the report;**
- (e) **that SB Cares Management would continue to monitor the delivery of agreed action plans and report progress to the Limited Liability Partnership Strategic Governance Group on a quarterly basis.**

7. **DATES OF FUTURE MEETINGS.**

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

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. **DISCHARGE PROCESS**

With reference to the discharge process for users of care at home services, Ms Crombie was asked how the process was managed within SB Cares. Members were advised that the whole process pathway was considered to ensure a smooth transition for the individual. Managers met weekly to discuss service requirements and it was emphasised that the preferred situation was to prevent the initial hospital admission in the first instance. Discussion followed and Members were advised of the complexities of discharge and how different agencies, families and service users contributed to the process to ensure that need corresponded to provision in the most efficient and effective way.

DECISION

NOTED.

9. **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

10. **MINUTE**

Members approved the Private Section of the Minute of 17 May 2016.

11. **SB CARES BUSINESS PLAN DELIVERY 2016/17**

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

The meeting concluded at 3.30 pm