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MAJOR CONTRACTS GOVERNANCE GROUP TUESDAY, 18 SEPTEMBER 2018

A MEETING of the MAJOR CONTRACTS GOVERNANCE GROUP will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on TUESDAY, 18 SEPTEMBER 2018 at 2.00 pm

J. J. WILKINSON,
Clerk to the Council,

11 September 2018

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 6) Minute of the Meeting of the Major Contracts Governance Group held on 12 July 2018 to be noted. (Copy attached.)	5 mins
	SB CARES BUSINESS	
5.	SB Cares 2018/19 Programme Tracker (Pages 7 - 10) Consider report by Finance & Commercial Director (Copy attached)	10 mins
6.	SB Cares Communication. Marketing and Engagement Strategy (Pages 11 - 32) Consider report by Finance & Commercial Director. (Copy attached)	10 mins
7.	SB Cares Operations (Pages 33 - 42) Consider report by Operations Director. (Copy attached)	10 mins
8.	SB Cares Internal Audit Annual Assurance Report 2017/18 (Pages 43 - 48) Consider report by Chief Officer Audit & Risk, Scottish Borders Council (SB Cares Chief Internal Auditor) (Copy attached).	10 mins
9.	Any Other Items Previously Circulated	

10.	Any Other Items which the Chairman Decides are Urgent	
11.	<p>Items Likely To Be Taken In Private</p> <p>Before proceeding with the private business, the following motion should be approved:-</p> <p>“That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A to the aforementioned Act.”</p>	
12.	<p>Minute (Pages 49 - 52)</p> <p>Private section of the Minute of the Meeting of the Major Contracts Governance Group held on 12 July 2018 to be noted. (Copy attached.)</p>	5 mins
	SB CARES BUSINESS	
13.	<p>SB Cares Quarterly Financial Update</p> <p>Consider report by Finance and Commercial Director (To follow).</p>	15 mins
	SBc CONTRACTS BUSINESS	
14.	<p>SBc Contracts Trading Operation Update (Pages 53 - 66)</p> <p>Consider report by Chief Officer Roads (Copy attached).</p>	30 mins

NOTES

1. Timings given above are only indicative and not intended to inhibit Members' discussions.
2. Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.

Membership of Committee:- Councillors R. Tatler (Chairman), G. Edgar, J. A. Fullarton, T. Miers, D. Moffat, E. Thornton-Nicol and T. Weatherston

Please direct any enquiries to Judith Turnbull Tel No. 01835 826556
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**SCOTTISH BORDERS COUNCIL
MAJOR CONTRACTS GOVERNANCE GROUP**

MINUTES of Meeting of the MAJOR
CONTRACTS GOVERNANCE GROUP held
in the Council Chamber, Council
Headquarters, Newtown St Boswells on
Thursday, 12 July 2018 at 2.00 pm

Present:- Councillors G. Turnbull (Chairman), G. Edgar, D. Moffat, E. Thornton-Nicol,
T. Weatherston.
Apologies:- Councillor J. Fullarton. Mr J. Wilson (Chairman SB Cares).
Absent:- Councillor T. Miers.
In Attendance:- P Barr (Managing Director SB Cares), L Crombie (Operations Director SB
Cares), P Cathrow (Independent Living and Corporate Services Manager SB
Cares), S Holmes (Principal Internal Auditor), D Girdler (Chief Officer Roads),
J Fleming (Finance Business Partner), Democratic Services Officer (P
Bolson).

1. **WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting of the Major Contracts Governance Group.

2. **ORDER OF BUSINESS**

The Chairman varied the order of business as shown on the agenda and the Minute reflects the order in which the items were considered at the meeting.

3. **MINUTE**

There had been circulated copies of the Minute of the meeting of the Major Contracts Governance Group of 12 April 2018.

DECISION

NOTED the Minute for signature by the Chairman.

SB CARES BUSINESS

4. **MEMBERS' REPORT AND UNAUDITED FINANCIAL STATEMENTS 2017-18**

There had been circulated copies of a report by the Finance and Commercial Director presenting the Unaudited Members' Report and Financial Statements for Scottish Borders Supports LLP and Scottish Borders Cares LLP for the year ending 31 March 2018. These reports and Financial Statements were undergoing external audit during June and July 2018. Mr Barr highlighted the main points of the reports and provided clarification as requested by Members

DECISION

NOTED the report.

5. **SB CARES FINANCIAL POSITION UPDATE 2018-19**

There had been circulated copies of a report by the Finance and Commercial Director providing an update on the progress towards setting a detailed revised budget for SB Cares for 2018/19. Discussions were ongoing to finalise the expectations in terms of service provision and financial impact to enable the Council's Financial Plan for 2018/19 to be reflected in SC Cares revised budget for the same period. The report detailed the progress in agreeing the efficiency savings target, the main contract price for SBC and the potential influences of the Council's wider Health and Social Care budget. The report

advised that a number of activities, as detailed in paragraph 4.5 of the report, were already underway towards achieving £480k efficiency savings and Mr Barr explained that it would be challenging in terms of identifying the remaining efficiencies approved in the Council's budget. Discussion followed and in response to questions from Members, Mr Barr explained how changes made to the SBC budget affected SB Cares. He also advised that work was in progress proposing changes to the way in which the Enablement service was managed. With reference to absence management, Members were informed that money available through the Transformation programme was being used to focus on areas that required development, including training and wellbeing.

DECISION

- (a) NOTED the progress in updating the revised budget position for SB Cares.**
- (b) AGREED that the revised budget be presented at the next meeting of the Major Contracts Governance Group.**

6. SB CARES PROJECTS 2018-19 UPDATE

6.1 With reference to paragraph 4 of the Minute of 12 April 2018, there had been circulated copies of a report by the Finance and Commercial Director providing an update on the programme of projects being undertaken by SB Cares during 2018/19. The report advised that all projects being taken forward by SB Cares during 2018/19 would be included within the Programme for monitoring purposes and would be grouped by the Business Plan Strategic Aims, namely Quality; Efficiency; and Business Growth. The Appendix to the report contained an overview of these projects. The report also contained the current status of projects that made up the 2017/18 Transformation Programme, highlighting that three were now complete and a further five were ongoing.

6.2 Discussion followed and Officers answered Members' questions. In relation to the Council's Care Estate, Mr Barr advised that a further update would be presented to the Major Contracts Governance Group in due course. Mr Cathrow confirmed that SB Cares used Scotland Excel when appropriate and when this offered best value. With reference to the fleet of vehicles used by SB Cares, Mr Cathrow advised that, looking forward, it was intended that all fleet vehicles would eventually be electric and work was ongoing to install charging points/rapid charging points across the area. Using electric vehicles was also the most economically viable option as compared to a 45p per mile rate paid when employees were required to use their own vehicles. Following the transfer of the alarm system to East Lothian Council, SB Cares was now looking at ways in which co-ordinated working could be improved, eg by bringing PAT testing back in-house.

DECISION

NOTED the progress in developing the programme of projects for SB Cares for 2018/19.

7. CARE INSPECTION

With reference to paragraph 5 of the Minute of 12 April 2018, there had been circulated copies of a report by the Operations Director SB Cares giving the updated position on the inspection of SB Care services by the Care Inspectorate. Members were advised that since the last report, the final grades for Home Care East had been confirmed as 3 for all three of the Quality of Life themes inspected. Following inspection, the grades for Deanfield Care Home following inspection had also been received, namely Grade 4 for Quality of Care and Support; Grade 4 for Quality of Environment; and both Quality of Staffing and Quality of Management receiving Grade 3. The inspection report for Deanfield had also included very positive comment in a time of considerable change and implementation of new National Care Standards. Oakview Day Service had recently been inspected and the outcome would be presented at the next meeting of the Major Contracts Governance Group. In response to a question regarding staff training, Ms Crombie explained that there were a number of ways for staff to undertake training, including elearning and modular methods, and SB Cares would look to commission places and courses as appropriate.

**DECISION
NOTED:-**

- (a) the updated Home Care East report;
- (b) the inspection grades for Deanfield Care Home;
- (c) the update on the recruitment of the specialist training professional.

8. SCHEDULE OF MEETINGS

The next meeting of the Major Contracts Governance Group would take place at 2.00pm on Tuesday 18 September 2018. The schedule of meetings from November 2018 to June 2019 was presented as follows:-

6 November 2018
5 March 2019
4 June 2019

All meetings would commence at 2.00pm.

**DECISION
NOTED the dates for future meetings.**

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 considered the Private Section of the Minute of the Major Contracts Governance Group of 12 April 2018.

SB CARES BUSINESS

11. COMMERCIAL DEVELOPMENT UPDATE

Members considered the update report.

SBc CONTRACTS BUSINESS

12. SBc CONTRACTS TRADING OPERATION UPDATE AT 31 MARCH 2018

Members considered the update report.

The meeting concluded at 3.40pm.

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SB CARES 2018/19 PROGRAMME TRACKER

Report by Finance & Commercial Director

MAJOR CONTRACTS GOVERNANCE GROUP

18 September 2018

1 PURPOSE AND SUMMARY

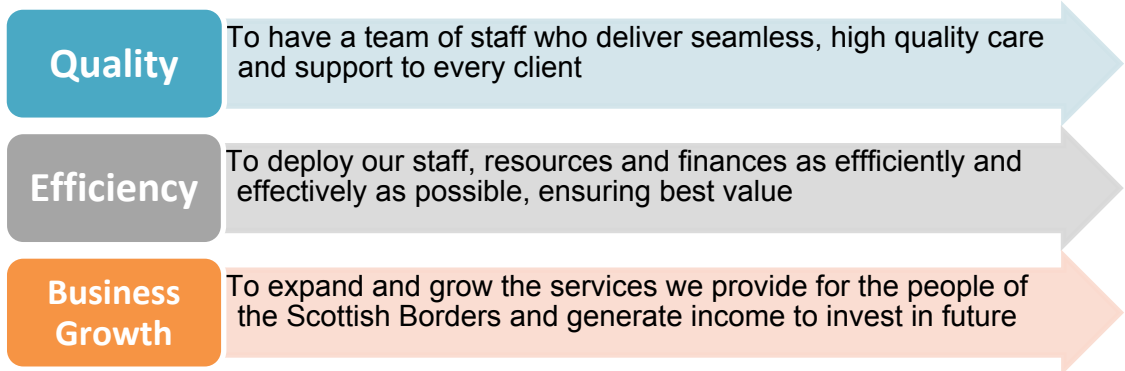
- 1.1 **The purpose of this report is to provide the Major Contracts Governance Group with an update on the progress of projects being undertaken by SB Cares.**
- 1.2 The Group are asked to note the 2018/19 Programme Tracker in Appendix 1 and the status and next steps for each of the projects within the Programme.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Major Contracts Governance Group:-**
 - (a) **Discuss and approve the updated project report.**
 - (b) **Notes the progress on the 18/19 Programme and associated savings targets and service improvements.**

3 BACKGROUND

3.1 At the June SB Cares Board Meeting it was agreed to organise the 2018/19 Programme of Projects under each of the Business Plan Strategic Themes of:



3.2 The most recent update of the Programme Tracker was presented to the SB Cares Board at their meeting on 6 September 2018.

4 2018/19 PROGRAMME TRACKER

4.1 Appendix 1 provides a high level summary of the 2018/19 Programme Tracker. It is the intention that this will be a “living” document which will bring together all of the activities that are being taken forward to improve the quality of our care, the efficiency of our services and the growth of our business.

4.2 The 2018/19 Programme Tracker is reviewed monthly by SB Cares Senior Management Team and the Board to ensure effective prioritisation of activities and resources.

Approved by

Philip Barr
Managing Director

Signature

Author(s)

Name	Designation and Contact Number
Lynn Mirley	Finance & Commercial Director, SB Cares

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Project	Project Objective	Project Senior Responsible Officer (SRO)	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status	Progress to Date	Key Next Steps	
QUALITY	Recruitment & Retention	Efficient and Effective Programme of Recruitment to ensure: - Front-line staff numbers are meeting required staffing levels; - Reduced pressures on staff and management; and - Improved quality of care	Lynne Crombie	Ali Barclay	Alternative Routes for Advertising positions £TBA	N/A	October 18	G	Recruitment Fairs have been very successful, high quality of candidates attending. 91 applicants to date. Reviewed induction training and has been run 3 times (plus 1 week commencing 10 September, using care standards & SSSC Codes of Practice. Recruitment Process has been updated. Testing new process, to be finalised with HR	Closing date 16 September for generic support worker, interviews end of September. Involve Registered Managers in worked based induction. Finalise new Processes
	Training & Induction	Effective Training & Induction of Staff to ensure: - Better quality of care; - Improved management of service provision and staff; and - Higher productivity and efficiency	Lynne Crombie	Liz Ainslie	SBC Transformation Resource Dedicated Training Manager Budget Transfer from SBC of Training Budget Investment in additional Training to address shortfalls - £TBA	N/A	April 19	A	Developing new Training Programme content - in particular front line manager and s in discussion with Borders College. Training Matrix completed	Budget transfer and amount confirmed. Agree content and costings for new Programme.
	Care Inspection Action Plans	Deliver a Programme of Activity to proactively deliver the action plans to meet the Care Inspection Requirements & Recommendations.	Lynne Crombie	Liz Ainslie	Investment may be required as a result of recommendations/requirements £TBA. Utilise Council's Capital Allocation for SB Cares to address some of the works £TBA	N/A	Ongoing	A	Proactive Action Planning ahead of expected inspections is underway	Establish priorities for investment programme. L Baird progressing. Continue proactive action planning and delivery of agreed action plans
	Care Home Staffing	Deliver a best value staffing structure in care homes including: - implementing an equitable Support Worker Structure; and - reviewing overnight staffing models including sleep-in arrangements	Lynne Crombie	Leanne Baird	N/A	(10) (40)	October 18	A	All Senior Social Care Worker postholders in Care Homes have received their notifications of change and will be changed to Support Workers from 1st October. National changes agreed to rates of pay for sleep-overs has been agreed, reinforcing need to change current arrangements.	Work with Registered Care Home Managers to establish best model for overnight resourcing.
	Homecare Review	Deliver better quality Homecare which is managed effectively through the implementation of: - Homecare rota on a full shift payment basis, and - Senior Support Workers in Homecare; and - review structures including implementation of Schedulers and refocus of Asst Homecare Managers	Lynne Crombie	Louise Wilson	SBC Transformation Funding for Scheduler Pilot - 2 posts - due to be graded in July 2018. £N/A 10 Senior Support Worker posts to be implemented during 2018/19 £TBA - 50-75% time homecare client contact. £TBA Cost of Call Confirm report £TBA	No additional savings in 18/19, lower cost base following 17/18 actions	December 18	A	Ballot of Staff completed with agreement to new rotas. Work to establish rotas in Call Confirm ongoing. Call Confirm Analyst reviewing amended report specifications to establish work involved for new reports. Recruitment of Senior Support Worker commenced - initially for 5 posts. Grading of Scheduler and re-grading of Homecare Manager submitted with new job descriptions for these posts and the AHCM	Develop interim reporting solution to operate until Call Confirm Report ready. Issue new contracts to staff and tidy up establishment. Interview & Appoint Senior Support Workers & start induction Advertise the Scheduler posts - after 3 Sept Grading Panel.
	Communications	Deliver the Communications, Engagement & Marketing Plan to ensure: - Our Values are a fundamental part of our client experience - Our staff are informed, engaged and involved - Proactively engage with our clients through effective use of social and digital media - A clear and consistent brand identity with a reputation for high quality care - Promotion of SB Cares in the Adult Social Care market	Lynn Mirley	Lynn Mirley	Printing costs associated with distributing information to dispersed clients/staff. £TBA Cost of any staff meetings - covered from within existing budgets.	N/A	Ongoing	A	Commercial and Recruitment projects have developed individual communication action plans. Successful radio & poster campaign for recruitment. Working on establishing standard documentation list - current stage is cataloguing these. Finalised the overarching Communications Strategy with high level action plan.	Complete Standard Documentation list and prioritise key documents to update. Work on the Homecare Review Communication Action Plan. Develop General Staff Communication Action Plan.

EFFICIENCY	Project	Project Senior Responsible Officer	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status	Progress to Date	Key Next Steps	
	Workforce Management - Absence	Deliver reductions in overtime/agency cost through more effective management of workforce absence.	Lynne Crombie	Service Managers/HR	SBC Transformation Funding for dedicated HR Advisory support	(75)	Ongoing	A	HR Advisory support appointed and working with Front Line Managers.	Meeting with Directors/Advisors 6 Sept. Establish regular reporting of progress to Operations Service MT to ensure progress is monitored. Establish appropriate reports to monitor progress.
	Workforce Management - Overtime	Deliver reductions in enhanced overtime cost through more effective management of the workforce.	Lynne Crombie	Service Managers	Appointment of required established hours	(75)	Ongoing	A	Ongoing information gathering regarding staffing establishment requirements.	Re-focus front line management activity around managing staff cover to minimise premium overtime costs.
	Alarm Monitoring Service	Deliver best value alarm and out of hours call management through transfer of service to East Lothian	Lynn Mirley	Paul Cathrow	Investment already undertaken as part of 17/18 costs	(150) Full year impact of transition	Completed	G	Project complete, ongoing development work underway and monitoring of SLA's	Embed performance reporting to SMT and key customers to ensure
	Independent Living Services (Community Equipment Services & Bordercare) Review	Deliver an integrated, fit for future workforce & service delivery model with customer focused staff providing high quality and cost effective Technology & Equipment services to support Independent Living in the Scottish Borders.	Lynn Mirley	Paul Cathrow	N/A	(20) Stretch additional (60)	March 2019	A	Due to changes in management arrangements at CES and also long term absence of key HR support review to re-commence in Sept 18.	
	Fleet Management	Deliver cost effective fleet management within SB Cares through: - increasing the Homecare pool care fleet; and - review the fleet/transport management arrangements across the organisation	Lynn Mirley	Paul Cathrow	SBC Transformation Funding for additional Fleet Manager within Fleet Services Capital Investment in additional pool vehicles (circa £14k per vehicle)	(20) (10)	March 2019	A	4 Day Services replacement vehicles on order, due for delivery by end Sept 18. 2 replacement vans on order for Alarm technicians inc 1 electric van to reduce costs. Authority given for additional 5 Fiat Panda for Home Care and order will be submitted once cost confirmed. Additional 2 electric vehicles delivered for use by home care in Hawick and Peebles. SBC Fleet Manager not yet in place and continued ongoing issues with LeasePlan, provider of 15 vehicles in fleet.	SBC to complete appointment of Fleet Manager. Secure delivery of new vehicles. Quantify savings achieved to date from fleet acquired in 2017.
	Relief Staff Management	Deliver a Relief Bank and an efficient and effective management system for this which is accessible and enables staff to "self-serve"	Lynne Crombie	Ali Barclay	Investment in system to manage relief staff £TBA Dependent on links with wider SBC Project	(20)	TBA	R	No significant progress as dependant on additional resources being in place and linked to the Homecare and Recruitment projects.	Use of bank will be established through required permanent staff being identified.
	Improved Performance Reporting	Deliver improved Performance Reporting for SB Cares to improve decision making, service delivery and contract management	Lynn Mirley	Finance & Information Manager	Staff time will be required to undertake the redevelopment work £TBA. Support from SBC's Performance Team	N/A	March 2019	A	New Finance Manager appointed, start date 22 October. Working with SBC Performance team to identify "quick wins" on reporting. Re-forecast work enabling identification of some of the quantitative - attendance, capacity, resources indicators.	Create first draft report of the the "Quick Wins" KPIs.
	Financial and Administration Process Review	Ensure fit for purpose financial and administrative processes within SB Cares to reduce the burden on staff, create consistency and standardisation and improve the internal controls framework	Lynn Mirley	Finance & Information Manager	Staff time will be required to undertake the redevelopment work £TBA	N/A	December 2018	A	Focus has been on improving processes around the payment of Homecare staff and the quality of the information submitted to HR.	Workshop with CES around purchasing processes to establish ways of removing significant paperwork volumes on key contracts.

BUSINESS GROWTH	Project	Project Senior Responsible Officer	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status	Progress to Date	Key Next Steps
	Commercial Development Programme	Delivery of the Programme to introduce profitable additional commercial activities within SB Cares and create the appropriate infrastructure required to support this effectively.	Lynn Mirley	Paul Cathrow	£TBA once plan further developed.	(36) (Gross Contribution pa)	Phase 1 December 2018	A	Additional packages include environmental sensors and GPS now available for alarms service, communications plan in place for promotion and significant work underway with Social Work to education referrers. Core list of equipment available for purchase confirmed and POS material in production. Growth targets for alarms and equipment sale agreed.



COMMUNICATION, MARKETING & ENGAGEMENT STRATEGY

Report by Finance & Commercial Director

MAJOR CONTRACTS GOVERNANCE GROUP

18 September 2018

1 PURPOSE AND SUMMARY

- 1.1 **The purpose of this report is to provide the Major Contracts Governance Group with an update on the development of an updated Communication, Marketing & Engagement Strategy for SB Cares.**
- 1.2 Appendix A contains the updated Communication, Marketing & Engagement Strategy for SB Cares which sets out the high level communications objectives and action plan for SB Cares for 2018/19.

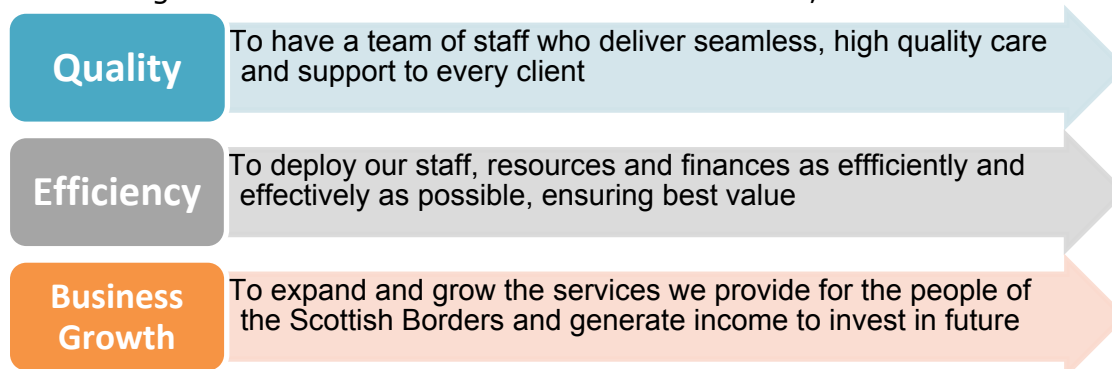
2 RECOMMENDATIONS

- 2.1 **It is recommended that the Major Contracts Governance Group notes the 2018/19 Communication, Engagement and Marketing Strategy as set out in Appendix A.**

3 BACKGROUND

3.1 SB Cares Board and Senior Management Team have developed a revised Communication, Engagement & Marketing Strategy (the Communication Strategy) in conjunction with the Scottish Borders Council Communications and Marketing Team.

3.2 As part of the objective of aligning all of SB Cares work within the context of its current strategy, the Communications Strategy has been aligned to the strategic aims set out in the current Business Plan, and these are:



4 2018/19 COMMUNICATION, ENGAGEMENT & MARKETING STRATEGY

4.1 Appendix A contains the final approved version of the Communication Strategy which was approved by the SB Cares Board on 6 September 2018.

4.2 The strategy identifies key Communication Objectives aligned to the SB Cares' strategic aims:

Our Strategic Aims	Our Communication Objectives
Quality	<ul style="list-style-type: none"> <input type="checkbox"/> Our values are a fundamental part of our client experience <input type="checkbox"/> Our staff are informed, engaged and involved <input type="checkbox"/> Clear and consistent brand identity with a reputation for high quality care.
Efficiency	<ul style="list-style-type: none"> <input type="checkbox"/> Proactively engage with our clients, our staff and our partners through effective use of social and digital media
Business Growth	<ul style="list-style-type: none"> <input type="checkbox"/> Promote SB Cares in the adult social care market.

4.3 The Communications Strategy contains a high level action plan which comprises of overarching communication activities and project specific communication action plans.

- 4.4 The progress towards delivering this activity will be monitored through the overarching 2018/19 Programme Tracker and will be reported on a monthly basis to the SB Cares Senior Management Team and Board. The Major Contracts Governance Group will receive an update on the progress of this strategy through the receipt of the 2018/19 Programme Tracker on a quarterly basis.

Approved by

Philip Barr
Managing Director

Signature

Author(s)

Name	Designation and Contact Number
Lynn Mirley	Finance & Commercial Director, SB Cares

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Communication, Engagement & Marketing Strategy 2018/19

Version: 1.0

Page 15



Originator	Lynn Mirley, SB Cares & Sue Bell, SBC Communications
Reviewer/s	SB Cares Management Team
Approval	SB Cares Board (TBC)
Purpose	To set out SB Cares' communication, engagement and marketing objectives and plans for 2018/19 and beyond

Revision History

Version	Date	Summary of Changes	Author
2015 V 1.0	20 November 2015	1 st Draft	Debbie Collins
2018 V Draft 0.1	17 April 2018	Full revision to bring up to date	Lynn Mirley/Sue Bell
2018 V Draft 0.2	12 July 2018	Revisions made	Tracey Graham
2018 v 1.0	31 August 2018	Finalised Draft for 6 September Board to include Action Plan (Appendix 1)	Lynn Mirley

1 Background

SB Cares was established in 2015 and an updated Communication, Engagement & Marketing Plan has been developed to support the delivery of the Business Plan 2017-22. The key elements of the Business Plan influencing the focus of this plan are SB Cares' strategic vision, aims and priorities and the organisational values which underpin these.

This Communication, Engagement & Marketing Strategy (the Strategy) supports the achievement of the Our Vision:

To be recognised as the provider of choice for adult social care services in the Scottish Borders and benchmarked against the best in class

Our Organisational Values

People are at the centre of everything we do and the following six organisational values, defined when SB Cares was established, underpin how we will support and engage with our clients, our staff and our partners and will influence our approach to the delivery of this Plan.

QUALITY The services we provide to communities throughout the Scottish Borders are the best they can be	RESPECT We respect the dignity, diversity and choice of all of our clients and staff	VALUE Our high quality services are delivered in an efficient manner offering good value for all our clients
PRIDE Our staff feel valued and proud of working for SB Cares	COMMUNICATION We openly and proactively communicate with our clients, staff and the wider community in which we provide services	INNOVATION We are at the forefront of innovation to adopt new approaches and technology to enhance the services we provide

Finally, our Business Plan contains the Strategic Aims and Priorities which set out establish the context within which we will plan to deliver our Vision and these are:

Our Strategic Aims		Our Priorities
Quality	<i>To have a team of staff who deliver seamless, high quality care and support to every client</i>	<ul style="list-style-type: none"> ➤ Invest in our Staff to improve Client Outcomes ➤ Develop excellent governance
Efficiency	<i>To deploy our staff, resources and finances as efficiently and effectively as possible, ensuring best value</i>	<ul style="list-style-type: none"> ➤ Make our services as efficient and effective as possible ➤ Modernise our services through technology
Business Growth	<i>To expand and grow the services we provide for the Scottish Borders and generate income to invest in future care services</i>	<ul style="list-style-type: none"> ➤ Build on Key Partnerships ➤ Grow and develop our business

2 Communication, Engagement & Marketing Objectives

In order to continue to embed our organisational values and deliver the SB Cares' vision the Communication, Engagement & Marketing Objectives (Our Communication Objectives) that we have established are clearly aligned to our values and our strategic aims and priorities, and these are set out below:

Our Strategic Aims	Our Communication Objectives
Quality	<ul style="list-style-type: none"> <input type="checkbox"/> Our values are a fundamental part of our client experience <input type="checkbox"/> Our staff are informed, engaged and involved <input type="checkbox"/> Clear and consistent brand identity with a reputation for high quality care.
Efficiency	<ul style="list-style-type: none"> <input type="checkbox"/> Proactively engage with our clients, our staff and our partners through effective use of social and digital media
Business Growth	<ul style="list-style-type: none"> <input type="checkbox"/> Promote SB Cares in the adult social care market.

3 Strategy

In order to deliver the Communication Objectives the Communications Strategy for SB Cares needs to focus on a high-level programme to support the delivery of both activity to proactively engage with our clients, our staff and our partners throughout the year **and** the delivery develop project specific communication activity to support the delivery of SB Cares' projects. SB Cares' Communication Action Plan will support the delivery of this strategy and a high-level outline of this programme is included in **Appendix 1**.

EVALUATION

Overarching Communications Activities

High-Level Key Messages

Project Specific Communication Plans


Quality

Efficiency

Business Growth

4 High-Level Key messages

As indicated in Section 2, the Communication Strategy has two aspects to it, the first being the annual programme for all communication, engagement and marketing activities should be underpinned by the high-level key messages aligned to the SB Cares' Communication Objectives. These key messages are set out below:

Our Communication Objectives	Key Messages
<p>Our values are a fundamental part of our client experience</p>	<p>Our Values:</p> <ul style="list-style-type: none"> ➤ The services we provide to communities throughout the Scottish Borders are the best they can be ➤ We respect the dignity, diversity and choice of all of our clients and staff ➤ Our high quality services are delivered in an efficient manner offering good value for all our clients ➤ Our staff feel valued and proud of working for SB Cares ➤ We openly and proactively communicate with our clients, staff and the wider community in which we provide services ➤ We are at the forefront of innovation to adopt new approaches and technology to enhance the services we provide
<p>Clear and consistent brand identity with a reputation for high quality care.</p>	 <p>The image shows five SB CARES logos arranged horizontally. Each logo consists of a stylized leaf icon above the text 'SB CARES' and a tagline below it. From left to right: 1. Teal leaves, 'SB CARES in safe hands'; 2. Green leaves, 'SB CARES care homes'; 3. Orange leaves, 'SB CARES day services'; 4. Pink leaves, 'SB CARES home care'; 5. Dark teal leaves, 'SB CARES independent living'.</p>

Our Communication Objectives	Key Messages
<p>Our staff are informed, engaged and involved</p>	<p>We employ approximately 800 staff and provide services across the whole of the Borders</p> <p>Our employees' opinions matters Our employees know what's going on and how it affects them Our employees are involved in improving and enhancing what we do. Our employees understand the benefits package they receive as being part of SB Cares.</p> <p>If you are a member of staff who has ideas, suggestions or good examples of work which reflects our values, email info@sbcare.co.uk</p>
<p>Proactively engage with our clients, our staff and our partners through effective use of social and digital media</p>	<p>People are at the heart of everything we do.</p> <p>What can we do better? Tell us.</p>
<p>Promote SB Cares in the adult social care market.</p>	<p>SB Cares is provider of choice for adult social care services in the Scottish Borders.</p> <p>SB Cares provides high quality Adult Social Care Services to people living in the Borders, to live safely and independently in their communities</p> <p>Why choose SB Cares?</p> <p>With SB Cares you have the reassurance that you and your loved ones are <i>"in safe hands"</i>... as we pride ourselves in delivering high quality care and respect the dignity, diversity and choice of all of our clients and staff</p> <p>SBCares offer a range of high quality including care homes, day services, home care and independent living services</p> <p>We are wholly owned by Scottish Borders Council and work in partnership with SBC to provide adult social care services on their behalf.</p> <p>Our services are registered with the Care Inspectorate, our performance is monitored by Councillors and any profits are reinvested back into social care services by SBC.</p> <p>For information visit www.sbcare.co.uk or call 01835 826700</p>

Page 21

5 Project Specific Communication Plans

The Communications Strategy should also support the successful delivery of SB Cares' programme of continuous improvement and efficiency. Requirements for each of the projects with in the Programme will vary. Some will require specific communications plans and these will be developed by the Project lead for the specific project with support from SBC comms. The summary below indicates the major projects being delivered during 2018/19:

Quality	Efficiency	Business Growth
<p>Recruitment and Retention of staff Ensuring frontline staff numbers meet required levels</p> <p>Training and Induction Effective training and induction of staff</p> <p>Care Inspection and Plans Proactively deliver action plans</p> <p>Care Home Staffing Deliver best value staffing structure in care homes</p> <p>Homecare Review Deliver better quality homecare</p>	<p>Workforce Management Deliver reductions in overtime/agency costs through better management</p> <p>Relief Staff Management Deliver relief bank and management system which enables staff to 'self-serve'.</p> <p>Alarm Monitoring Service Deliver best value alarm service and out of hours service through transfer to East Lothian</p> <p>Independent Living Services Review (Community Equipment Services & Bordercare) Deliver a cost efficient and high quality service to support independent living</p> <p>Fleet Management Deliver cost-effective fleet – increase homecare pool car fleet and review the management arrangements</p> <p>Improved Performance Reporting Improved reporting to support decision making, service delivery and contract management</p> <p>Financial and Admin Process Review Ensure fit for purpose processes to reduce burden on staff, standardise processes etc</p>	<p>Commercial Development Programme Delivery of programme to introduce profitable commercial activities and create the infrastructure to support this effectively.</p>

6 Communications Principles and Standards

- Communications are in Plain English and available in a range of formats.
- Communications are consistent, regular and accessible.
- Communications are publicised widely so that people know they exist.
- People know how and to whom they can give feedback.
- Communications are monitored and evaluated for their effectiveness.
- Specific messages will be developed as part of project communication plans consistent with the key messages.

7 Target Audiences

The key stakeholders are set out below, a more detailed full stakeholder analysis is attached as **Appendix 2**:

<i>Our Clients</i>	Existing and potential service users and clients and their relatives and carers; Business Customers
<i>Our Staff</i>	Existing and potential employees and Trade Unions
<i>Our Partners</i>	Scottish Borders Council, NHS Borders, Third Sector, representation and advocacy groups, national agencies, suppliers
<i>Our Community</i>	Local media, Scottish Borders residents

8 Communication Methods

A range of communication channels is available to support the delivery of the Action Plan, and these channels fall under the following groupings:

<i>Print</i>	promotional materials, newsletters, letters, flyers, publications & reports
<i>Press</i>	reactive and proactive press engagement
<i>Advertising</i>	
<i>Digital & Online</i>	online surveys, Facebook, Twitter, website – internet and intranet
<i>Telephony</i>	mobile phones, external call handling policies
<i>Face-to-Face</i>	consultation events, roadshows, team meetings

As part of the work to define the rolling annual communication plan and in consultation with SBC's Communications & Marketing Team the most appropriate

channel(s) will be used.

9 Budget

Any costs involved with delivering the action plan will be met through the Service Level Agreement between SB Cares and SBC's Communications & Marketing Team. If any activity is to incur an additional cost, this will be highlighted in advance, and will be met by SB Cares following our agreement to the estimate.

10 Evaluation

Evaluation will include:

- Analysis of each communication channel utilised in terms of responses received and overall effectiveness
- Consideration of feedback received, both written and verbal
- Self-evaluation by the Senior Management Team
- Reporting to SB Cares Board

Ref	Key Activity	Objectives					Timeframe											
		Values Informed	Brand	Social & Digital	Promotion	Sep'18	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	Apr'19	May'19	Jun'19	Jul'19	Aug'19	Sept'19
Internal Communications plan <i>Engagement with staff is key and challenging to reach.</i>		✓	✓	✓														
1	Establishment of Robust Team Meeting Programme	✓	✓															
1.a	Programme of Register Care Managers Meetings (once a month (TBC))					█		█		█		█		█		█		█
1.b	Programme of Engagement with Seniors/Team Leaders & AHCMs (once a quarter (TBC))													█				
1.c	Service Specific Team Meetings (frequencyTBC)					█	█	█	█	█	█	█	█	█	█	█	█	█
1.d	Area or Care Setting – Team Meetings (Every 2- 3 mths(TBC))					█		█		█		█		█		█		█
2	Improve Supervision Quality	✓	✓															
2.a	Establish clear supervision requirements						█	█	█	█	█	█						
2.b	Plan time into staff resourcing plans						█	█										
2.c	Ensure Implemented Organisation-wide							█	█	█	█	█						
2.d	Monitor Effectiveness												█	█	█	█	█	█
3	Consistent & Planned Staff Communication	✓	✓	✓														
3.a	Establish Staff Editorial Group(s)	✓	✓			█	█	█										
3.b	Staff Newsletters – <i>Positive News Stories</i>	✓	✓	✓				█				█						█
3.c	Staff Updates – <i>Key Business Updates</i>	✓	✓	✓		█		█		█		█						
3.d	SMT Roadshows programme to be developed	✓	✓				█	█										
3.e	Exploit Digital & Social Media Tools Work with SBC IT & Comms & Marketing as well as CGI to identify best solutions	✓	✓	✓		█	█	█	█	█	█	█	█	█	█	█	█	█
3.f	Develop Effective Feedback Tools	✓						█	█	█	█	█	█	█	█	█	█	█

Page 25
Overarching Communications Activities

Ref	Key Activity	Objectives					Timeframe												
		Values Informed	Brand	Social & Digital	Promotion		Sep'18	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	Apr'19	May'19	Jun'19	Jul'19	Aug'19	Sept'19
	Programme of Public Relations <i>Creating a positive image of SB Cares and managing the messages through proactive management in partnership with SBC Communications & Marketing</i>	✓	✓	✓	✓	✓													
4	SB Cares Communications Planner <i>e.g. Care Inspections – timing of draft reports</i> <i>- Council Performance Reporting</i> <i>- Elected Member Visits – Sept/Oct 18</i> <i>- Good news stories</i> <i>- SBC /NHS /3rd Sector Updates - Monthly</i>																		
	4.a Creation of a central Communications Planner/Tracker	✓	✓	✓		✓													
	4.b Develop a sustainable mechanism to capture information	✓	✓	✓		✓													
	4.c SMT and review monthly, incorporating:	✓	✓	✓		✓													
	4.d Review effectiveness of Planner	✓	✓	✓		✓													
	5	Develop Public facing Social & Digital Media Presence <i>Enhancing the image of SB Cares and reinforcing quality, our vision and what makes us stand out</i>																	
5.a	Update SB Cares Website Content Dependant on SBC/CGI programme developments	✓	✓	✓	✓	✓													
5.b	Develop Sustainable Content Management Arrangements and Guidance linked to Communication Planner maintenance processes	✓	✓	✓	✓	✓													
5.c	Develop Social Media Presence to minimise costs	✓	✓	✓	✓	✓													

Ref	Key Activity	Objectives					Timeframe												
		Values Informed	Brand	Social & Digital	Promotion	Sep'18	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	Apr'19	May'19	Jun'19	Jul'19	Aug'19	Sept'19	
Page 27 Overarching Communications Activities	Create a standardised, consistent brand identity <i>Enhancing the image of SB Cares and reinforcing quality, our vision and what makes us stand out</i>	✓	✓	✓	✓	✓													
	6.a Undertake full audit and catalogue of SB Cares documentation and identify priorities and gaps	✓		✓															
	6.b Create Templates and guidance for use of these. Working through list in priority order	✓	✓	✓															
	6.c Develop a Press Release Template and Guidance to provide to each Registered Manager to promote information flow.	✓	✓	✓															
	6.d Formally Launch “SB Cares in Safe Hands” brand	✓	✓	✓		✓													
Client and Public Feedback Activities	Client and Public Feedback Activities <i>Informing service quality and delivery propositions</i>																		
	7.a Identify appropriate and sustainable feedback mechanisms																		
	7.b Creation of reporting to SMT on output from these mechanisms to inform planning for the future																		
Project Specific Activities	Recruitment & Retention Programme																		
	8.a Initial Programme of Recruitment Fairs with Radio & Poster Promotion																		
	8.b Creation of a rolling programme of promotion of opportunities in SB Cares																		
Homecare Review	Homecare Review																		
	9.a Staff Consultation and Ballot on new rotas																		
	9.b Communication aligned to go live																		
9.c AHCM communications aligned to introduction of Schedulers																			

Ref	Key Activity	Objectives					Timeframe												
		Values Informed	Brand	Social & Digital	Promotion	Sep'18	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	Apr'19	May'19	Jun'19	Jul'19	Aug'19	Sept'19	
Project Specific Activities Page 28	Commercial Development Programme Phase 1 – Telecare Package Launch Phase 2 - TBC					█	█	█											
	Fleet Management Staff Engagement Activities Publicise Investment and benefits						█	█	█	█									
	Independent Living Services Review (TBC)					█	█	█	█	█	█								
	Relief Management (TBC)								█	█	█	█	█	█	█	█	█	█	█
	Finance & Process Review (TBC) Engagement of Staff in developing Processes Communication of New Processes						█	█	█	█	█	█		█	█				
	Workforce Management (TBC) Absence Management - Staff Awareness Overtime Management – Staff Awareness					█	█	█	█	█	█	█	█	█	█	█	█	█	█

Stakeholder Analysis

APPENDIX 2

Stakeholder group	Influence/ power	Stake/ interest	Strategy	Method / frequency
OUR STAFF				
SB Cares frontline staff	MEDIUM	HIGH	Keep informed regularly. Keep dialogue 2-way.	<ul style="list-style-type: none"> • Team Briefings and 1-1s for regular updates from line manager • Staff Update/Briefing Note - every 2/3 months - to communicate messages applicable to wider groups of staff to ensure message consistent. Service Specific and SB Cares wide. • Half Yearly Staff Newsletter to communicate achievements/good news – establish Editorial group to ensure content • Develop new communication channels as the technology infrastructure allows • SMT Roadshows, twice a year – one to review the year finished and set scene for year, one to update on progress and look forward to next year • Undertake a staff survey
Service and Operational Management Teams	MEDIUM/ HIGH	HIGH	Engage closely through line management. Keep dialogue 2-way	<ul style="list-style-type: none"> • Team leaders to update their staff at briefings, meetings, by email and at 1-1s on regular basis. • Centralised communication by email for key information needing cascading • Regular Service Manager site visits and attendance at team meetings. • Staff Update/Briefing Note - every 2/3 months - to communicate messages applicable to wider groups of staff to ensure message consistent. Service Specific and SB Cares wide. • SMT Roadshows, twice a year – one to review the year finished and set scene for year, one to update on progress and look forward to next year (may involve non-executive directors) • Half Yearly Staff Newsletter
Service Managers	MEDIUM/ HIGH	HIGH	Engage directly and closely. Keep dialogue 2-way	<ul style="list-style-type: none"> • SMT to update their managers at briefings, meetings, by email and at 1-1s on regular basis. • Extended SMT including Service Managers – monthly • Staff Update/Briefing Note - every 2/3 months • Half Yearly Staff Newsletter

Page 29

Stakeholder group	Influence/ power	Stake/ interest	Strategy	Method / frequency
OUR STAFF (contd.)				
Senior Management Team	HIGH	HIGH	Engage directly and closely. Keep dialogue 2-way	<ul style="list-style-type: none"> Weekly team meetings.
SB Cares Board	HIGH	HIGH	Engage directly and closely.	<ul style="list-style-type: none"> Monthly Board meetings Strategic workshop sessions as required Engage Board members with SBC/IJB/NHS colleagues SMT engage/update individual Non-Executive Members
Joint Trades Unions	HIGH	HIGH	Keep informed regularly. Keep dialogue 2-way	<ul style="list-style-type: none"> Monthly liaison meeting. Early engagement in proposed change. Involvement in workshops/meeting with staff.
Potential Employees	MEDIUM	HIGH	Keep informed regularly.	<ul style="list-style-type: none"> Use appropriate print publication strategy PR Campaign using all forms of media – digital and press – to get targeted information out to clients Attendance at recruitment fairs (Borders College, Radio Borders, local high schools etc.)
OUR CLIENTS				
Individual service users and carers	MEDIUM	HIGH	Keep informed regularly. Keep dialogue 2-way	<ul style="list-style-type: none"> Keep staff informed so they can inform service users/carers. Use appropriate print publication strategy - letters, flyers, leaflets PR Campaign using all forms of media – digital and press – to get targeted information out to clients Customer Care embedded in all interactions – visits, telephony, electronic
Corporate Customers	MEDIUM	HIGH	Keep informed regularly Keep dialogue 2-way	<ul style="list-style-type: none"> Corporate Customer relationship meetings – frequency appropriate to scale Keep informed of business plans and future product and service developments.
Potential Individual clients	MEDIUM	MEDIUM/ HIGH	Keep informed regularly.	<ul style="list-style-type: none"> Use appropriate print publication strategy - letters, flyers, leaflets PR Campaign using all forms of media – digital and press – to get brand and services to potential clients Customer Care embedded in all interactions – visits, telephony, electronic

Stakeholder group	Influence/ power	Stake/ interest	Strategy	Method / frequency
OUR CLIENTS (contd)				
Potential Corporate Clients	MEDIUM	MEDIUM/ HIGH	Keep informed. Research Market to identify potential corporate clients	<ul style="list-style-type: none"> • Provide information and updates on products and services • Ensure sales channels are clear and accessible • Meet with potential corporate clients to develop relationship and identify their needs
OUR PARTNERS – SBC and NHS				
Commissioners	HIGH	HIGH	Engage directly and closely.	<ul style="list-style-type: none"> • Senior Manager engagement with management/team meetings for NHS/SBC/SC&H • SMT Presence at SMT for SC&H, IJB • Contract Management Meetings – monthly • Involvement in project specific teams.
SC&H/SBC staff	MEDIUM	MEDIUM/ LOW	Keep informed as appropriate.	<ul style="list-style-type: none"> • SBC Intranet • Use of SBC and SC&H staff communication channels e.g. SBSScene
SBC CMT	MEDIUM	HIGH	Keep informed as required.	<ul style="list-style-type: none"> • SMT representative to provide update as required. • Managing Director member of CMT
Major Contracts Governance Group	HIGH	HIGH	Keep very informed.	<ul style="list-style-type: none"> • Quarterly Meetings reporting progress against Business Plans • SMT regular engagement with Elected Members on Group to keep them informed
Council/ SBC Elected Members	MEDIUM	HIGH	Keep informed as required.	<ul style="list-style-type: none"> • SMT representative/s to provide stage reports to APWG, Audit & Scrutiny or Council. • SMT provide an annual update presentation to all Councillors • Managing Director engage with appropriate Executive Members • Use of members briefing service as required
OUR PARTNERS – Other External Organisations				
Third Sector e.g. Borders Voluntary Care Forum, BIAS, Borders Carers Centre	MEDIUM	MEDIUM	Keep informed as required.	<ul style="list-style-type: none"> • Use appropriate print publication strategy - letters, flyers, leaflets • PR Campaign using all forms of media – digital and press
Representation and advocacy groups	MEDIUM	MEDIUM	Keep informed as required.	<ul style="list-style-type: none"> • Use appropriate print publication strategy - letters, flyers, leaflets • PR Campaign using all forms of media – digital and press

Stakeholder group	Influence/ power	Stake/ interest	Strategy	Method / frequency
National agencies e.g. Care Inspectorate; Scottish Government	MEDIUM	MEDIUM	Keep informed.	<ul style="list-style-type: none"> Provide information and updates at key milestones. Seek advice as required.
Suppliers	MEDIUM	MEDIUM/ HIGH	Keep informed.	<ul style="list-style-type: none"> Provide information and updates on Business Strategy/Plan Seek advice as required. Supplier Management Meetings.
Potential Suppliers	MEDIUM	MEDIUM	Keep informed. Inform us to develop services and products.	<ul style="list-style-type: none"> Provide information and updates on Business Strategy/Plan Seek advice as required. Attend national events to engage with these suppliers
OUR COMMUNITY				
Local media	HIGH	HIGH	Keep informed regularly.	<ul style="list-style-type: none"> Development of a PR Campaign using all forms of media – digital and press – to engage positively
General public	LOW	LOW	Keep informed.	<ul style="list-style-type: none"> Use appropriate print publication strategy - letters, flyers, leaflets PR Campaign using all forms of media – digital and press – to get brand and services to potential clients

NB – all methods mentioned above are no or low cost to SB Cares. Marketing opportunities that would involve a cost may be considered for specific campaigns e.g. radio advertising, bus rears, Facebook promotion etc.



OPERATIONS

Report by Operations Director

MAJOR CONTRACTS GOVERNANCE GROUP

18 September 2018

1 PURPOSE AND SUMMARY

- 1.1 **To update the Major Contracts Governance Group on Operational activities within SB Cares Services.**
- 1.2 Since last reporting to the Major Contracts Governance Group the final inspection report for Oakview Day Service has been received, with confirmed grades of 3 for Quality of Staffing, Management and Leadership and Environment and grade 4 for Quality of Care and Support. See Appendix 1.
- 1.3 Waverley and Craw Wood have just been inspected under the new Care Inspectorate Inspection Methodology, with Grades of 4's and 5's being suggested at the verbal feedback session. See Appendix 2.
- 1.4 The Care Inspectorate are inspecting using a different methodology in Care Homes only this year and will refine their inspection methods before then using this new approach across other service types. See Appendix 2.
- 1.5 A full review of the recruitment process has taken place and amendments to the process and paper work are being implemented. There has been a very successful recruitment campaign taking place during August and early September with a lot of applications being received so far.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Major Contracts Governance Group:-**
 - a) Note the recent Oakview Day Service Inspection Grades.
 - b) Note the recent Waverley and Craw Wood verbal feedback.
 - c) Note the new methodology being used by the Care Inspectorate during inspections of Care Homes.
 - d) Note the positive recruitment campaign.
 - e) Note the progress made in sourcing appropriate training.

3 INSPECTIONS

- 3.1 An inspection took place of the Oakview Day Service on 31 May 2018. There are no requirements within the report; however, there are five recommendations within the report which are largely around support and training for staff. The Senior Operations Team had already developed a work plan including that staff would benefit from bespoke training to understand a particular need or condition.
- 3.2 The Inspector felt there was uncertainty around the commissioning strategy regarding the future of the service which they felt has manifested within the Service as a lack of direction and drive. There is currently a renewed focus by Commissioners on reviewing day service provision for older adults across the Scottish Borders which will include Oakview which should provide more clarity on the focus and outcomes for the people who access the service. SB Cares Service Manager is actively involved in this review to share ideas for future development and opportunities for our Day Service provision to older adults.
- 3.3 The Inspection has just been completed and the verbal feedback given on 24 August 2018 was hugely positive and encouraging. This was the first inspection of Care Homes within our services using the new framework and methodology which was a very positive learning experience for the staff and Managers involved. (Appendix 2: overview of new framework and key quality indicators)
- 3.4 The inspection for Craw Wood and Waverley focussed on the Quality Indicators from the Key Question framework and was graded at grades 5's and 4's as indicated in the table in Appendix 2.

4 CARE INSPECTORATE METHODOLOGY

- 4.1 The Care Inspectorate is developing new approaches to scrutiny. There is a strong focus on assessing the extent to which people experience wellbeing and understanding the impact care and support makes to an individual's life.
- 4.2 There is an emphasis on self-evaluation of services in line with the framework which sets out how a good quality service provision should be experienced by the people using it and in turn this is then what the Inspectorate independently assures. This model is designed to create an open and transparent way of scrutiny, identification of areas of development and what contributing factors feature in experiencing high quality support.

5 RECRUITMENT/TRAINING

- 5.1 There has been a full review of the recruitment process, involving HR colleagues, which will result in streamlined processes, create a greater consistency in approach, offer a holistic view and improved tracking procedure for recruitment. Adopting a centralised recruitment process has given the Senior Management Team a greater knowledge of the current staffing position of all SB Cares support services.

- 5.2 A recruitment campaign was launched which, so far, has attracted a significant volume of enquiries, attendance at fairs and subsequently we have received over 100 applications at the time of writing. The campaign roadshow ended on 4 September but the closing date for the Support Worker applications is 16 September and dates are planned for shortlisting and interviews shortly afterwards. The quality of candidates has been particularly encouraging with a substantial amount of potential applicants holding a relevant qualification for the roles, good experience, enthusiasm and apparent sound value base.
- 5.3 There has been significant progress in reviewing and sourcing the training required to ensure SB Cares has a high quality skilled workforce. Meetings have taken place with our HR Training colleagues, Borders College and Border Voluntary Carers Voice to scope and agree training needs and review course content in order to ensure the training being provided is fit for the current service requirements to support staff appropriately to deliver quality services.

Approved by

Name **Philip Barr**
Title **Managing Director, SB Cares**

Signature

Author(s)

Name	Designation and Contact Number
Lynne Crombie	Operations Director

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. You can also request information on other language translations as well as the provision additional copies.

Contact us at info@sbcare.co.uk

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FINAL Oakview Day Service Inspection Report

About the Service:

The service is registered to provide day care to a maximum of 15 older adults. The service objectives include:

- * To provide a quality service which responds to the needs of the service users in a person centred, flexible and innovative way within budgetary resources.
- * To provide an environment for promoting social inclusion and independence to enable service users to remain within their own home and to avoid unnecessary hospital and residential care admission
- * To create an atmosphere of empowerment and belonging for service users

Feedback from people using the service to the Inspector during the Inspection:

The feedback was very positive and all the people who attended the service felt that they were included and that choice, dignity and respect was offered at all times.

"Very good !"

"Keeps the brain working; I enjoy the quizzes and activities"

We received feedback from a relative of a service user who said "My sister only started to attend two months ago. Enjoys every day she is there. Staff pleasant and provide stimulation for my sister who has dementia. Staff encourage my sister to participate and encourage her to teach others"

Page 37

Quality Theme	Requirements/ Recommendations	Grades	Previous Grades
Quality of Care & Support		4	4
How well the service meets the needs of each person who uses it	Requirements - 0 Recommendations – 0 <u>Overview of Findings from the Inspection</u> During the Inspection, there were 2 service care standard questionnaire returned and 9 people who use the service gave verbal feedback. The feedback is described in the report as “ Very positive and all the people who attended the service felt they were included and that choice, dignity and respect was offered at all times.” There was a very encouraging focus on		

	<p>observations of good interactions between service users and the staff team that were supportive and promoted choice in the Quality of Care and support section of the report. It is noted that people felt the service provided companionship and the opportunity to spend time with other people thus reducing feelings of isolation and confidence to people using the service that there was someone to talk to and provide support where they needed it. This is hugely positive to hear from the people using the service as it meets the fundamental aim and objective of the service.</p>		
Quality of Environment		3	3
<p>Where the service is delivered; for example, how clean, well maintained and accessible it is, the atmosphere of the service, how welcoming it is</p>	<p>Requirements – 0 Recommendations - 1</p> <p><u>Overview of Findings from the Inspection</u></p> <p>There was a previous requirement in relation to the environment, it was felt that one of the bathrooms was not safe for people who require to use mobility aids. The Management team assessed the need to use this particular bathroom when there were sufficient facilities that were suitable to the needs of the service users so took a decision to decommission that particular bathroom as it was not required. The building is not SBC stock so there are limitations to alterations as well as budget implications so this was felt to be the option that would ensure the safety of the people using the service as well as meeting the requirement. Eildon Housing owns the building and there have been previous discussions in regards to who is responsible for continued maintenance of the building. This has hampered progress with some of the previous requirements indicated in the last report. However the environment is now "tired" and would benefit from upgrade. We observed scuffed woodwork and walls. Some ceilings had water infiltration marks which would benefit from freshening up. Lighting continued to be an issue in the main sitting room.</p> <p><u>Recommendation 1:</u> In order to ensure service users have confidence that the environment is safe, with adapted equipment and furnished to meet service user needs the provider should make a plan over the coming year to audit and take forward a plan to tackle some of the issues highlighted in the report.</p>		
Quality of Staffing		3	4
<p>The quality of the staff, including their qualifications and</p>	<p>Requirements – 0 Recommendations – 2</p>		

<p>training</p>	<p><u>Overview of Findings from the Inspection</u> “Staff told us if they needed advice or support this was available. The registered manager visited the service on a weekly basis and senior carers provided the one to one support. Staff that support the day service are also employed in other areas that some of the service users attend for respite. This is beneficial for service users as when they attend this service they have familiar faces that they know. A decrease in the number of referrals to the service was described as having a negative impact on staff morale however this was not reflected in the work of the staff who continued to be focused on their duties and to work to provide the people who used the service with a positive experience of day support.</p> <p>Mandatory training was completed however we were unable to view a clear training matrix which identified when staff had received training and when mandatory training was due to expire. The service is recommended to look at how they can identify specialist training which is person led and relevant to the people the staff team support.”</p> <p><u>Recommendation 1:</u> 1. To make sure that people have confidence in support workers who care and support them the service should ensure staff; * Receive regular one to one supervision in line with service providers policy * Have regular access to team meetings to allow them to be involved in discussions on planning the service.</p> <p><u>Recommendation 2:</u> 2. To reassure people with dementia and specialist health care needs that support workers caring for them have the right skills, knowledge and expertise the manager should; * Ensure support workers undertake appropriate training. * When there is a new referral to the service any specialist needs should be identified and any specific training should be undertaken.</p>		
<p>Quality of Management & Leadership</p>		<p>3</p>	<p>4</p>
<p>How the service is managed and how it develops to meet the needs of the people who use it</p>	<p>Requirements – 0 Recommendations – 2</p> <p><u>Overview of Findings from the Inspection</u> We discussed the current management structure at the feedback session. SB Cares is</p>		

	<p>currently reviewing day services highlighting areas which could be improved and developed to deliver a more flexible service to people in the community. Audits were completed every three months. The areas audited included service user information, incidents and accidents, recording and legal powers. The senior support workers from the supporting care home primarily completed these audits.</p> <p><u><i>Recommendation 1:</i></u> 1. To reassure people that the staff team have the correct knowledge and skills to develop the service the service should ensure that all staff supporting from another service are given flexibility to be able to identify development areas that they can discuss with the manager to progress.</p> <p><u><i>Recommendation 2:</i></u> 2. To ensure that people have confidence in the service they should develop methods where the senior manager is also observing documentation for accuracy and consistency.</p>		
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Brief overview of the Key messages of the new methodology for Care Home Inspections taken from The Care Inspectorate website.

http://www.careinspectorate.com/images/Professionals/Quality_framework_for_care_homes_for_older_people_2018.pdf

How can this quality framework be used by care services?

The framework is primarily designed to support care services in self-evaluation. During 2018 and 2019, we will work with care services and sector-wide bodies to build the capacity for self-evaluation, based on the final quality framework we publish.

Self-evaluation is a core part of quality assurance and supporting improvement. The process of self-evaluation, as part of a wider quality assurance approach, requires a cycle of activity based round answering three questions:

- **How are we doing?**

This is the key to knowing whether you are doing the right things and that, as a result, people are experiencing high quality, safe and compassionate care and support that meets their needs, rights and choices.

- **How do we know?**

Answering the question 'how we are doing' must be done based on robust evidence. The quality indicators in this document, along with the views of people experiencing care and support and their carers, can help you to evaluate how you are doing. You should also take into account performance data collected nationally or by your service.

- **What are we going to do now?**

Understanding how well your service is performing should help you see what is working well and what needs to be improved. From that, you should be able to develop and prioritise plans for improvement based on effective practice, guidance, research, testing, and available improvement support. You can find out more about the Model for Improvement and tools to support your improvements on the Care Inspectorate's Hub.

Using this quality framework can help provide an effective structure around self-evaluation.

The new methodology focusses on self-evaluation and enables increased ability and expectation to reflect, grow and develop in a more autonomous and proactive way. The quality framework may allow clearer Key Performance Indicators for services to report on tangibly and consistently to stakeholders and the board as well as satisfying ourselves of quality provision and positive impact. The challenge will be capturing and evidencing soft outcomes is twofold as it allows affords an opportunity to encourage and promote the creative strengths of our workforce in recording and evidencing the impact of quality care and support.

The Key Questions and quality indicators are a tool that will assist us, going forward, to gather and analyse feedback from questionnaires, reviews, observations and discussion to assist our learning and development, identify key themes and assess what impact our services have on people experiencing provision of support from SB Cares.

The quality indicator framework

Key question 1: How well do we support people's wellbeing?	Key question 2: How good is our leadership?	Key question 3: How good is our staff team?	Key question 4: How good is our setting?	Key question 5: How well is our care and support planned?
1.1. People experience compassion, dignity and respect	2.1. Vision and values positively inform practice	3.1. Staff have been recruited well	4.1. People experience high quality facilities	5.1. Assessment and care planning reflects peoples' needs and wishes
1.2. People get the most out of life	2.2. Quality assurance and improvement is led well	3.2. Staff have the right knowledge, competence and development to care for and support people	4.2. The setting promotes and enables people's independence	5.2. Families and carers are involved
1.3. People's health benefits from their care and support	2.3. Leaders collaborate to support people	3.3. Staffing levels and mix meet people's needs, with staff working well together	4.3. People can be connected and involved in the wider community	
1.4. People are getting the right service for them	2.4. Staff are led well			
Key question 6: What is the overall capacity for improvement?				

Waverley/Craw Wood August 2018	
Quality Indicator	Grade
1.1	5
1.2	4
1.3	4
3.2	5
4.1	5
4.2	4
5.1	5

5 = Very Good Major strengths

4 = Good Important strengths, with some areas for improvement

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SB CARES INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2017/18

**Report by Chief Officer Audit & Risk, Scottish Borders Council (SB
Cares Chief Internal Auditor)**

MAJOR CONTRACTS GOVERNANCE GROUP

18 September 2018

1 PURPOSE AND SUMMARY

**To inform the Major Contracts Governance Group of the findings of the SB
Cares Internal Audit Annual Assurance Report 2017/18.**

- 1.1 The scope of the Internal Audit work, the annual audit opinion and 6 Internal Audit recommendations (1 new and 5 previous).
- 1.2 Details of the action plan agreed by SB Cares Management Team.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Major Contracts Governance Group:**
 - (a) Note the findings of the SB Cares Internal Audit Annual Assurance Report 2017/18; and**
 - (b) Note the actions agreed by SB Cares Management Team.**

3 SB CARES INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2017/18

3.1 Introduction

A support services agreement is in place between Scottish Borders Council and SB Cares to provide internal audit services which includes the: Provision of independent and objective risk-based assurance and opinion on the efficacy of SB Cares' risk management, internal control and governance arrangements; and Provision of Internal Audit assurance and consultancy services through an annual plan and programme of work to be agreed with SB Cares Board and Management.

SBC's Chief Officer Audit & Risk acts as the Chief Audit Executive providing assurance and opinion on SB Cares internal control and governance arrangements to the SB Cares Board and Management.

SBC's Internal Audit team carried out its third Internal Audit review of SB Cares since it was established on 1 April 2015 as an arms-length external organisation (ALEO) majority owned (99%) by Scottish Borders Council to provide a number of adult care services.

The SBC Internal Audit function conforms to the professional standards as set out in Public Sector Internal Audit Standards 2017 (PSIAS) including the production of the SB Cares Internal Audit Annual Assurance Report 2017/18, which was agreed with SB Cares Management and then presented to the SB Cares Board on 26 July 2018, and this summary report to communicate the results of the Internal Audit work.

3.2 Scope

The scope of the Internal Audit work during 2017/18, involved assessment and evaluation of the following areas:

- Corporate Governance – Assessment of the arrangements in place to secure Best Value through the continuous improvement in the performance of its functions, including Business plan and delivery of projects, increases in income and delivery of financial efficiencies, to establish whether the governance framework is effective, roles and responsibilities are defined and being fulfilled, and governing bodies are receiving sufficient information to effectively make decisions, challenge and review.
- Financial Governance – Review of key business processes for continuity and sustainability and carry out substantive testing on a sample of transactions for completeness and accuracy including four discrete pieces of work: Payroll; Procurement to Payment; Sales to Cash; and Balance Sheet, to assess whether internal financial systems and controls are effective (including segregation of duties, reconciliations, and authorisations).
- Follow-up on the implementation of previous Internal Audit Recommendations and agreed Management Improvement Actions to ensure that sufficient progress is being made to improve the control environment and mitigate identified risks.

3.3 Overall Audit Opinion

The systems of internal control, risk management and governance arrangements within SB Cares are largely operating satisfactorily. These should be reasonably effective in mitigating risks to the achievement of SB Cares objectives.

3.4 Audit Findings, Conclusions, and Recommendations

Area	Findings	Recommendation
Corporate Governance	<p>The original Business Case and Business Plan forecasts have been revised and budgets have been aligned with expectations which are to deliver anticipated increases in income and financial efficiencies.</p> <p>The previous Internal Audit recommendation on the Transformation Tracker document was not fully implemented to allow for critical appraisal of project progress.</p> <p>SB Cares Board agreed in November 2016 that a more robust and accountable governance process was required for project management, which would include the application of standardised, proportionate documentation and processes across projects and the programme. Our review highlighted that the governance around the programme of work in the Business Plan for the delivery of projects within the programme is rudimentary and not well structured, therefore project outcomes might not be optimised as a result.</p> <p>SB Cares has a strategic risk register which is regularly reviewed by SMT, facilitated by SBC's Corporate Risk Officer, and presented to the SB Cares Board every quarter.</p> <p>The previous Internal Audit recommendation on Contract Documentation was not fully implemented to facilitate effective contract management by all parties.</p>	<p>The Transformation Tracker Document should be developed to include whole of programme and individual projects income and costs and clear return on investment information. (P2*)</p> <p>Programme Management should be developed along the lines of that proposed and agreed by the SB Cares Board in November 2016. (P2* -new recommendation)</p> <p>All contracts and SLAs should be reviewed and formally signed-off by relevant parties with a complete set held by both SBC and SB Supports LLP. (P3*)</p>

Area	Findings	Recommendation
Financial Governance	<p>Substantive testing of Payroll bank account changes, starters, leavers, position changes, and changes to salary levels found no areas of concern.</p> <p>The previous Internal Audit recommendation on Checking Mileage Claim Forms was not fully implemented to facilitate complete, accurate and efficient expenses processing on a sustainable basis.</p> <p>Testing of payments to creditors showed there is appropriate authorisation by a relevant officer from requisition, order, invoice receipting, and payment to ensure that procure to pay transactions are valid, complete and accurately recorded.</p> <p>No main areas of concern from Sales to Cash testing of income entries and documentation.</p> <p>Management Accounts have been enhanced in-year through the introduction of Balance Sheet and Cashflow Statements to assist in a fuller understanding of the company's financial position.</p>	<p>The process for staff claiming overtime and mileage should be revisited with Line Managers in order that appropriate, correct and authorised documentation is provided for payroll processing. (P2*)</p>
Performance Management	<p>The SB Cares Business Plan 2017 to 2022 sets out the aspiration to develop a performance management system at a strategic and operational level.</p> <p>Two previous Internal Audit recommendations on Performance Management have not been fully implemented to develop the Performance Management Framework to enable effective performance monitoring and contact management by SB Cares and the Council.</p>	<p>Management should carefully consider what aspects of performance should be measured and deliver meaningful performance information to the Board and the Council. (P2*)</p> <p>Management should again request support from performance specialists within the Council to complete the Performance Management Framework. (P2*)</p>

*** Gradings of Internal Audit Recommendations are:**

Priority 1 – Arising from a finding which leaves SB Cares open to a very high risk of not achieving its strategic objectives, and where the risk is sufficiently significant to require immediate action within one month of formally raising the issue.

Priority 2 – Arising from a finding which leaves SB Cares open to significant risk of not achieving its strategic objectives requiring reasonably urgent action within three months of formally raising the issue.

Priority 3 – Arising from a finding which leaves SB Cares open to moderate risk of not achieving its strategic objectives requiring action within six months of formally raising the issue to improve efficiency, effectiveness and economy of operations

Action Plan Summary

All recommendations made have been agreed with SB Cares Senior Management Team (SMT) for implementation to improve internal controls and governance arrangements. Progress on their implementation will be followed-up by Internal Audit during 2018/19, and will be reported to the SB Cares SMT and Board.

4 IMPLICATIONS

4.1 Financial

It is anticipated that the implementation of Internal Audit recommendations in this report will be completed within available resources and budget.

4.2 Risk and Mitigations

All Internal Audit recommendations have been approved and will be implemented in year.

4.3 Equalities

There is no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals contained in this report.

4.4 Acting Sustainably

There are no significant effects on the economy, community or environment.

4.5 Carbon Management

No effect on carbon emissions are anticipated from the recommendation of this report.

4.6 Rural Proofing

It is anticipated there will be no adverse impact on the rural area from the proposals contained in this report.

5 CONSULTATION

5.1 The SB Cares Board and Senior Management Team have agreed the Internal Audit Annual Assurance Report 2017/18.

Author(s)

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