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MAJOR CONTRACTS GOVERNANCE GROUP TUESDAY, 6 NOVEMBER 2018

A MEETING of the MAJOR CONTRACTS GOVERNANCE GROUP will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on TUESDAY, 6 NOVEMBER 2018 at 2.00 pm

J. J. WILKINSON,
Clerk to the Council,

31 October 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 18 September 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.	Care Inspectorate (Pages 11 - 18) Consider report by Operations Director (Copy attached).	10 mins
7.	Any Other Items Previously Circulated	
8.	Any Other Items which the Chairman Decides are Urgent	
9.	Items Likely To Be Taken In Private Before proceeding with the private business, the following motion should be approved:- "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 Part 1 of Schedule 7A to the aforementioned Act.”	
	SB CARES BUSINESS	
10.	Minute (Pages 19 - 20) Private section of the Minute of the Meeting of the Major Contracts Governance Group held on 18 September 2018 to be noted. (Copy attached.)	5 mins
11.	SB Cares Financial Position 2018/19 (Pages 21 - 28) Consider report by Finance and Commercial Director. (Copy attached).	10 mins
12.	SB Cares Commercial Development Update (Pages 29 - 32) Consider report by Independent Living & Corporate Services Manager. (Copy attached).	10 mins
	SBc CONTRACTS BUSINESS	
13.	SBc Contracts Trading Operations Update Consider report by Chief Officer Roads. (To follow).	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

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**SCOTTISH BORDERS COUNCIL
MAJOR CONTRACTS GOVERNANCE GROUP**

MINUTES of Meeting of the MAJOR
CONTRACTS GOVERNANCE GROUP held
in Council Chamber, Council Headquarters,
Newtown St Boswells on Tuesday, 18
September 2018 at 2.00 pm

Present:- Councillors R Tatler (Chairman), G Edgar, J Fullarton, T Miers, D Moffat,
E Thornton-Nicol, T Weatherston. Mr J Wilson (Chairman SB Cares)
In Attendance:- P Barr (Managing Director SB Cares), L Crombie (Operations Director SB
Cares), D Girdler (Chief Officer Roads), J Stacey (Chief Officer Audit & Risk),
I Wilkinson (Commercial Manager – Place), Democratic Services Officer (J
Turnbull).

1. WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting of the Major Contracts Governance Group. It was agreed that as SB Cares Financial report had been circulated on the morning of the meeting, there be a short adjournment to allow Members to fully consider the report. The Chairman requested that all reports be circulated within the statutory timeframe for future meetings.

**DECISION
NOTED.**

ADJOURNMENT

The meeting was adjourned at 2.00 pm and reconvened at 2.20 pm.

2. MINUTE

There had been circulated copies of the minute of the meeting of the Major Contracts Governance Group of 12 July 2018.

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

SB CARES BUSINESS

3. SB CARES 2018/19 PROGRAMME TRACKER

With reference to paragraph 6 of the Minute of 12 July, 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 Appendix to the report contained an overview of these projects including their current status. Discussion followed and in response to questions from Members, Mr Barr advised that with regard to the Relief Staff Management project, an appropriate management system had been identified. However, the system was required to link with other Council projects and HR and CGI were facilitating. With regard to the Fleet Management project, Mr Barr advised that the Council's new Manager would be reviewing fleet/ transport management across the organisation. Ms Crombie added that SB Cares would be increasing their transport fleet significantly to meet capacity and realise efficiencies.

DECISION

- (a) AGREED the updated Project report.**
- (b) NOTED the progress on the 2018/19 Programme of Projects and associated targets and service improvements.**

4. SB CARES COMMUNICATION, MARKETING AND ENGAGEMENT STRATEGY

There had been circulated copies of a report by the Finance & Commercial Director, advising on the development of an updated Communication, Marketing and Engagement Strategy for SB Cares. The Strategy was detailed in Appendix A to the report and set out the high level communication objectives and action plan for SB Cares for 2018/19. The report explained that the Strategy had been developed in conjunction with the Communications and Marketing Team and was aligned to SB Cares strategic aims. In response to questions, Mr Barr acknowledged the high level of staff turnover, explaining that unemployment was low in the Scottish Borders and caring was a challenging job with unsocial hours. The new rota system was also not as efficient as it should be. However, SB Cares had recently held a successful recruitment campaign resulting in 76 applications for support worker roles. If SB Cares continued to recruit the right people, gave appropriate induction training and improved communications, recruitment and retention of staff would increase which would have a positive affect on morale.

DECISION

NOTED the 2018/19 Communication, Engagement and Marketing Strategy as set out in Appendix A to the report.

5. SB CARES OPERATIONS

With reference to paragraph 7 of the Minute of 12 July, there had been circulated copies of a report by the Operations Director SB Cares giving the updated position on the inspection of SB Cares by the Care Inspectorate. The report advised that following inspection, Oakview Day Service had received Grades of 3 for Quality of Staffing, Management, Leadership and Environment; with a Grade 4 for Quality of Care and Support. Waverley and Craw Wood had also been inspected and Grades of 4s and 5s had been suggested at the verbal feedback session. The report also advised of the progress in reviewing training and the success of a recruitment campaign which had resulted in a substantial amount of interest from potential applicants. Appendix 2 to the report, gave a brief overview of the new methodology for Care Home Inspections which focused on self-evaluation which would assist in assessing the impact services had on people experiencing provision of support from SB Cares. Following discussion it was agreed that further information be provided on the new methodology at the next meeting. In response to a question Mr Barr advised that the Dementia Strategy was the responsibility of the Council's Social Work department and Health & Social Care Integration Joint Board. However, SB Cares would be involved in the process.

DECISION

- (a) NOTED:**
 - (i) the recent Oakview Day Service Inspection Grades;**
 - (ii) the recent Waverley and Craw Wood verbal feedback;**
 - (iii) the new methodology being used by the Care Inspectorate during inspections of Care Homes;**
 - (iv) the positive recruitment campaign; and**
 - (v) the progress made in sourcing appropriate training.**
- (b) AGREED to request a briefing on the new methodology being used by the Care Inspectorate at the next meeting.**

6. **SB CARES INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2017/18**
There had been circulated copies of a report by Chief Officer Audit & Risk (SB Cares Chief Internal Auditor) on the findings of the SB Cares Internal Audit Annual Assurance Report 2017/18. The report detailed the scope of the Internal Audit work, the annual audit opinion and the six internal audit recommendations. Ms Stacey summarised the key findings and recommendations advising that the systems of internal control, risk management and governance arrangements were largely operating satisfactorily. These should be reasonably effective in mitigating risks to the achievement of SB Cares objectives.

**DECISION
NOTED:**

- (a) **The findings of the SB Cares Internal Audit Annual Assurance Report 2017/18; and**
- (b) **the actions agreed by SB Cares Management Team.**
7. **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

8. **MINUTE**
Members considered the Private Section of the Minute of the Major Contracts Governance Group of 12 July 2018.

SB CARES BUSINESS

9. **SB CARES QUARTERLY FINANCIAL UPDATE**
There had been circulated copies of a report by the Finance and Commercial Director

SBC CONTRACTS BUSINESS

10. **SBC CONTRACTS TRADING OPERATION UPDATE**
There had been circulated copies of a report by the Chief Officer Roads.

The meeting concluded at 4.05 pm

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SB CARES 2018/19 PROGRAMME TRACKER

Report by Finance & Commercial Director

MAJOR CONTRACTS GOVERNANCE GROUP

6 November 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 The most recent update of the Programme Tracker was presented to the SB Cares Board at their meeting on 1 November 2018.

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
Recruitment & Retention	Efficient and Effective Programme of Recruitment to ensure: - Front-line staff numbers are meet 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 Process currently being trialled. Future Recruitment Event in Peebles. Applicants Appointed: 37 Applicants In Process: 57 New Applicants: 11	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 Discussions ongoing with HR & SB Cares' SMT re Budget Transfer from SBC's 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 discussions have taken place with Borders College. Training Matrix completed	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. Still under discussion.	N/A	Ongoing	A	Proactive Action Planning ahead of expected inspections is underway. Following CMT discussion re budget process, Capital Budget of £23,000 for Care Home Environmental Improvements has been allocated.	Establish priorities for investment programme 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 - Increased demands? No care home schedule - Proposed change from Grade 5 to Grade 4 staff now implemented - savings £10,000	Lynne Crombie	Leanne Baird	N/A	(10)	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. SB Cares require to look at the wider picture, not just the sleep-overs.
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 - interviews Friday. 10 Senior Support Worker posts (1 appointed) 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	Rotas in place. Communications to staff re change of contracts completed and new contracts in place. Recruitment ongoing.	Develop interim reporting solution to operate until Call Confirm Report ready. Interview & Appoint Senior Support Workers & start induction
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.
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

EFFICIENCY	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 now in post and working with Front Line Managers. Staff Sick Pay Costs: Overall Cost 2017/18 - £431,000 Overall Cost 2018/19 - £305,000 Care Homes 2017/18 - £143,000 Care Homes 2018/19 - £126,000 Home Care 2017/18 - £204,000 Home Care 2018/19 - £98,000	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	N/A	(75)	Ongoing	R	No significant progress as dependant on additional resources being in place.	Re-focus front line management activity around managing staff cover to minimise premium overtime costs.
	CES 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 Oct 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	We are continuing to order and receive new vehicles and implement best management practice.	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.	
	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	SBC 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.
	Improved Performance Reporting	Deliver improved Performance Reporting for SB Cares to improve decision making, service delivery and contract management	Lynn Mirley	Finance & Information Manager	SBC 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.

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



CARE INSPECTORATE

Report by Operations Director

MAJOR CONTRACTS GOVERNANCE GROUP

6 November 2018

1 PURPOSE AND SUMMARY

- 1.1 **To present to the Major Contracts Governance Group the Care Inspectorate Grades for all services from their most recent inspections and also, as a comparison, what the grades were when the services were transferred from Scottish Borders Council.**

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Major Contracts Governance Group note:-**
- a. The overall trend of improving grades, in the context of all the changes this year.**
 - b. The Service Management team have action plans in place in services requiring improved management.**
 - c. Managers are working proactively and collaboratively with SBC colleagues to improve the support services input.**
 - d. Service Managers are engaging with Borders College and BVCV to source further required training.**

3 SUMMARY

3.1 Overall Grades

There has been an overall upward trend in Care Inspectorate grades since SB Cares took over registration and management responsibility for Scottish Borders Council Adult Care Services. In the past year there have been some significant changes to how inspections are being carried out which are reflected in this year's grades, requirements and recommendations in those services which have been recently inspected. These changes have led to a slight reduction in some gradings in some services.

3.2 New Health and Social Care Standards

The Care Inspectorate launched the new H&SC standards on 1st April this year. The new standards are based on five principles of Dignity and Respect; Compassion; Be Included; Responsive Care and Support; Wellbeing. The inspections for non-care home services are still being carried out under the old Inspection Framework, however, the Inspectors are starting to take a more outcomes focused view and are taking more account of feedback from those using services to measure the impact the service has on the individuals. Our services, like other Social Care Services, are still learning about the new Standards and the different expectations being placed upon Support Services.

3.3 New Care Home Quality Framework

There is also a new Quality Framework for Care Inspections in place for Care Homes. There are now five key questions within the framework which all have quality indicators within each individual key question. Inspectors and Care Home service providers are still learning how to measure and evidence how the service is meeting the required standards. This year is being used as a pilot in care homes, before there is an evaluation of how the new inspections have gone to then inform how the new framework may be rolled out to a wider number of Care Homes and other support services.

3.4 New Inspectors

The main Inspectors who have historically inspected SB Cares (and previously SBC) services are no longer part of the Inspection team and it has been two new Inspectors inspecting SB Cares services this year. They have focused on different aspects of the services and at times have different views and expectations of the same situations. Given that there are many aspects of the service delivery that can be subject to opinion, it is not uncommon for there to be a change in grades when an Inspector changes. The Senior Operations Management Team have engaged proactively with the new Inspectorate team to quickly establish a solid working relationship and a clear understanding of expectations of each other.

3.5 Management of Services

As with any service which is experiencing major change there has been some areas of management where issues have been uncovered indicating there needs to be some changes in management approaches in some services. This has been identified by the Service Management Team and action plans established to address the areas requiring improvement. This

has impacted on the grades in some areas.

3.6 Support Services

Managers have continued to work with our SBC colleagues and with Borders College and BVCV to source required training.

The Quality of Environment has also been an area where there needs to be some improvement and potential financial investment. Currently there is no allocated capital budget available for the buildings hosting Day Services and there is a reluctance to spend in this area due to the ongoing review of the day centre model. There has been some difficulty in accessing the records associated with buildings to reassure the Care Inspectorate that all the required building checks and actions, for example, as a result of Fire Risk Assessments have been completed, although this work has been carried out. Service Management are meeting with SBC Property and Estates colleagues to ensure required records are made available to the Care Inspectorate as required.

Decisions by Commissioners have impacted on some of the day service gradings as there has not been a definite plan for services into the future, which reflects a lack of drive and direction within some of the Day Services including the Quality of Management and leadership gradings. Even although the Care Inspectorate are aware that the plans for the day services is not something we have direct responsibility for, they have reduced our grading for Quality of Management and Leadership to reflect this.

We continue to work proactively and collaboratively with all our SBC partners to improve in the areas that are negatively impacting on our Care Inspectorate gradings.

Approved by

Name Philip Barr
Title Managing Director, SB Cares

Signature

Author(s)

Name	Designation and Contact Number
Lynne Crombie	Operations Director

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Care Inspectorate Gradings Comparison

		<i>Date</i>	<i>QoCS</i>	<i>QoE</i>	<i>QoS</i>	<i>QoLM</i>	
Care Homes for Older Adults							
Grove House	Under SBC	2014	4	3	4	4	
	Under SB Cares	2017	4	3	4	3	
	New Gradings		Wellbeing	Setting	Staffing	Leadership	Planned Care & Support
	Under SB Cares	23.10.18	4	4	n/a	n/a	4
Waverley							
	Under SBC	2014	4	3	4	4	
	Under SB Cares	2017	4	3	5	4	
	New Gradings		Wellbeing	Setting	Staffing	Leadership	Planned Care & Support
	Under SB Cares	5.10.18	4	4	5	n/a	5
St Ronan's							
	Under SBC	2014	4	4	4	4	
	Under SB Cares	2016	5	5	5	5	
	New Gradings		Wellbeing	Setting	Staffing	Leadership	Planned Care & Support
	Under SB Cares	20.11.17	5	n/a	5	n/a	n/a
Deanfield							
	Under SBC	2014	4	3	4	4	
	Under SB Cares	2017	5	4	4	4	
	Under SB Cares	14.6.18	4	4	3	3	
Saltgreens							
	Under SBC	2014	4	4	4	4	
	Under SB Cares	2017	4	3	4	4	
	Under SB Cares	27.2.18	5	3	4	4	
Older People Day Services							
Oakview Day Centre	Under SBC	2014	4	3	4	4	
	Under SB Cares	2016	4	3	4	4	
	Under SB Cares	3.7.18	4	3	3	3	
Deanfield/Teviot Day Centre							
	Under SBC	2014	4	3	4	4	
	Under SB Cares	2016	4	4	4	4	

		<i>Date</i>	<i>QoCS</i>	<i>QoE</i>	<i>QoS</i>	<i>QoLM</i>	
Saltgreens Day Centre	Under SBC	2013	4	4	4	4	
	Under SB Cares	2017	5	4	4	4	
Tweeddale Day Centre							
Tweeddale Day Centre	Under SBC	2013	4	4	4	4	
	Under SB Cares	2016	4	4	4	4	
Cheviot Day Service							
Cheviot Day Service	Under SBC	2014	4	3	4	4	
	Under SB Cares	2017	5	3	4	4	
Berwickshire Dementia Day Service							
Berwickshire Dementia Day Service	Under SBC	2014	3	2	2	2	
	Under SB Cares	2017	4	3	4	4	
Learning Disability/Physical Disability Day Services							
Lanark Lodge Day Centre							
Lanark Lodge Day Centre	Under SBC	2014	5	3	5	5	
	Under SB Cares	2016	5	5	5	5	
Ability Centre							
Ability Centre	Under SBC	2014	4	4	4	4	
	Under SB Cares	2016	5	5	5	4	
Katharine Elliot Day Centre							
Katharine Elliot Day Centre	Under SBC	2013	5	5	5	4	
	Under SB Cares	2016	5	5	5	4	
Victoria Park (Green Gardens) Day Centre							
Victoria Park (Green Gardens) Day Centre	Under SBC	2013	5	6	5	5	
	Under SB Cares	2016	5	5	5	5	
Learning Disability 24 Community Support							
Hawick Community Support Service							
Hawick Community Support Service	Under SBC	2014	4	n/a	4	4	
	Under SB Cares	2017	5	n/a	n/a	5	
	Under SB Cares	16.10.18	5	n/a	5	n/a	

		<i>Date</i>	<i>QoCS</i>	<i>QoE</i>	<i>QoS</i>	<i>QoLM</i>	
Home Care							
Galashiels/Home Care West	Under SBC	2014	4	n/a	4	4	
	Under SB Cares	2017	4	n/a	3	4	
	Under SB Cares	20.3.18	3	n/a	3	3	
Home Care East							
Home Care East	Under SB Cares	2017	4	n/a	3	4	
	Under SB Cares	23.4.18	3	n/a	3	3	
Home Care South							
Home Care South	Under SB Cares	2017	3	n/a	3	3	

Key

- QoCS Quality of Care & Support
- QoE Quality of Environment
- QoS Quality of Staffing
- QoLM Quality of Leadership & Management
- new** Wellbeing (equivalent to Care & Support)
- new** Setting (equivalent to Environment)
- new** Staffing (equivalent to Staffing)
- new** Leadership (equivalent to Leadership & Management)
- new** Planned Care & Support (previously included in QoCS)

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