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MAJOR CONTRACTS GOVERNANCE GROUP TUESDAY, 5 MARCH 2019

A MEETING of the MAJOR CONTRACTS GOVERNANCE GROUP will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on TUESDAY, 5 MARCH 2019 at 2.00 pm

J. J. WILKINSON,
Clerk to the Council,

27 February 2019

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 6 November 2018 to be noted. (Copy attached.)	5 mins
SB CARES BUSINESS		
5.	SB Cares 2018/19 Programme Tracker (Pages 7 - 10) Consider report by Managing Director (Copy attached).	10 mins
6.	SB Cares Services (Pages 11 - 20) 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 paragraph 6 of Part 1 of Schedule 7A to the aforementioned Act.”	
10.	Minute (Pages 21 - 22) Private section of the Minute of the Meeting of the Major Contracts Governance Group held on 6 November 2018 to be noted. (Copy attached.)	5 mins
	SB CARES BUSINESS	
11.	SB Cares Financial Position 2018/19 (Pages 23 - 28) Consider report by Managing Director. (Copy attached).	10 mins
12.	SB Cares Commercial Developments (Pages 29 - 32) Consider report by Managing Director. (Copy attached).	10 mins
	SBc CONTRACTS BUSINESS	
13.	SBc Contracts Trading Operation Update (Pages 33 - 46) Consider report by Chief Officer Roads. (Copy attached).	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
Email: Judith.Turnbull@scotborders.gov.uk

**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, 6
November 2018 at 2.00 pm

Present:- Councillors R Tatler (Chairman), G Edgar, D Moffat, E Thornton-Nicol,
T Weatherston.
Apologies:- Mr J Wilson (Chairman SB Cares).
In Attendance:- P Barr (Managing Director SB Cares), L Crombie (Operations Director SB
Cares), L Mirley (Finance and Commercial Director SB Cares), J Stacey
(Chief Officer Audit & Risk), D Anderson (Quantity Surveyor SBc Contracts),
P McNulty (Contracts Manager SBc Contracts), Democratic Services Officer
(J Turnbull).

1. **MINUTE**

There had been circulated copies of the Minute of the meeting of the Major Contracts Governance Group of 18 September 2018.

DECISION

NOTED the Minute for signature by the Chairman.

SB CARES BUSINESS

2. **SB CARES 2018/19 PROGRAMME TRACKER**

With reference to paragraph 3 of the Minute of 18 September, 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. Mr Barr explained that since publication of the agenda, the Care Home Staffing project had been amended to a green RAG status. Regarding the Workforce Management Absence project, he advised that SB Cares were reducing the overall spend on sickness absence which was having a positive impact on the workforce. With regard to Fleet Management, Mr Barr advised that they were awaiting delivery of additional pool cars which would enable further reduction in travel costs.

DECISION

(a) **AGREED the updated Project report.**

(b) **NOTED the progress on the 2018/19 Programme of Projects and associated targets and service improvements.**

3. **CARE INSPECTORATE**

There had been circulated copies of a report by the Operations Director presenting the Care Inspectorate Grades for all services from their most recent inspections and also, as a comparison, giving the previous grades when the services were transferred from Scottish Borders Council. Ms Crombie, Operation Director, advised that the report detailed the new Health and Social Care Standards (H&SC) and new Care Home Quality Framework. It was noted that the Major Contracts Governance Group would continue to

receive regular Care Inspectorate updates, which would include more detail. In response to a question regarding to Saltgreens' Care Home, Ms Crombie advised that SB Cares were in discussion with Estates to progress improvements; they were also in the process of replacing windows and updating the heating system. Mr Barr added that he would request that Estates inspect the premises for general maintenance.

**DECISION
NOTED**

- (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 were working proactively and collaboratively with SBC colleagues to improve the support services input; and**
- (d) **Service Managers were engaging with Borders College and Border Voluntary Care Voice (BVCV) to source further required training.**

4. **URGENT ITEM**

Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Chairman was of the opinion that the item dealt with in the following paragraph should be considered at the meeting as a matter of urgency, in view of the need to make an early decision.

5. **LIVE BORDERS CONTRACT AND CGI CONTRACT**

Ms Stacey advised that the Audit and Scrutiny Committee at the meeting on 19 March 2018, had noted that the Scheme of Administration allowed for an overview, under the Major Contracts Governance Group, of any significant contracts, agreements and trusts. Ms Stacey asked Members to consider whether they wished the Committee to routinely monitor other significant contracts, including Live Borders and CGI, in addition to those of SB Cares and SBc Contracts. It was noted that the Executive Committee would monitor the Live Borders contract and the Chief Financial Officer was arranging appropriate monitoring arrangements for the CGI contract. Following discussion, it was agreed that the Major Contracts Governance Group receive a report at the next meeting on the monitoring arrangements in place for the Live Borders contract and CGI contract. The Chairman also advised that he would discuss the monitoring arrangements at the next Leaders' Group meeting.

DECISION

AGREED to request a report be presented at the next meeting on the monitoring arrangements in place for the CGI contract and Live Borders contract in order that the Major Contracts Governance Group could fulfil its contract management oversight remit.

6. **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.

7. **MINUTE**

Members considered the Private Section of the Minute of the Major Contracts Governance Group of 18 September 2018.

SB CARES BUSINESS

8. **SB CARES QUARTERLY FINANCIAL UPDATE**
There had been circulated copies of a report by the Finance and Commercial Director
9. **SB CARES COMMERCIAL DEVELOPMENT UPDATE**
There had been circulated copies of a report by the Independent Living & Corporate Services Manager.

SBC CONTRACTS BUSINESS

10. **SBC CONTRACTS TRADING OPERATIONS UPDATE AT 31 MARCH 2018**
There had been circulated copies of a report by the Chief Officer Roads.

The meeting concluded at 3.15 pm

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SB CARES 2019 – PROGRAMME TRACKER

Report by Managing Director

MAJOR CONTRACTS GOVERNANCE GROUP

5 March 2019

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 2019 Programme Tracker in Appendix 1 and the status and next steps for each of the projects within the Programme.

2 RECOMMENDATIONS

- 2.1 I recommend that the Major Contracts Governance Group:-**
 - (a) Discuss and approve the updated project report.**
 - (b) Notes the progress on the 2019 Programme Tracker and associated savings targets and service improvements.**

3 SUBJECT/BACKGROUND

3.1 The most recent update of the Programme Tracker was presented to the SB Cares Board at their meeting on 7 February 2019.

4 IMPLICATIONS

4.1 Financial

There are no financial implications contained within this report.

4.2 Risk and Mitigations

There are no risks contained within this report.

4.3 Equalities

There are no adverse equality implications contained within this report.

4.4 Acting Sustainably

There are no significant impacts on the economy, community or environment arising from the proposals contained within this report.

4.5 Carbon Management

There are no significant effects on carbon emissions arising from the proposals contained within this report.

4.6 Changes to Scheme of Administration or Scheme of Delegation

There are no changes required to the Scheme of Administration or Scheme of Delegation as a result of this report.

5 CONSULTATION

5.1 The content of this report has been discussed and agreed with the SB Cares Board on 7 February 2019.

Approved by

Name - Philip Barr
Title – Managing Director

Signature

Author(s)

Name	Designation and Contact Number
Philip Barr	Managing Director

Background Papers: Nil

Previous Minute Reference: Nil

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting - SB Cares, Bristol Building, Newtown St Boswells, Melrose, TD6 0SA – info@sbcare.co.uk. SB Cares can also give information on other language translations as well as providing additional copies.

SB Cares Board
2018/19 Programme Tracker

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
Training & Induction	<p>Effective Training & Induction of Staff to ensure:</p> <ul style="list-style-type: none"> - Better quality of care; - Improved management of service provision and staff; and - Higher productivity and efficiency 	Lynne Crombie	Leanne Baird	<p>SBC Transformation Resource Dedicated Training Manager</p> <p>Discussions ongoing with HR & SB Cares' SMT re Budget Transfer from SBC of Training Budget.</p> <p>Investment in additional Training to address shortfalls - £TBA</p>	N/A	April 19	G	<p>Leanne Baird is carrying out the Training Manager role as part of her Service Manager role, as it proved difficult to recruit to this role externally. Developing new Training Programme content - all course descriptors now received and being reviewed. ASP training now sourced and in place. Frontline manager training starting Jan 18. Costs now received for courses, staff numbers being identified to allow costs to be finalised.</p> <p>Training Matrix completed. Budget for 2019/20 has been identified for SB Cares within the SW training budget as £95,000. This year's budget is £115,000 and we are awaiting information on how much has already been committed.</p>	<p>Agree final course content for all mandatory courses. Agree staff numbers to be trained in each course. Training budget available has been confirmed therefore full costs for mandatory training is currently being assessed to then identify any additional funding required.</p>
Care Inspection Action Plans	<p>Deliver a Programme of Activity to proactively deliver the action plans to meet the Care Inspection Requirements & Recommendations.</p>	Lynne Crombie	Leanne Baird / Liz Ainslie	<p>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.</p>	N/A	Ongoing	A	<p>Proactive Action Planning ahead of expected inspections is underway. At present the proposal for the Capital Budget is £250,000 for Care Home Environmental Improvements has been allocated. There have been improvements in some environmental Care Inspectorate Grades. Service Managers have been actively involved in supporting Registered Managers complete action plans, but there is still improvement required.</p>	<p>Establish priorities for investment programme.</p> <p>Continue proactive action planning and delivery of agreed action plans. Registered Managers to improve their understanding of the importance of completing and implementing CI action plans.</p>
Care Home Staffing	<p>Deliver a best value staffing structure in care homes including:</p> <ul style="list-style-type: none"> - 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)	April 19	G	<p>National changes agreed to rates of pay for sleep-overs has been agreed, reinforcing need to change current arrangements. Senior Operations team have met and a project plan is being developed to progress the wider staffing review required as part of reviewing Sleep ins. Service Managers have met to progress. Lynne has contacted HR Business Partner to request to meet to progress.</p>	<p>Workshops planned for January/February with staff groups involved, TU and HR will also be involved.</p>
Communications	<p>Deliver the Communications, Engagement & Marketing Plan to ensure:</p> <ul style="list-style-type: none"> - 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 	Paul Cathrow	Paul Cathrow	<p>Printing costs associated with distributing information to dispersed clients/staff. £TBA</p> <p>Cost of any staff meetings - covered from within existing budgets.</p>	N/A	Ongoing	A	<p>Rebranding programme progressing well. Brand Launch January/February. Website upgrade and launch January/February. Document library - cataloguing complete. SB Connect - issue on 3 October covered recruitment, Telecare, Care Academy and St Ronan's. Next issue 6 February. Derek is leading on establishing a Staff Engagement Group to lead on internal staff comms. It is intended to have this established by Mar 19.</p>	<p>- Brand launch and Website launch should take place January/February</p> <p>- Document library - now organising documents into sections within the library.</p> <p>SB Connect - next issue 6 February.</p>
Project	Project Objective	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	<p>Deliver reductions in overtime/agency cost through more effective management of workforce absence.</p>	Lynne Crombie	Service Managers/HR	<p>SBC Transformation Funding for dedicated HR Advisory support</p>	(75)	Ongoing	G	<p>HR Advisory support now in post and working with Front Line Managers.</p> <p>Staff Sick Pay Costs:</p> <p>Year to Date there is a reduction in Staff sick pay payments of £140K in comparison to last year figures at this time. Meeting with HR took place and the way information is currently being presented is being updated to allow for better scrutiny of data.</p>	<p>Establish regular reporting of progress to Operations Service MT to ensure progress is monitored.</p> <p>Establish appropriate reports to monitor progress.</p>

Workforce Management - Overtime	Deliver reductions in enhanced overtime cost through more effective management of the workforce.	Lynne Crombie	Service Managers	N/A	(75)	Ongoing	G	There has been a 22% reduction in premium overtime hours paid as a year to date comparison	Re-focus front line management activity around managing staff cover to minimise premium overtime costs. Discussion with TU's re the allocating of cover hours required.
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.	Paul Cathrow	Paul Cathrow	N/A	(20) Stretch additional (60)	April 2019	A	Principles of move to Trusted Assessor status agreed with CES Joint Management Team. Previously worked on job descriptions currently being refreshed.	Review structure of Admin / finance / stores / procurement function.
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	Philip Barr	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	G	We are continuing to order and receive new vehicles and implement best management practice. Input from SBC Fleet Service continues to be limited with no contribution from newly appointed manager. New VW Caddy vehicles have been delivered for Day Services	Secure delivery of new vehicles. Quantify savings achieved to date from fleet acquired in 2017.
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	Philip Barr	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.

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.	Philip Barr	Paul Cathrow	£TBA once plan further developed.	(36) (Gross Contribution pa)	Phase 1 December 2018	A	Continue to track net growth of telecare alarms; Continue to work with SW colleagues to increase number of referrals; Online shop provider now confirmed; Sales process continues to be reviewed and improved; KPI dashboard reporting now in place; Agreed equipment product list now in place; Technology Innovation Suite now set up and in use.	Roll out CPD programme for SW staff from Feb 19. Introduce new technologies in pilot throughout Q1 2019. Commence a pilot of ETHEL to deliver medication prompts through Garden View.



SERVICES UPDATE

Report by Operations Director

MAJOR CONTRACTS GOVERNANCE GROUP

5 March 2019

1 PURPOSE AND SUMMARY

- 1.1 To present to the Major Contracts Governance Group (MCGG) the Care Inspectorate grades for all services, including those who have been inspected since the previous MCGG meeting.
- 1.2 To provide a progress report on recruitment, induction and training.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Major Contracts Governance Group:-**
 - (a) **Note the continued improvement in Care Inspectorate Grades.**
 - (b) **Note the first grade 6 awarded to an SB Cares Care Home, St Ronan's.**
 - (c) **Note the recruitment programme has been very positive in attracting significant numbers of quality applicants.**
 - (d) **Note the progress in identifying appropriate mandatory training, however, required budget is still to be identified.**
 - (e) **Note that SB Cares has been a very active partner in the delivery of the IJB Winter Plan.**

3 SUMMARY

3.1 Care Inspectorate Grades

There continues to be an upward trend in Care Inspectorate grades across the services. There has been an increase in grades for all four services inspected since the last meeting. This is a very pleasing reflection on the efforts being put in by Managers and staff alike to increase the quality of the service we are providing to our clients across all services. Please see Appendix 1.

We have achieved the first grading of 6 (Excellent) in an SB Cares Care Home, St Ronan's. This is not a grade that is given out without a lot of scrutiny by a panel within the Care Inspectorate and therefore the grade 6 of Excellent is a significant achievement for the staff and management at St Ronan's. The Care Home was also the only Care Home to be nominated, from over 2000 nominations, in four categories at the National Care Home Awards.

- 3.2 St Ronan's Care Home was awarded a grading of 6 for 'How well do we support people's wellbeing?' which is 'Excellent' and a grading of 5 for 'How well is our Care and Support?' which is Very Good. This is the first SB Cares Care Home to be awarded a grade 6.
- 3.3 Saltgreens Care Home gradings have also increased at their most recent inspection with all five of the Key Questions in the new methodology being inspected against, with gradings of 5 and 4's being awarded.
- 3.4 Home Care East services have been inspected and the draft report shows an increase from a grading of 3 to a 4 in two out of the three Quality themes inspected.
- 3.5 Home Care West has also recently been inspected and although we are waiting for the draft report the verbal feedback from the Inspector was very positive and the Inspector is anticipating an increase in two out of the three Quality Themes from gradings of 3 to 4.

4 RECRUITMENT AND TRAINING

- 4.1 There has been continued development of the recruitment process which has resulted in a very successful recruitment programme to fill the various posts created by both staff turnover and the increased demand for existing services, such as the Discharge to Assess Unit at Garden View increasing the beds being provided. The number of applicants for posts and quality of those applicants has been very good, with 70 staff having been recruited in the past six months. This has clearly had an impact on management time to ensure they all have appropriate oversight during their induction period, however, this is an investment that is showing dividends.

- 4.2 The Induction programme has been further developed during this time and as a result has been very positively commented upon by the Care Inspector and staff alike, so much so that the first day of the programme is being widened to include staff already working for the organisation who are identified as a Mentor for new staff and they now attend the Introduction to SB Cares day with the new employee.
- 4.3 We have been working with our HR Training and Procurement colleagues on the procurement of fit for purpose training for all staff groups to increase the availability and quality of training for Support staff and Managers. We are also now supporting our Cleaning staff to complete a certificated training course to enable them to gain their licence to practice as a Cleaner. We are currently in negotiation with our SBC Cleaning colleagues to source this training for our Cleaning staff.

5 IJB WINTER PLAN

- 5.1 Senior SB Cares Managers have been fully engaged in the IJB Winter Plan to ensure the continued safe operation of the BGH and Community Hospitals, by contributing to the patient flow through the Hospitals. Over the previous few years the strain on NHS inpatient beds has been significant over the winter months due to various system blockages. Communication and understanding of challenges for all partners has greatly improved, with the further development of a whole systems approach throughout this winter. SB Cares has played a key role within the partnership to support the IJB with these pressures.
- 5.2 SB Cares now provides the Discharge to Assess Unit, Garden View, which has had a very positive impact on keeping the flow of people moving from the Hospital. These individuals are medically fit, but they may need some further assessment to ascertain their level of dependency and therefore their final discharge destination. There is a recognition of the benefits of having this service and the ongoing commissioning of this service will be reviewed as part of the IJB strategic review of commissioning which will be taking place in the new financial year.
- 5.3 The ongoing service being provided in the Transitional Care Unit within Waverley Care Home continues to provide another alternative service for those who would otherwise remain in Hospital for further rehabilitation. The ongoing need for this specialist service will also be included in the IJB strategic commissioning review.
- 5.4 The success of our recruitment programme has resulted in the Home Care Service being in a better position to provide the packages of care for those people looking for a home care service on discharge from Hospital. There are still challenges in some areas to meet all the demand and in particular for those individuals who require large packages of care. We continue to work with all partners to be as prepared as possible to respond to the varying demands across the different geographical areas.

6 IMPLICATIONS

6.1 Financial

- (a) Mandatory Training - There are still ongoing discussions regarding the training budget which has historically been held by Social Work. The full budget required to meet all the mandatory training requirements is currently being identified, as we are about to carry out a procurement exercise for the mandatory courses. However, it is anticipated that the current available budget will not cover all the mandatory training costs for 2019/2020.
- (b) Winter Plan - The financial costs of the Discharge to Assess Unit and the Transitional Care Units are met by the IJB, on a full recovery basis.

6.2 Risk and Mitigations

- (a) Budget will need to be identified to meet the full costs of the mandatory training requirements. Appropriate mandatory training is a vital aspect of ensuring we have suitably skilled staff and the Care Inspectorate scrutinise our training programme to ensure we are providing staff with appropriate mandatory training. If we do not provide appropriate and regular mandatory training it negatively impacts on the quality of service we can provide and ultimately on the Care Inspectorate grading of our services.
- (b) The Service Management Team are prioritising updating the Mandatory training plan and wider training matrix, including identifying all costs associated with training. The procurement process will ensure value for money, training will be sourced to keep costs within budget wherever possible and any additional budget requirements will be accurately identified.

6.3 Equalities

There are no adverse equality implications contained within this report.

6.4 Acting Sustainably

There are no significant impacts on the economy, community or environment arising from the proposals contained within this report.

6.5 Carbon Management

There are no significant effects on carbon emissions arising from the proposals contained in this report.

6.6 Changes to Scheme of Administration or Scheme of Delegation

There are no changes required to the Scheme of Administration or Scheme of Delegation as a result of this report.

Name - Lynne Crombie
Title – Operations Director

Signature

Author(s)

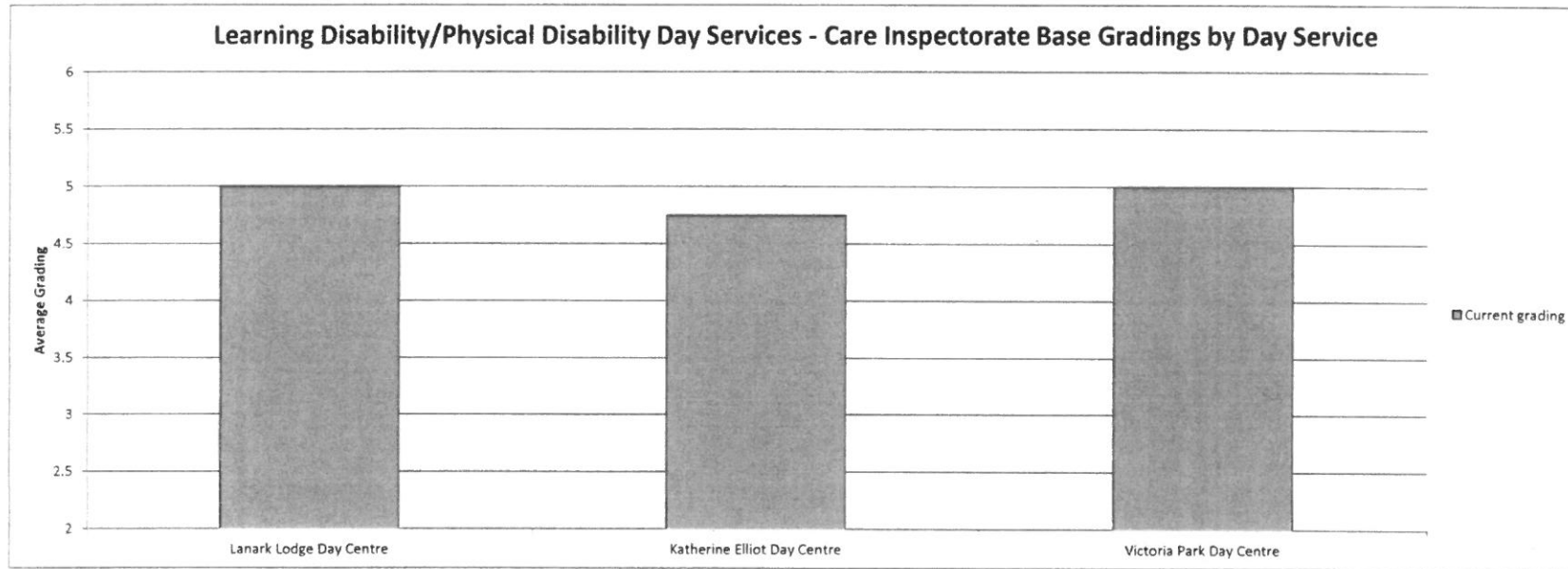
Name	Designation and Contact Number
Lynne Crombie	Operations Director

Background Papers: Nil

Previous Minute Reference: Nil

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting - SB Cares, Bristol Building, Newtown St Boswells, Melrose, TD6 0SA – info@sbcare.co.uk. SB Cares can also give information on other language translations as well as providing additional copies.

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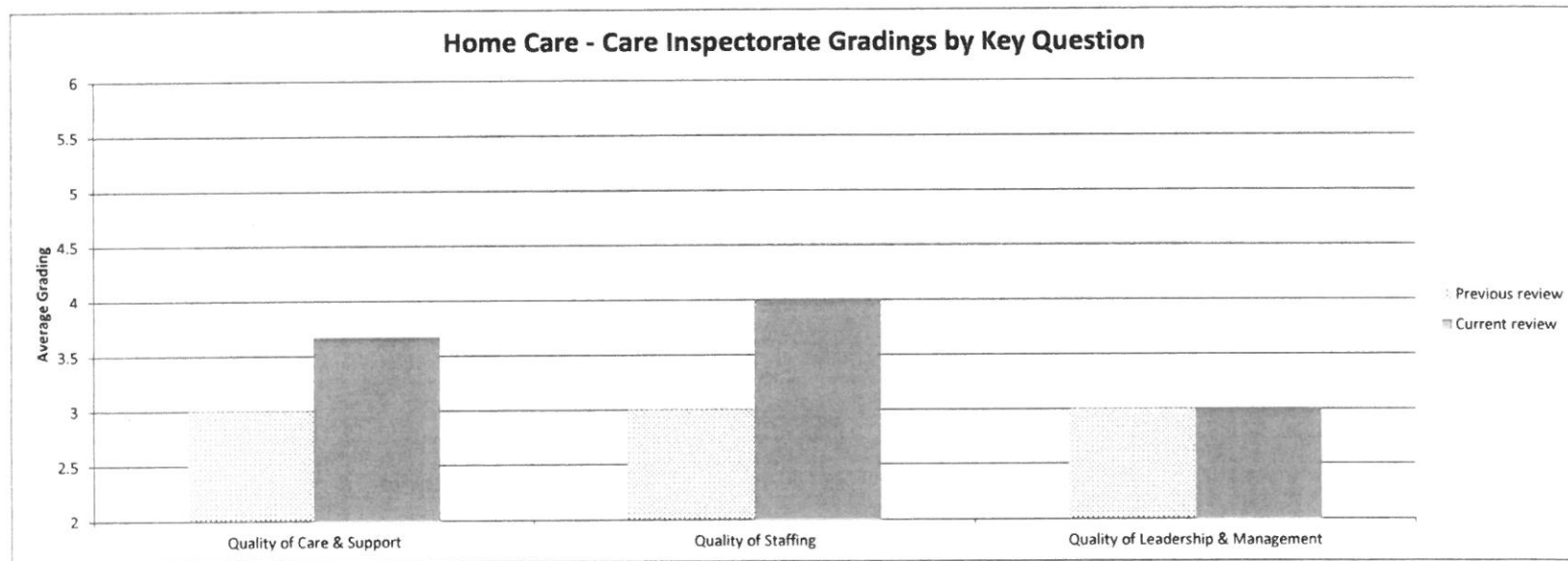


Current Gradings	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Leadership & Management
Lanark Lodge Day Centre	5	5	5	5
Katherine Elliot Day Centre	5	5	5	4
Victoria Park Day Centre	5	5	5	5

Notes:
Not all services have been inspected twice since transfer.



Current Gradings	Quality of Care and Support	Quality of Staffing	Quality of Leadership & Management
Hawick Community Support Service	5	5	5



Current Gradings	Quality of Care and Support	Quality of Staffing	Quality of Leadership & Management
Home Care West	3	3	3
Home Care East	3	3	3
Home Care South	3	4	3

Notes:

The gradings reflect the challenges encountered during the Home Care Review. Awaiting Home Care East Report and expecting an increase in at least one grade again.

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