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MAJOR CONTRACTS GOVERNANCE GROUP TUESDAY, 4 JUNE 2019

A MEETING of the MAJOR CONTRACTS GOVERNANCE GROUP will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on TUESDAY, 4 JUNE 2019 at 2.00 pm

J. J. WILKINSON,
Clerk to the Council,

29 May 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 5 March 2019 to be noted. (Copy attached.)	5 mins
SB CARES BUSINESS		
5.	Programme Tracker (Pages 7 - 10) Consider report by Chief Operating Officer. (Copy attached).	10 mins
6.	Communications Update (Pages 11 - 14) Consider report by Chief Operating Officer. (Copy attached).	10 mins
7.	Services Update (Pages 15 - 18) Consider report by Operations Director. (Copy attached).	10 mins
8.	Any Other Items Previously Circulated	
9.	Any Other Items which the Chairman Decides are Urgent	
10.	Items Likely To Be Taken In Private Before proceeding with the private business, the following motion	

	<p>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>	
11.	<p>Minute (Pages 19 - 20)</p> <p>Private section of the Minute of the Meeting of the Major Contracts Governance Group held on 5 March 2019 to be noted. (Copy attached.)</p>	
	SB CARES BUSINESS	
12.	<p>Commercial Developments (Pages 21 - 24)</p> <p>Consider report by Chief Operating Officer. (Copy attached).</p>	10 mins
13.	<p>SB Cares Financial Position</p> <p>Consider verbal update by Director, SB Cares.</p>	10 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**

MINUTE of Meeting of the MAJOR CONTRACTS GOVERNANCE GROUP held in Council Chamber, Council Headquarters, Newtown St Boswells on Tuesday, 5 March 2019 at 2.00 pm

Present:- Councillors R Tatler (Chairman), G Edgar, E Thornton-Nicol, T Weatherston and Mr J Wilson (Chairman SB Cares).
Apologies:- Councillor D Moffat.
In Attendance:- P Barr (Managing Director SB Cares), L Crombie (Operations Director SB Cares), P Cathrow (Service Development Manager SB Cares), T Dixon (Finance and Information Manager SB Cares); P McNulty (Contracts Manager SBc Contracts), I Wilkinson (Commercial Manager SBc Contracts); J Stacey (Chief Officer Audit & Risk), 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 6 November 2018.

DECISION

NOTED the Minute for signature by the Chairman.

2. **MATTERS ARISING FROM THE MINUTE**

With reference to paragraph 5 of the Minute of 6 November, the Chairman advised that CGI and Live Borders would present their reports at the next meeting.

DECISION

NOTED.

SB CARES BUSINESS

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

With reference to paragraph 2 of the Minute of 6 November, 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. The Managing Director, Philip Barr, highlighted that improvements to communications included a Staff Engagement Group and rebranding programme. In response to a question regarding the 22% reduction in overtime hours, Ms Crombie advised that this had been achieved by amalgamating teams in order that they could cover absences in other areas, recruiting additional staff and reducing sickness absences. Mr Cathrow clarified that the 'Trusted Assessor' was an SB Cares officer qualified to make decisions on appropriate home support equipment for clients. With regard to Fleet Management, there would be appointments to three new posts: Vehicle Movement Officer, Fleet Administrator and Business Partner, all of which would maximise the benefit of the fleet. Regarding electric vehicles, Mr Cathrow explained that they had procured an additional three electric vehicles, increasing the electric fleet further would depend on the charging facilities available.

DECISION

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

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

4. **SB CARES SERVICES**

There had been circulated copies of a report by the Operations Director presenting the Care Inspectorate Grades for all services, including those inspected since the previous meeting. The report also provided details on recruitment, induction and training. The Operations Director, Lynne Crombie, highlighted the Grade 6 awarded to St Ronan's Care Home and that the overall trend was positive across all services. There was a discussion on recruitment and Ms Crombie explained that they promoted the benefits of working for SB Cares at recruitment events, including: pension scheme, living wage provider and career development. Mr Barr added that SB Cares had a full training plan to meet all mandatory training requirements. It was noted that SB Cares' training budget was centrally controlled by HR and the Chairman requested that this be raised at the Leaders' Group. With regard to the Discharge to Assess Unit, Ms Crombie explained that from 1 January 2019, they had been granted a variation of 23 beds from 15 beds.

DECISION

NOTED:-

- (a) **The continued improvement in the Cares Inspectorate Grades**
- (b) **The first grade 6 awarded to SB Cares' Care Home, St Ronans.**
- (c) **The recruitment programme had been positive in attracting significant numbers of quality applicants;**
- (d) **The progress in identifying appropriate mandatory training, although a required budget was still required to be identified; and**
- (e) **That SB Cares had been a very active partner in the delivery of the IJB Winter plan.**

5. **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 Part 1 of Schedule 7A to the Act.

6. **MINUTE**

Members considered the Private Section of the Minute of the Major Contracts Governance Group of 6 November 2018.

SB CARES BUSINESS

7. **SB CARES FINANCIAL POSITION 2018/19**

There had been circulated copies of a report by the Managing Director updating on the financial position of SB Cares and provided a projected outturn for the current financial year.

8. **SB CARES COMMERCIAL DEVELOPMENTS**

There had been circulated copies of a report by the Managing Director updating on development of SB Cares commercial activities.

SBC CONTRACTS BUSINESS

9. **SBC CONTRACTS TRADING OPERATION UPDATE AT 31 DECEMBER 2018**
There had been circulated copies of a report by the Chief Officer Roads providing an update on the trading and financial position of SBC Contracts for the period to 31 December 2018.

The meeting concluded at 3.40 pm

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SB CARES 2019 – PROGRAMME TRACKER

Report by Chief Operating Officer

MAJOR CONTRACTS GOVERNANCE GROUP

4 June 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 2 May 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 2 May 2019.

Approved by

Name - Jen Holland
Title – Chief Operating Officer

Signature

Author(s)

Name	Designation and Contact Number
Jen Holland	Chief Operating Officer

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.

Project	Project Objective	Project Senior Responsible Officer (SRO)	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target	Original Completion Date	RAG Status
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
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
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
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>	N/A	Ongoing	A

Project		Project Senior Responsible Officer	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status
	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			
Workforce Management - Absence					(75)	Ongoing	G
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
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	Stretch additional (20) (60)	April 2019	A
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
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
Project		Project Senior Responsible Officer	Project Lead Officer	Investment Required	18/19 Financial Plan Savings Target £000	Original Completion Date	RAG Status
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



COMMUNICATIONS - UPDATE

Report by Chief Operating Officer

MAJOR CONTRACTS GOVERNANCE GROUP

4 June 2019

1 PURPOSE

- 1.1 The purpose of this report is to update the Major Contracts Governance Group on the plans to update the 2018-19 Communications Engagement and Marketing Strategy along with plans to create an Internal Staff Communications group to lead on delivery of Internal Communications.

2 SUMMARY

- 2.1 SB Cares recognises the importance of good communications both internally and externally to ensure business outcomes, growth and staff engagement and has identified the need to refresh its current strategy.
- 2.2 The current 2018-19 Communications Engagement and Marketing Strategy was finalised in April 2018 and requires to be refreshed, reviewed and updated for this year, 2019-20. An Away Day was scheduled for the Senior Management Team on 30 April 2019, which focused on planning for the future and helped develop the Communications strategy for the coming year 2019-20. This will ensure the revised strategic plan and Communications, Engagement and Marketing Strategy dovetail to support delivery of key outcomes.
- 2.3 The SBC Communications and Marketing Team are keen to continue to support and work with SB Cares to create a deliverable Communications, Engagement and Marketing Strategy for SB Cares and will be fully involved in supporting the refresh and delivery on key actions.
- 2.4 A key aspect of good communications and engagement is Internal Communications and one of our current key objectives is to ensure our staff are "informed, engaged and involved". This along with external marketing will be a key objective moving forward and it has already been identified

that it is critical that this is not just a top down approach and staff are involved in designing the communications. All areas have identified representatives who are keen to be involved in scoping and delivering a strategy and a remit and plan will be scoped from this group. The Communications and Marketing Team have identified they will support this process and add value where required.

- 2.5 A revised Communications, Engagement and Marketing Strategy will be submitted to a future meeting of the Major Contracts Governance Group for information.

3 IMPLICATIONS

3.1 Financial

There are no financial implications contained within this report.

3.2 Risk and Mitigations

There are no risks contained within this report.

3.3 Equalities

There are no adverse equality implications contained within this report.

3.4 Acting Sustainably

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

3.5 Carbon Management

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

3.6 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.

4 RECOMMENDATIONS

4.1 The Major Contracts Governance Group are asked to note:

- (a) The timeline for a refreshed Communication, Engagement and Marketing Strategy for 2019-20 to dovetail with planning outcomes from the SMT Away Day to support outcomes.**
- (b) The planned creation of a Staff Internal Communications Group.**
- (c) The continual support from the SBC Communications and Marketing Team in supporting the delivery of the refreshed strategy and ongoing delivery of outcomes.**

5 CONSULTATION

5.1 The content of this report has been discussed and agreed with the SB Cares Board on 2 May 2019.

Approved by

Name - Jen Holland
Title – Chief Operating Officer

Signature

Author(s)

Name	Designation and Contact Number
Jen Holland	Chief Operating Officer

Background Papers: Nil

Previous Minute Reference: Nil

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SERVICES UPDATE

Report by Operations Director

MAJOR CONTRACTS GOVERNANCE GROUP

4 JUNE 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 had their recent inspection grades confirmed since the last MCGG meeting.
- 1.2 To provide progress on the procurement of training for SB Cares staff.
- 1.3 To inform the MCGG of the work being undertaken in SB Cares Care at Home Service by Productivity Specialists, Meridian.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Major Contracts Governance Group:-**
 - (a) **Note the confirmed increased gradings for the Home Care Services.**
 - (b) **Note progress being made on the procurement and delivery of cost effective fit for purpose mandatory training and SB Cares defined required training.**
 - (c) **Note the positive ongoing work with Meridian.**

3 CARE INSPECTORATE GRADES

- 3.1 The Care Inspection Report has been finalised for the Home Care West service, with the improved Grades of 4 for Quality of Staffing and for Quality of Care with the grade for Quality of Leadership and Management remaining at 3. The up to date record of Care Inspectorate grades across all services is attached in Appendix 1.
- 3.2 Deanfield Care Home has recently been inspected and we await the draft report.

4 TRAINING

- 4.1 Progress has been made in relation to identifying and sourcing the most cost effective SVQ training from Borders College, who not only have access to funding which reduces the costs to SB Cares, but they also have the capacity to meet our considerable level of demand. We have a significant number of Care at Home staff and as well as staff from other services who require SVQ's for their registration with the SSSC within set timescales.
- 4.2 Meetings have continued with our SBC HR and Procurement colleagues who are supporting us to procure the suite of mandatory training required and we are currently in discussions with Borders College regarding the content, costs and availability of the identified required training.

5 MERIDIAN

- 5.1 The IJB have commissioned the Productivity Specialists, Meridian to analyse and suggest ways of increasing productivity and capacity within SB Cares' Care at Home Service. This is part of a wider project looking at the community resources available within the client pathway which includes other services such as community nursing.
- 5.2 This Project started in January and has been positive in supporting managers to understand the benefits of certain actions in relation to how they manage their service, including their own time, but in particular how they manage and deploy their staff. Through implementing a robust Management Control System to improve scheduling of staff as well as identifying and ensuring more appropriate task allocation to job roles, there has already been some improvement in the level of understanding by managers resulting in more effective deployment of staff and use of management time.
- 5.3 The Meridian Project Manager is meeting regularly with Managers from the IJB and SB Cares to report progress within the project and the feedback from all involved including the Care at Home Managers has been overwhelmingly positive so far.

6 IMPLICATIONS

6.1 Financial

Training - As previously reported we are working to ensure the required training is sourced and delivered in the most cost effective way. We are currently gathering the costs for the identified training and will report the financial information to the MCGG through the financial reporting process.

Meridian - This project is fully funded by IJB.

6.2 Risk and Mitigations

Both the mandatory training and the training identified as being required by SB Cares specific to the job role is a critical aspect of ensuring SB Cares delivers a quality service to the people we support in our services and this quality would be put at risk if adequate training was not provided. We alongside our HR colleagues are currently sourcing the most appropriate, cost effective training to ensure all staff are trained appropriate to their role.

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.

7 CONSULTATION

7.1 A verbal update was given to the SB Cares Board on 2 May 2019.

Approved by

Name Lynne Crombie
Title Operations Director

Signature

Author(s)

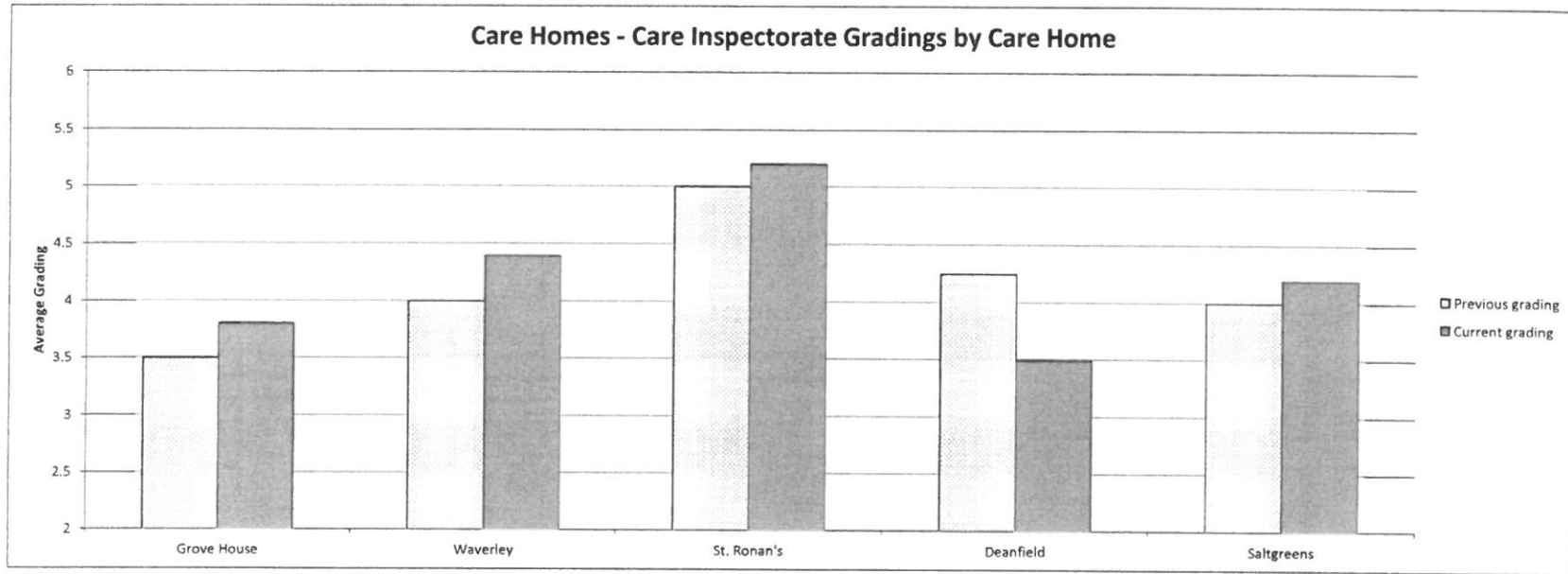
Name	Designation and Contact Number
Lynne Crombie	Operations Director

Background Papers: None

Previous Minute Reference: None

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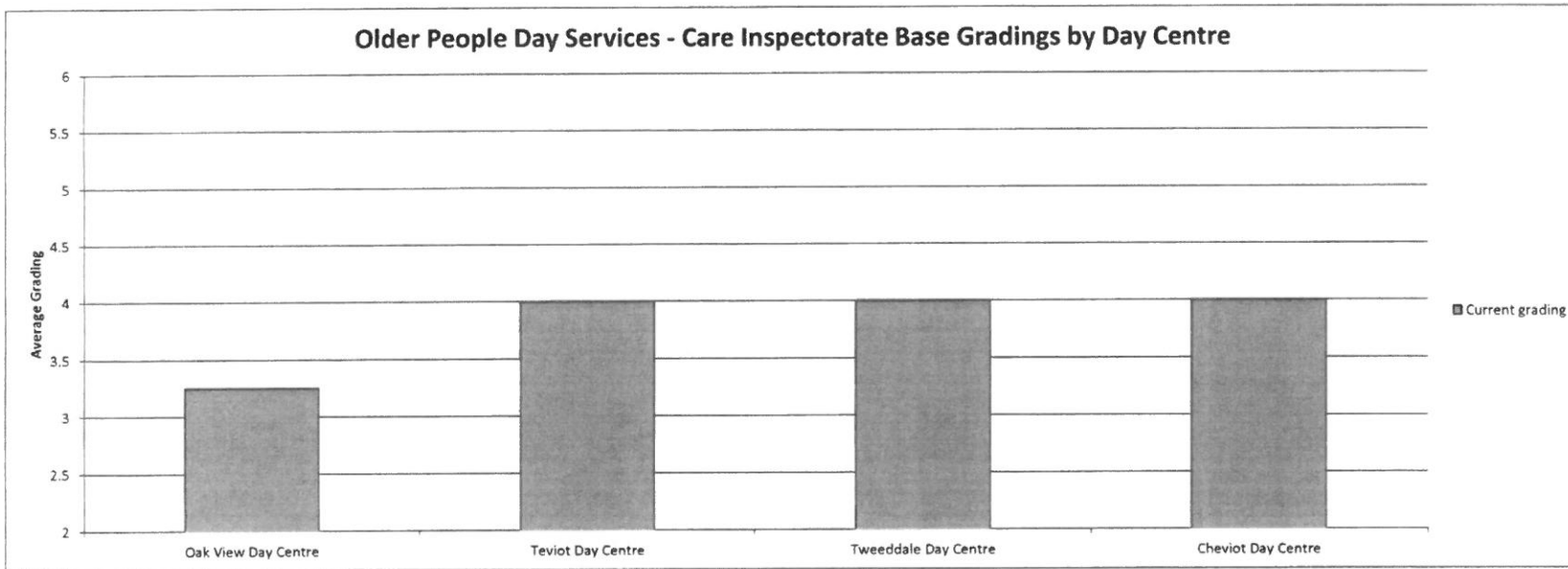
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Current Gradings	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Leadership & Management	Planned Care & Support
Grove House	4	4	4	3	4
Waverley	4	4	5	4	5
St. Ronans	6	5	5	5	5
Deanfield	4	4	3	3	n/a
Saltgreens	5	4	4	4	4

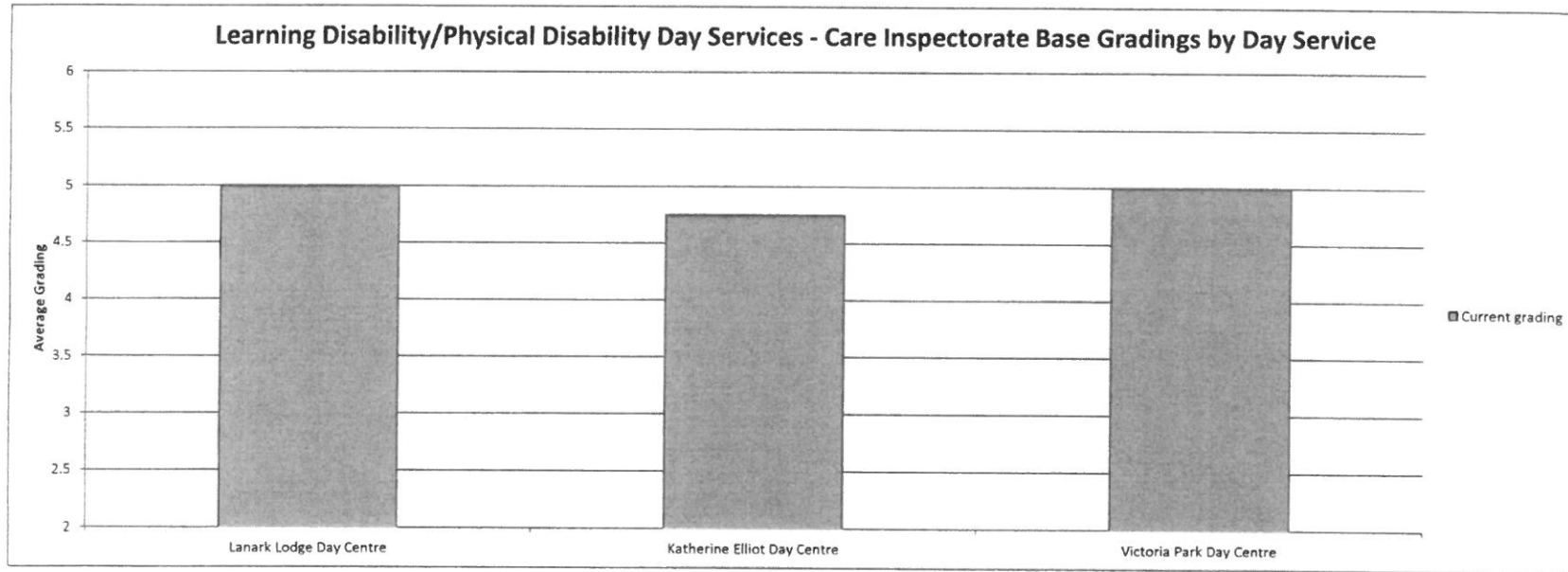
Notes:

There has been a general upward trend in grades with only Deanfield showing a decline. The Board has previously been made aware of the management issues at Deanfield.



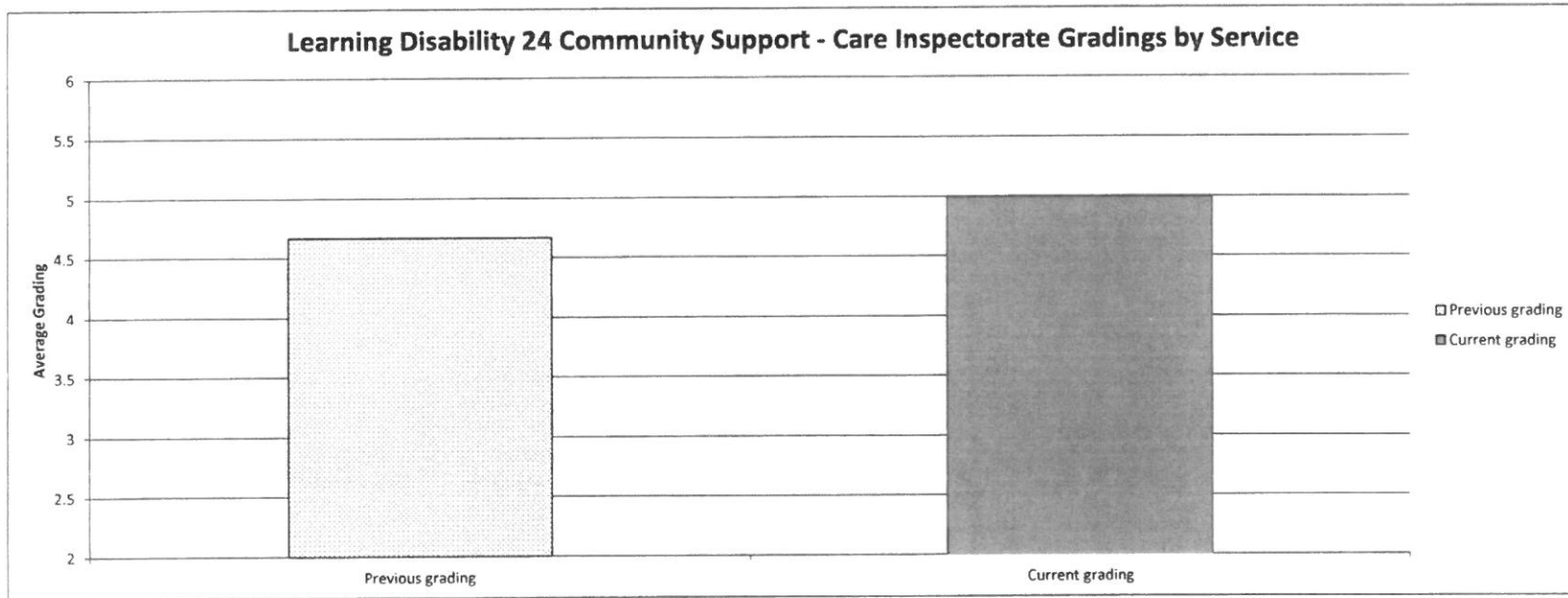
Current Gradings	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Leadership & Management
Oak View Day Centre	4	3	3	3
Teviot Day Centre	4	4	4	4
Tweeddale Day Centre	4	4	4	4
Cheviot Day Centre	5	3	4	4

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

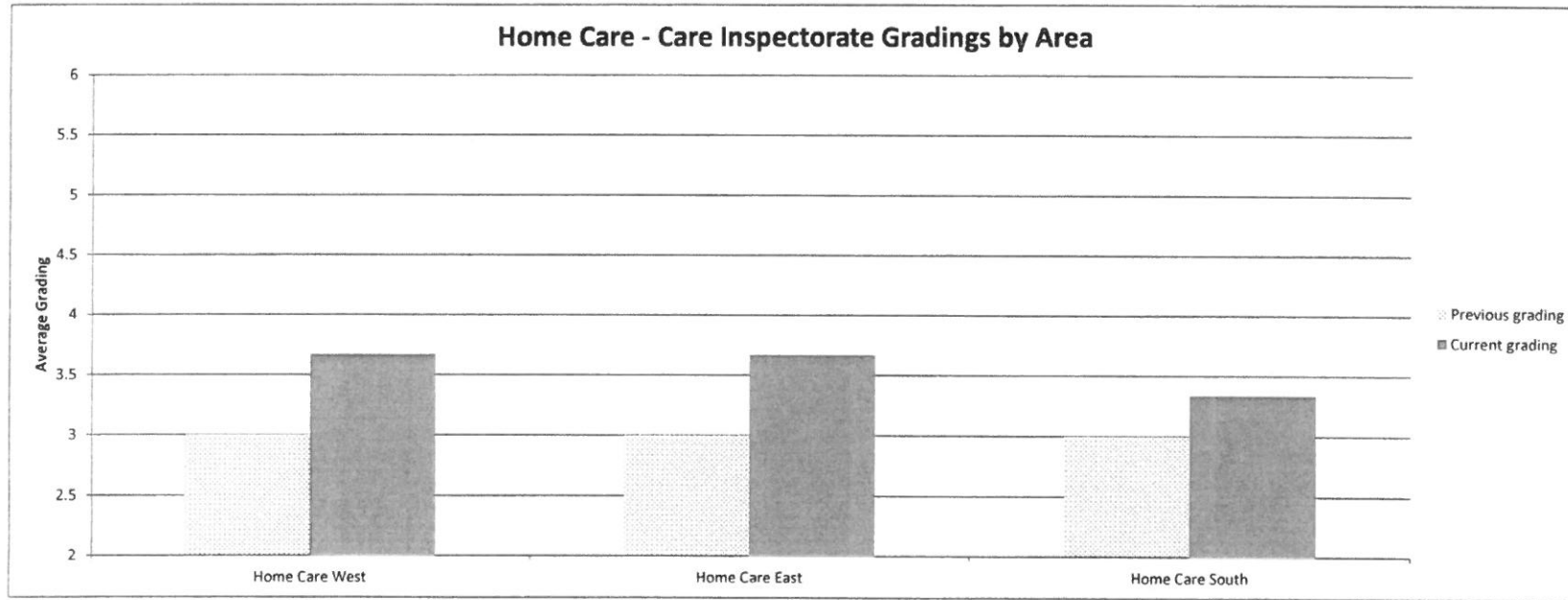


Current Gradings	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Leadership & Management
Lanark Lodge Day Centre	5	5	5	5
Katherine Elliot Day Centre	5	5	5	4
Victoria Park Day Centre	5	5	5	5

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	4	4	3
Home Care East	4	4	3
Home Care South	3	4	3

Notes:

The increase in gradings for both HC East and West is a sign of pleasing improvements across the services, however there is still a significant amount of improvement required for us to meet the standards we are striving for.

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