

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

MINUTES of Meeting of the LIMITED
LIABILITY PARTNERSHIP - STRATEGIC
GOVERNANCE GROUP held in the Council
Chamber, Council Headquarters, Newtown
St Boswells on Tuesday, 7 February 2017 at
2.00 pm

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

In Attendance:- Ms E. Torrance (Chief Social Work Officer), Ms J. Stacey (Chief Officer Audit
and Risk), J Wilson (Chairman SB Cares), P Barr (Managing Director SB
Cares), D Collins (Finance and Commercial Director SB Cares), L Crombie
(Operations Director SB Cares), Paul Cathrow (Service Development
Manager SB Cares), Democratic Services Officer (P Bolson).

1. **WELCOME**

The Chairman welcomed everyone to the meeting of the Limited Liability Partnership -
Strategic Governance Group.

**DECISION
NOTED.**

2. **MINUTE**

There had been circulated copies of the Minute of the meeting of 8 November 2016.

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

3. **SB CARES BUDGET MONITORING TO 31 DECEMBER 2016**

With reference to paragraph 3 of the Minute of 8 November 2016, there had been
circulated copies of a report by the Finance and Commercial Director of SB Cares,
informing Members of the financial position based on the actual income and expenditure
at 31 December 2016. Ms Collins explained that delivering the target contribution of
£747k for 2016/17 had proved challenging for SB Cares and a shortfall of £100k was now
being predicted. A number of factors had contributed to this shortfall including
unexpected redundancy costs and an increase in the external auditors' fees, along with
the ongoing pressures relating to delayed discharges, increased requirement to deliver
home care packages and being the provider of last resort. In addition, there was
continuing pressure in terms of delivering complicated care packages within Care Homes.
Ms Crombie advised that this situation was being monitored and a programme of
improvements would be developed as required. The stock valuation of ability equipment
had been agreed with KPMG along with an approach to capitalise 4 categories of
equipment. It was estimated that stock would be capitalised at approximately £600k and
this would be made as a one-off payment to support the identified contribution gap.

**DECISION
NOTED:-**

- (a) **SB Cares financial forecast for 2016/17 of £650k as at 31 December 2016;**
- (b) **that additional resource would be required to ensure delivery of the
programme of projects; and**

- (c) **that the information would be shared with Scottish Borders Council to inform the revenue monitoring position.**

4. **PERFORMANCE MONITORING REPORT**

4.1 With reference to paragraph 4 of the Minute of 8 November 2016, there had been circulated copies of a report by the Financial and Commercial Director of SB Cares updating Members on the performance of SB Cares through its strategic Key Performance Indicators (KPIs) and the progress on the continuing development of the agreed performance monitoring for the business. Following approval of the strategic KPIs by Members in September 2016, Ms Collins advised of performance in three areas, namely: 84% of services delivered had met Care Inspectorate National Standards of "Good" or above; 99.9% of Home Care delivered within contract parameter and 100% in all other services; 92% of financial targets against budget were forecast to be met by either permanent or temporary measures. Members noted that the development of KPIs had been more challenging than initially anticipated, due mainly to a lack of data collected by services in a usable format and a lack of reporting tools for the ELMs system. Members were advised that development of a quality audit tool was progressing and that a clear development programme with more achievable goals was being set out by SB Cares management team in light of the resources currently available.

4.2 There were a number of requests for clarification and officers provided additional information as requested. Ms Crombie advised Members that all complaints were monitored and compliments recorded and that further work would be progressed to update procedures to improve this process. In relation to Home Care visits, the report identified that 540k visits had taken place during the first 9 months of 2016/17 and of those, 176k visits had taken place between October and end December 2016. Further detail was included in Appendix 1 to the report and this identified that 53 missed visits had been recorded during the first nine months of the year. Ms Crombie advised that all missed visits were investigated and appropriate action taken, however she explained that the way in which a visit was categorised as "missed" did not always reflect the final outcome, eg late visits (outwith a one hour time frame) which did take place, visits to clients who were not present to receive the service due to very recent hospital admission etc. Members asked for clarity and further detail on missed home care visits and it was agreed that this be included in future reports. Members were advised that the number of missed visits was decreasing month on month and Ms Crombie went on to explain the process for investigating any missed visits "alerts". Discussion followed in relation to staff absence levels which had peaked at 8.29%, mainly due to long term sickness, but were now decreasing. Members received an update on the progress of private sales of personal alarms and ability equipment, noting that this service was initially launched in November 2016 via SB Connect. A full marketing plan would be introduced in February 2017 and new sales resulting from this approach would support target sales levels for 2017/18. SB Cares Service Development Manager explained the need to establish a clear pricing schedule and advised that this would be presented to Council in due course.

DECISION

(a) **NOTED:-**

- (i) **the performance of SBC Cares for the first nine months of 2016/17 against the agreed available strategic KPIs; and**
- (ii) **the further progress being made to develop the monitoring of SB Cares performance.**

(b) **AGREED that a report be presented to Members providing information relating to missed Home Care visits.**

5. **CARE INSPECTORATE**

With reference to paragraph 5 of the Minute of 8 November 2016, there had been circulated copies of a report by the Operations Director of SB Cares giving the updated position on the inspection of SB Care services by the Care Inspectorate. Ms Crombie advised that since the last report to LLP SGG, four final inspection reports had been received. The grades for Hawick Community Support Service were confirmed as grade 5 rating for both Quality of Staffing and Quality of Care and Support, and grade 4 for Quality of Management and Leadership. Members noted grade 4 had been awarded for all four Quality Themes inspected at Tweeddale Day Service. The final report for Deanfield Care Home gave grade 4 for both Quality of Care and Support and Quality of Staffing, with grade 3 for Quality of Environment and Quality of Management and Leadership. Lanark Lodge Learning Disability Day Service received grade 5 for all themes. Further information on all final reports was detailed in Appendix 1 to this report. Grove House Care Home had recently been inspected and it was noted that the draft report had not yet been issued. The application to register the South Area Home Care Service was previously reported to the LLP SGG on 8 November 2016. Ms Crombie advised that no confirmation of registration had yet been received although it was anticipated that this would be received in the coming weeks. General discussion followed regarding training for staff. Members were advised that there were approximately 800 employees who required the statutory training and that, in addition to cross-agency collaboration, a range of e-training materials were available to access online. Members enquired as to whether any customer feedback was sought in respect of Care Inspectorate reports. Ms Crombie confirmed that all clients of Care Services were receiving questionnaires asking for their views on the service they received and this information would be presented to the LLP SGG in due course.

DECISION

(a) NOTED:-

- (i) Hawick Community Support Service improved grades for two themes from 4 to 5;**
- (ii) that Lanark Lodge received grade 5 for all four Quality Themes;**
- (ii) the percentage of services achieving grades 4 and above; and**
- (iii) the requirements as contained in the Appendix to the report.**

(b) AGREED that a customer feedback report would be presented to the Limited Liability Partnership Strategic Governance Group in due course.

6. ELECTED MEMBER VISITS TO SB CARES SERVICES

With reference to paragraph 7 of the Minute of 8 November 2016, the Chairman invited Elected Members to provide feedback on their recent visits to a number of SB Cares services across the Scottish Borders. These included Oakview Day Service, Waverley Care Home, Home Care, Ability Centre, and Bordercare based in Galashiels; Millfield Learning Disability Day Service in Jedburgh; and Katharine Elliot Centre Learning Disability and Older People's Day Service in Hawick and Hawick Community Support Service. Members were made to feel very welcome by the staff and were generally very satisfied with the facilities and activities presented at each of the establishments they visited. In particular, they were impressed with the level of involvement and contentment shown by service users at the Katharine Elliot Centre and the work being carried out involving work experience and student placements. Members acknowledged the importance of these services in tackling loneliness and the benefits of community orientated activities such as live music etc. A further programme of visits would be arranged and members of the LLP SGG were asked to notify Ms Crombie of services they wished to see.

DECISION

NOTED.

7. **DATE OF NEXT MEETING**

The next meeting of the LLP SGG was scheduled to take place on 7 March 2017.

DECISION

NOTED.

8. **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

9. **MINUTE**

Members approved the Private Section of the Minute of 8 November 2016.

10. **UPDATE ON SBC CARES BUSINESS PLAN DELIVERY**

Members considered an update on the Business Plan delivery for SB Cares.

The meeting concluded at 4.15 pm