

# 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, 20 June 2017 at 2.00 pm

Present:- Councillors T. Weatherston (Chairman), J. Greenwell, E. Thornton-Nicol.  
Ms K Hamilton (NHS Borders).

Apologies:- Councillors E. Robson and G. Turnbull.

In Attendance:- Mr M Leys (Chief Officer Adult Social Work), J Wilson (Chairman SB Cares), P Barr (Managing Director SB Cares), J McPhail (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 AND INTRODUCTIONS**

The Chairman welcomed everyone to the first meeting of the Limited Liability Partnership Strategic Governance Group since the Local Government elections in May 2017.

**DECISION  
NOTED.**

## 2. **MINUTE**

There had been circulated copies of the Minute of the meeting of 30 March 2017.

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

## 3. **SETTING THE SCENE**

- 3.1 The Managing Director SB Cares, Mr Philip Barr provided some background to SB Cares by means of a presentation. He explained that SBC Cares had been set up in April 2015 to ensure: continuation of publically owned services to the people of the Borders in the most efficient way; support for the implementation of Self Directed Support; the continuation of service capacity and quality; more effective use of staff resources; more efficient and flexible services to meet the needs of users; the generation of a surplus that contributed to overall social care resources; the continuation of a service of last resort provision. Mr Barr advised that SB Cares currently supported 12,000 clients, families and carers through its range of services including: Home Care (821,000 visits during 2016/17); Day Services (150 clients); Care Homes (190 clients); the Community Alarm Service (3,200 monitored alarms); Extra Care Housing and provision of the Community Equipment Service. He went on to explain the SB Cares company structure and the ways in which the organisation had developed its business, delivered financial contributions to the Council in 2015/16 and 2016/17 and enhanced the services it provided, eg increasing the Care Inspectorate grades. Mr Barr listed the key values of the organisation and detailed statistics in relation to Social Care, how satisfied clients were with the service received and how the Scottish Borders compared with Scotland as a whole. With regard to financial targets, Mr Barr advised Members that the stock valuation of £600K had contributed, on a one-off basis, to the financial contribution made to the Council during 2016/17. He went on to explain that some efficiencies and reviews had not been

achieved within the timescales and listed reasons for this. These included Delayed Discharges and being the Provider of Last Resort, both of which were ongoing operational pressures; issues associated with staff resistance to new shift rotas; the development and launch of the new Borders Ability Equipment Store (BAES); and ongoing Day Centres Reviews. Resources and expertise would be required to enable development and change going forward and Mr Barr went on to explain the key activities necessary to accomplish the priorities identified by SB Cares.

- 3.2 Discussion followed and a number of questions were raised by Members. Mr Cathrow, Service Development Manager SB Cares advised that options were being considered for development of the Bordercare Alarm System and that a report would be presented to Council in due course. In response to concerns about delayed discharge, Members were advised of the reasons for such delays and of how changes to the process might be helpful in alleviating the situation, eg decisions relating to discharge should consider the individual circumstances of service-users to ensure that appropriate care would be in place at home. It was acknowledged that delayed discharge was a shared issue and Ms Hamilton indicated that as such, would be considered by the Health and Social Care Integration Joint Board in the coming year. Members noted that routine reviews of care packages were carried out by SB Cares at least six monthly, however staff were encouraged to report any concerns immediately to ensure an effective early response.

**DECISION**

**NOTED the presentation.**

**4. DRAFT BUSINESS PLAN 2017-2022**

With reference to paragraph 7 of the Private section of the Minute of 30 March 2017, there had been circulated copies of the SB Cares Business Plan for the period 2017-2022, the first to be set against the approved Scottish Borders Health and Social Care Partnership Strategic Plan 2016-19. The Plan for 2017-2022 set out SB Cares' vision, goals, priorities and activity for the coming years and included Performance Indicators, reporting mechanisms and resources required to deliver the Plan successfully. The Plan indicated the context within which SB Cares operated and the delivery structures for Health and Social Care Integration both nationally and locally.

**DECISION**

**NOTED.**

**5. UNAUDITED FINANCIAL OUTTURN 2016/17**

There had been circulated copies of a report by the Finance and Commercial Director informing the Strategic Governance Group of the final financial outturn for 2016/17. Members noted that this had resulted in a surplus of £647k against a forecast position of £649k. Details of the variances for 2016/17 were included in the report.

**DECISION**

**NOTED that:-**

- (a) SB Cares had achieved a contribution of £647k in 2016/17;**
- (b) this had informed Scottish Borders Council's revenue outturn position 2016/17; and**
- (c) the contribution of £647k would be returned to Scottish Borders Council as a discount to the 2016/17 contract price only.**

**6. CARE INSPECTORATE**

- 6.1 With reference to paragraph 5 of the Minute of 7 February 2017, there had been circulated copies of a report by the Operations Director SB Cares giving the updated position on the inspection of SB Care services by the Care Inspectorate. Ms Crombie

explained the format of the reports for the new Members and advised that since the last report to LLP SGG, eight final reports and one draft report had been received. The grades for Home Care East were confirmed as grade 4 rating for both Quality of Care and Support, and Quality of Management and Leadership. Quality of Staffing received a grade 3 and the report included 7 requirements and 2 recommendations. Grove House received grade 4 for Quality of Management and Leadership, grade 3 for Quality of Environment and the inspection report included 3 requirements and 4 recommendations. Home Care West was awarded grade 4 for both Quality of Care and Support, and Quality of Management and Leadership and a grade 3 for Quality of Staffing. There were 2 requirements and 2 recommendations contained in the report. Saltgreens Care Home was awarded grade 3 for Quality of the Environment and grade 4 for all other quality themes, demonstrating an improvement from all grade 3 during the previous inspection. There were 2 requirements and 3 recommendations contained within the report. Saltgreens Day Support Service was awarded grade 5 for Quality of Care and Support and grade 4 for all other quality themes, with no requirements or recommendations. Berwickshire Dementia Day Services received grade 3 for Quality of the Environment and grade 4 for all other quality themes, with no requirements and 6 recommendations included in the report. Cheviot Day Service was awarded grade 5 for Quality of Care and Support, grade 4 for Quality of Management and Leadership, and Quality of Staffing. Quality of the Environment received a grade 3 and there were no requirements or recommendations recorded. Waverley Care Home was awarded grade 5 for Quality of Staffing, grade 4 for Quality of Care and Support, and Quality of Management and Leadership. Quality of Environment received grade 3 with 4 requirements and 1 recommendation included in the report. The final inspection report contained some details of environmental issues as a result of the recent refurbishment. Following media interest, SB Cares responded by focusing on the positive care being provided and pointing out that the inspection had taken place during ongoing refurbishment work. Members noted that assessment of the 'finished' areas was still being carried out. A verbal report for Deanfield Care Home was given by the Inspector with the final report expected in the near future. Ms Crombie reported that the application to register South Area Home Care was now complete and an inspection was likely within the next few months. Further information on all the inspection reports were as detailed in Appendix 1 to the report.

- 6.2 Ms Crombie advised that the trend in Care Inspection grades had shown an increase in the vast majority of areas however the environment in a number of buildings had resulted in a number of services receiving a grade 3 (Adequate) for Quality of Environment. SB Cares had met with SBC colleagues to develop an improvement plan for the buildings that they operated from and further information was included in Appendix 2 to the report. Officers responded to questions from Members. Ms Crombie confirmed that there was no dedicated home in the Scottish Borders for people with dementia but there were allocated dementia beds in some units. Further discussion followed regarding the development of any housing strategy and how that might affect the provision of homes for older people.
- 6.3 Mr Barr explained that Members of the previous Strategic Governance Group (SGG) had visited a number of SB Cares units as a way of seeing first-hand the operational side of service provision. As none of the current SGG Members had yet been able to take advantage of such visits, it was agreed that a familiarisation programme would be developed to allow Members to visit SB Cares services in the coming months. Requests to visit an external provider would be directed to Mr Wilson as appropriate.

## **DECISION**

### **(a) NOTED:-**

- (i) **the finalised reports for Home Care East & West, Grove Care Home, Saltgreens Care Home and Day Service, Berwickshire Dementia Day Service, Cheviot Day Service and Waverley Care Home;**

- (ii) the percentage of services that had received a grade 4 and above;
- (iii) the requirements and recommendations as contained in the report and Appendix 1;
- (iv) the increase in grades since the transfer to SB Cares as detailed in Appendix 2 to the report;

(b) **AGREED** that a familiarisation programme be developed to allow Members to visit SB Cares services and external providers as appropriate.

7. **SB CARES INTERNAL AUDIT ANNUAL REPORT 2016/17**

There had been circulated copies of a report by the Chief Officer Audit and Risk informing the Strategic Governance Group of the findings of the SB Cares Internal Audit Annual Report for 2016/17, the second since SB Cares was established in 2015. The report detailed the context within which it had been carried out and the seven recommendations contained within it. Members were advised that all recommendations had been agreed with management and all actions would be completed within the 2017/18 financial year.

**DECISION**

**NOTED:-**

- (a) the findings of the report; and
- (b) the actions agreed by SB Cares.

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 noted the Private Section of the Minute of 30 March 2017.

*The meeting concluded at 4.00 pm*