

A meeting of the Health & Social Care Committee will be held on Thursday 22 August 2019 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal and Property Services

BUSINESS

**** Copy to follow**

1. Apologies, Substitutions and Declarations of Interest	Page
2. Prevalence of Drugs in Inverclyde and the Service's Response ** Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership NB There will also be a presentation on this item	p
PERFORMANCE MANAGEMENT	
3. Revenue and Capital Budget Report – Outturn 2018/19 and 2019/20 Revenue Outturn Position as at 30 June 2019 Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership and Chief Financial Officer	p
4. Criminal Justice Social Work Inspection Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	p
5. HSCP SVQ Centre External Verification Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	p
NEW BUSINESS	
6. Scottish Government Report on Out of Area Placements and Delayed Discharge for People with Learning Disabilities and Complex Needs Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	p
7. Updating of the Contract Management Framework – Poor Performing Services Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	p

<p>The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in the paragraphs of Part I of Schedule 7(A) of the Act as are set out opposite the heading to each item.</p>		
<p>PERFORMANCE MANAGEMENT</p>		
<p>8. Governance of HSCP Commissioned External Organisations Paras 6 & 9 Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership providing an update on matters relating to the HSCP governance process for externally commissioned Social Care Services.</p>		<p>p</p>
<p>NEW BUSINESS</p>		
<p>9. Progress of Learning Disability (LD) Redesign Para 6 Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership on the current position with regard to the LD Redesign and seeking approval to progress the project.</p>		<p>p</p>

Enquiries to – **Sharon Lang** - Tel 01475 712112

Report To:	Health & Social Care Committee	Date:	22 August 2018
Report By:	Louise Long Corporate Director (Chief Officer) Inverclyde Health & Social Care Partnership	Report No:	FIN/74/19/AP/SM
	Alan Puckrin Chief Financial Officer		
Contact Officer:	Samantha White	Contact No:	01475 712652
Subject:	Revenue & Capital Budget Report – Outturn 2018/19 and 2019/20 Revenue Outturn Position as at 30 June 2019		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Health and Social Care Committee on the outturn of the 2018/19 revenue budget and of the projected outturn on revenue and capital for 2019/20 as at 30 June 2019. The 2018/19 outturn is provisional subject to the audit of the year-end accounts.

2.0 SUMMARY

2018/19

- 2.1 In 2018/19, the Social Work revised budget was £48.098 million with an underspend of £988,000, which is an increase in the underspend of £195,000 since the period 11 monitoring report. The main elements of the underspend are:
- A £75,000 underspend within internal homecare due to vacancies, which are partially offsetting the increased costs of external homecare and a further £72,000 underspend resulting from partial implementation of Ethical Care.
 - An underspend of £237,000 within Learning Disabilities and £138,000 within Addictions employee costs due to service reviews and early achievement of savings targets.
 - An underspend of £55,000 within Business Support and £49,000 within Mental Health employee costs due to additional turnover being achieved.
 - A £43,000 underspend within Advice services.
 - Underspends on client care packages in Day Services of £45,000 and Learning Disabilities of £102,000 due to changes in care packages. This is in preparation for the saving of £174,000 in 2019/20 from the Learning Disability service.
 - A one-off underspend on auto enrolment budget £165,000.
 - £179,000 additional charging order income, offset in part by an increase of £110,000 in the charging order bad debt provision.
 - One-off income from an external provider £110,000.

Offset in part by:

- A £48,000 overspend in costs for direct payments and social care for Residential Nursing.
- An £84,000 overspend within Mental Health agency staff costs due to increased turnover demand on the service.
- One-off spend of £62,000 within Addiction services arising from additional capital expenditure within Wellpark.
- A £102,000 overspend on client commitments within Physical Disabilities.
- An under-recovery of Homelessness income of £83,000 offset by an underspend on rent paid to registered social landlords of £35,000.

2019/20

- 2.2 A budget of £56.824 million has been delegated by the Integration Joint Board (IJB), which includes £6.295 million of Social Care funding. The IJB has directed the Council to deliver services within the allocated budget and in line with the IJB's Strategic Plan. As at period 3 there is a projected underspend of £513,000. The main elements of the underspend are:
- Additional turnover savings being projected across services £323,000.
 - A £166,000 underspend over various budget lines due to the Learning Disability estates programme.
 - A projected underspend of £360,000 due to budget that has been identified within the Directorate to assist with funding of the proposed Learning Disability Hub.

Offset in part by:

- An £85,000 projected overspend on agency staff costs.
 - A projected overspend of £312,000 due to one client's package cost shared between Criminal Justice and Learning Disabilities.
- 2.3 The Social Work 2019/20 capital budget is £1.093 million, with spend to date of £107,000. Expenditure equates to 9.8% of the revised budget.
- 2.4 The balance on the IJB reserves at 31 March 2019 was £7.281 million. The reserves reported in this report are those delegated to the Council for spend in 2019/20. The opening balance on these is £1.022 million with an additional £1.198 million received for 2019/20, totalling £2.220 million at period 3. Elsewhere on the agenda, there is a proposal to earmark the Learning Disability service underspends of £526,000 to help meet one off costs associated with the Learning Disability Hub, if approved this will be reflected in the next report to Committee.
- 2.5 It should be noted that the reserves reported exclude those earmarked reserves that relate to budget smoothing, namely:
- Children's Residential Care, Adoption, Fostering & Kinship.
 - Residential & Nursing Accommodation.
 - Continuing Care.
- 2.6 It should be noted that any underspend will be retained by the IJB in line with the approved Funding Agreement and any overspends will be met by the IJB.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the 2018/19 revenue budget outturn underspend of £988,000.
- 3.2 That the Committee notes that the underspend at the 2018/19 year end will be retained by the IJB.
- 3.3 That the Committee notes the projected current year revenue outturn of £513,000 budget at 30 June 2019.
- 3.4 That the Committee approves the virements listed in Appendix 6.
- 3.5 That the Committee notes the current projected capital position.
- 3.6 That the Committee notes the current earmarked reserves position.
- 3.7 That the Committee notes the recommendation to IJB to earmark the underspend in Learning Disability Service of £526,000 to meet one-off costs associated with the Learning Disability Hub.

Louise Long
Corporate Director (Chief Officer)
Inverclyde Health & Social Care
Partnership

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The purpose of the report is to advise the Committee of the 2018/19 revenue outturn position, the current position of the 2019/20 Social Work revenue and capital budgets and to highlight the main issues contributing to the 2019/20 projected £513,000 underspend. The 2018/19 outturn is provisional, subject to the audit of the year end accounts.

5.0 2018/19 REVENUE OUTTURN: £988,000 (2.05%) underspend

5.1 The table below sets out the 2018/19 outturn to budget for Social Work and the movement in projected spend since last reported to the Health & Social Care Committee at period 11 to 28 February 2019.

5.2

	Revised Budget £000	Outturn £000	Variance to Budget		Movement since Period 11 £000
			£000	%	
Children & Families	10,111	10,081	(30)	(0.30)	12
Criminal Justice	0	4	4	0.21	4
Older People	24,607	24,466	(141)	(0.57)	(73)
Learning Disabilities	7,740	7,470	(270)	(3.49)	(13)
Physical & Sensory	2,429	2,457	28	1.15	49
Assessment & Care Management	1,947	1,881	(66)	(3.39)	(83)
Mental Health	1,249	1,114	(135)	(10.81)	(11)
Addictions	924	834	(90)	(9.74)	(10)
Homelessness	828	791	(37)	(4.47)	(73)
Planning, Health Improvement & Commissioning	1,837	1,794	(43)	(2.34)	13
Business Support	(3,574)	(3,782)	(208)	5.81	(9)
Social Work Net Expenditure	48,098	47,110	(988)	(2.05)	(195)

5.3 The material variances per service are detailed below:

a. Children & Families: £30,000 (0.30%) underspend

The projected underspend is £12,000 less than reported previously and is largely due to a net underspend on employee costs.

Any over/ underspends on adoption, fostering, kinship, children's external residential accommodation and continuing care are transferred from/ to the earmarked reserve at the end of the year. These costs are not included in the above underspend. The opening balance of the reserve was £1,643,000. At year-end the balance is £1,407,000, giving an utilisation of reserve of £236,000 in 2018/19.

b. Older People: £141,000 (0.57%) underspend

The underspend is £73,000 more than reported at period 11 and comprises:

- An underspend of £64,000 on employee costs which is a minor increase in spend of £7,000 since last reported to Committee.
- A £47,000 overspend on supplies & services which is a reduction in spend of £23,000 since last reported to Committee mainly due to a reduction in catering costs within day centres of £26,000.
- A £153,000 overspend on payments to other bodies which is an increase in spend of £141,000 since period 11 and is mainly due to an increase in bad debt provision on community alarms and charging order income of £116,000. This increase has been offset by an increase in income.
- A £269,000 over-recovery of income which is an increase in income of £203,000 since period 11 and is primarily due to £179,000 additional charging order income which is partially offset by an increase in bad debt provision.

A new earmarked reserve was set up for residential & nursing accommodation. The opening balance on the reserve was £496,000. At the year-end there was a net underspend of £430,000 on residential & nursing accommodation which has been transferred to the earmarked reserve, resulting in a carry forward

of £926,000.

c. Learning Disabilities: £270,000 (3.49%) underspend

The underspend is £13,000 more than previously reported and comprises:

- An underspend on staff of £237,000 which is a reduction in spend of £6,000 since period 11. The underspend is inclusive of early achievement of 2019/20 budget savings.
- A £29,000 underspend on property costs mainly due to a one-off underspend resulting from closure of properties including the McPherson Centre. This was reported to Committee in period 11.
- Payments to other bodies out-turned at £97,000 underspend which is an increase in underspend of £24,000 since last reported mainly due to £29,000 of additional reduction in costs for client commitments.
- A £97,000 under-recovery of income, a decrease in recovery of £23k since last reported mainly due to a reduction in a combination of income from other local authorities, support and day centre meals.

d. Physical & Sensory: £28,000 (1.15%) overspend

The overspend is £48,000 more than previously reported and comprises:

- An overspend on staffing of £4,000, an increase in spend of £28,000 since period 11 report to Committee due to payment in lieu, an increase in other employee costs and vacant posts being filled earlier than anticipated.
- A £93,000 overspend on payments to other bodies which is an increase in spend of £42,000 since period 11. A £60,000 overspend on client packages was reported in period 11 with the actual out-turn being an overspend of £102k due to an increase in client commitments.
- An over-recovery of income of £60,000, an increase in recovery of £16,000 since last reported.

e. Assessment & Care Management: £66,000 (3.39%) underspend

The underspend is £83,000 more than previously reported and comprises:

- An underspend on staffing of £22,000 due to turnover, which is an increase in spend of £3k since last reported.
- A £31,000 overspend within external transport, a £4k increase in spend since last reported.
- A £20,000 overspend on administration costs which is an increase in spend of £11k since period 11 due to additional legal costs resulting from a case review.
- A £102,000 underspend on payments to other bodies which is a decrease in spend of £99k since period 11 and is primarily due to Carers Act underspend of £87,000 due to spend not materialising as planned.

f. Mental Health: £135,000 (10.81%) underspend

The underspend is £10,000 more than previously reported and comprises:

- A underspend on employee of £48,000 due to vacancies which is an increase in cost of £1,000 since period 11.
- A £26,000 projected underspend on administration costs, mainly in relation to legal expenses during 2018/19. Period 11 projection was an underspend of £23,000.
- A £53,000 overspend on payments to other bodies, a reduction in spend of £2k since period 11. The overspend is primarily due to agency staff cost overspend of £84,000 which was previously reported to Committee.
- A £114,000 over-recovery of income. The over-recovery is mainly due to one-off income of £110,000 from an external provider which was previously reported to Committee.

g. Addictions: £90,000 (9.74%) underspend

The underspend is £10,000 more than previously reported and comprises:

- A £138,000 underspend on employee costs, which is a decrease in spend of £8,000 since last reported. £62,000 of this underspend was utilised to fund an increase in spend for Wellpark capital project which was reported to Committee in period 11.
- A £24,000 overspend on supplies & services which was projected in period 11.

h. Homelessness: £37,000 (4.47%) underspend

The spend has decreased by £73,000 since previously reported and comprises:

- A £42,000 underspend on property costs, a decrease in spend of £6,000 since last reported.
- A £78,000 underspend on payment to other bodies, a decrease in spend of £71k since last reported primarily due to a reduction in bad debt provision.

- An £83,000 under-recovery of income which is a £2,000 increase in income since last reported.

i. **Planning, Health Improvement & Commissioning: £43,000 (2.34%) underspend**

The underspend has decreased by £13,000 and comprises:

- A £154,000 overspend on employee costs, a decrease in spend of £4k since last reported to Committee. The overspend within employee costs is offset by additional grant income of £181,000.
- £41,000 underspend within Welfare Reform based on current spend to date partially offset by a £13,000 increase in spend for Inverclyde Advice provision review and £10,000 overspend for OLM Swift costs partially offset by additional income. This is a reduction in spend of £5,000 since last reported to Committee.
- £213,000 additional income, £181,000 of grant income to fund employee costs and £32,000 for recharges.

j. **Business Support: £208,000 (5.81%) underspend**

The underspend is £7,000 more than previously reported and comprises:

- An underspend of £55,000 on employee costs due to additional turnover savings being achieved which was reported at period 11.
- A one-off underspend within auto-enrolment of £165,000 which was reported at period 11.

6.0 2019/20 CURRENT REVENUE POSITION: Projected £513,000 underspend (1.01%)

The table below provides details of this underspend by objective heading. The material variances are identified in Appendix 3.

	Approved Budget	Revised Budget	Projected Outturn	Projected Over/ (Under) Spend	Percentage Variance
	£000	£000	£000	£000	%
Children & Families	10,474	10,524	10,606	82	0.77
Criminal Justice **	20	20	252	232	12.75
Older Persons	25,384	25,565	25,566	2	0.01
Learning Disabilities	7,736	7,676	7,429	(247)	(3.22)
Physical & Sensory	2,394	2,408	2,437	29	1.19
Assessment & Care Management	2,314	2,129	2,135	5	0.25
Mental Health	1,426	1,426	1,416	(10)	(0.67)
Addiction / Substance Misuse	971	971	826	(145)	14.91
Homelessness	1,026	1,026	1,055	29	2.79
PHIC	1,677	1,677	1,672	(5)	(0.27)
Business Support	3,402	3,402	2,917	(484)	(14.24)
	56,824	56,824	56,312	(513)	(0.90)
Contribution from IJB	(6,295)	(6,295)	(6,295)	0	0.00
Transfer to EMR	0		0	0	0.00
Social Work Net Expenditure	50,529	50,529	50,017	(513)	(1.01)
Earmarked Reserves	Approved Reserves	Revised Reserves	19/20 Budget	Projected Spend	Projected Carry Forward
	£000	£000	£000	£000	£000
Earmarked Reserves	7,266	8,464	3,221	3,221	5,243
CFCR	15	15	15	15	0
Social Work Total	7,281	8,479	3,236	3,236	5,243
** Percentage variance is based on grant total					

a. **Children & Families: Projected £82,000 (0.77%) overspend**

The projected overspend primarily relates to employee costs and in the main relates to residential accommodation where there is a requirement for minimum staffing levels. This is a continuing pressure area.

Any over/ underspends on adoption, fostering, kinship and children's external residential accommodation and continuing care are transferred from/ to the earmarked reserve at the end of the year. These costs are not included in the above figures. The balance on the reserve is £1,407,000. At period 3 there is a projected net overspend of £100,000 on children's external residential accommodation, adoption, fostering and kinship and continuing care which would be funded from the earmarked reserves at the end of the year if it continues.

b. **Criminal Justice: Projected £232,000 (12.75%) overspend**

The projected overspend primarily relates to a client package cost shared with Learning Disabilities for which we are seeking additional funding from the Scottish Government.

It should be noted that the percentage variance is based on the grant total not the net budget.

c. **Older People: Projected £1,000 (0.00%) overspend**

The projected underspend comprises:

- A projected overspend of £77,000 mainly within Respite due to overspends in overtime, travel, sessional, additional basic and allowances partially offset by an underspend due to vacant posts.
- A projected underspend on day care contract of £32,000 and £22,000 for housing wardens contract.
- A £35,000 projected underspend resulting from partial implementation of Ethical Care.

Any over / underspends on residential & nursing accommodation are transferred from /to the earmarked reserve at the end of the year. These costs are not included in the above figures. The balance on the reserve is £926,000. At period 3 we are projecting residential & nursing online with budget.

d. **Learning Disabilities: Projected £247,000 (3.22%) underspend**

The projected underspend comprises:

- A projected underspend of £149,000 on employee costs mainly due to vacant posts resulting in additional turnover being achieved.
- A projected underspend of £166,000 across various non-pay budget lines due to the planned estates programme.
- A £68,000 overspend on Payments to other Bodies based on current client commitments. £61,000 relates to one client package cost shared with Criminal Justice.

e. **Physical & Sensory: Projected £29,000 (1.19%) overspend**

The overspend mainly relates to client commitments of £40,000.

f. **Mental Health: Projected £10,000 (0.67%) underspend**

The projected underspend comprises:

- A projected underspend of £67,000 on employee costs mainly due to vacant posts resulting in additional turnover being achieved.
- An £85,000 projected overspend on agency staff costs which is in line with previous year out-turn. This is partly offset by a £41,000 projected underspend on externally provided commissioned services.

g. **Addictions: Projected £145,000 (14.91%) underspend**

The projected underspend consists mainly of an over-recovery of turnover target of £134,000 on employee costs due to vacancies being held in connection with the addictions review.

h. **Business Support: Projected £484,000 (14.24%) underspend**

The projected underspend comprises:

- A projected underspend of £73,000 on employee costs mainly due to vacant posts resulting in additional turnover being achieved.
- A projected underspend of £360,000 that relates to funding which is being held back for the LD estates programme.
- A projected underspend of £69,000 for unfunded criminal justice pay inflation which at this stage is not required.

7.0 2019/20 CURRENT CAPITAL POSITION

7.1 The Social Work capital budget is £1,861,000 over the life of the projects with £1,093,000 projected to be spent in 2019/20, comprising:

- £995,000 for the replacement of Crosshill Children's Home.
- £55,000 for the upgrade of the equipment store in the Inverclyde Centre for Independent Living.
- £43,000 for projects complete on site.

7.2 Crosshill Children's Home:

- The former Neil Street Children's Home is in use as temporary decant accommodation for the Crosshill residents.
- The demolition of the existing Crosshill building was completed in Autumn 2018. Main contract work commenced on site in October 2018.
- Foundation and drainage works were completed 1st Quarter 2019. As previously reported, site issues had delayed the progress of the foundations and this affected the delivery time of the timber kit. The external timber kit and roof trusses have now been installed. Roof tiling is in progress. Installation of internal partitions is in progress.
- The original Contract Period was 39 calendar weeks with completion in July 2019 however as previously reported the delays above have impacted the completion date. The Contractor is currently intimating completion late November 2019.

7.3 The works to the above are being progressed in conjunction with essential roofing works. The HSCP funded element addresses alterations to the decontamination area to comply with current hygiene regulations. The replacement of the existing roof covering which contains asbestos is being funded from the Core Property General Allocation. The store will be decanted for the duration of the works.

- Decant to commence on 27 July.
- Initial asbestos removal will commence on 5 August.
- Tenders for the main works have been returned and are being assessed. It is anticipated the works will commence mid-August with a completion in November 2019.

8.0 EARMARKED RESERVES

8.1 The balance on the IJB reserves at 31 March 2019 was £7,281,000. The reserves reported in this report are those delegated to the Council for spend in 2019/20. The opening balance on these is £1,022,000 with an additional £1,198,000 received for 2019/20, totalling £2,220,000 at period 3. There is spend to date of £425,000 which is 97.03% of the phased budget.

8.2 It should be noted that the reserves reported exclude those earmarked reserves that relate to budget smoothing, namely:

- Children's Residential Care, Adoption, Fostering & Kinship,
- Residential & Nursing Accommodation,
- Continuing Care.

8.3 Elsewhere on the agenda, there is a recommendation to IJB to earmark the Learning Disability service underspends of £526,000 to help meet one-off costs associated with the Learning Disability Hub.

9.0 VIREMENT

9.1 Appendix 6 details the virements that the Committee is requested to approve. The virements have been reflected in the report.

10.0 IMPLICATIONS

10.1 Finance

All financial implications are discussed in detail within the report above

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

10.2 Legal

There are no specific legal implications arising from this report.

10.3 Human Resources

There are no specific human resources implications arising from this report

10.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

10.5 Repopulation

There are no repopulation issues within this report.

11.0 CONSULTATIONS

11.1 This report has been jointly prepared by the Corporate Director (Chief Officer), Inverclyde Community Health & Care Partnership and the Chief Financial Officer.

12.0 LIST OF BACKGROUND PAPERS

12.1 There are no background papers for this report.

Social Work Budget Movement - 2019/20

Period 3 1 April 2019 - 30 June 2019

Service	Approved Budget £000	Movements					Amended Budget £000	IJB Funding Income £000	Revised Budget £000
		Inflation £000	Virement £000	Supplementary Budgets £000	IJB Funding £000	Transfers (to)/ from Earmarked Reserves £000			
Children & Families	10,474	0	50	0	0	0	10,524	0	10,524
Criminal Justice	20	0	0	0	0	0	20	0	20
Older Persons	25,384	0	181	0	0	0	25,565	0	25,565
Learning Disabilities	7,736	0	(60)	0	0	0	7,676	0	7,676
Physical & Sensory	2,394	0	14	0	0	0	2,408	0	2,408
Assessment & Care Management	2,314	0	(185)	0	0	0	2,129	0	2,129
Mental Health	1,426	0	0	0	0	0	1,426	0	1,426
Addiction / Substance Misuse	971	0	0	0	0	0	971	0	971
Homelessness	1,026	0	0	0	0	0	1,026	0	1,026
Strategy & Support Services	1,677	0	0	0	0	0	1,677	0	1,677
Business Support	(2,893)	0	0	0	0	0	(2,893)	0	(2,893)
Totals	50,529	0	0	0	0	0	50,529	0	50,529

Social Work

Revenue Budget Projected Outturn - 2019/20

Period 3 1 April 2019 - 30 June 2019

2018/19 Subjective Analysis Actual	Revised Budget	Projected Outturn	Projected Over/ (Under) Spend	Percentage Variance
£000	£000	£000	£000	%
25,962 Employee costs	27,939	27,616	(323)	(1.16)
1,130 Property costs	1,071	1,007	(64)	(5.95)
967 Supplies & services	933	908	(24)	(2.61)
371 Transport & plant	377	367	(10)	(2.62)
786 Administration costs	759	768	9	1.14
38,556 Payments to other bodies	40,734	40,682	(52)	(0.13)
(14,904) Income	(14,988)	(15,036)	(49)	0.32
52,867	56,824	56,312	(513)	(0.90)
(5,980) Contribution from IJB	(6,295)	(6,295)	0	0.00
(1,190) Transfer to EMR	0	0	0	0.00
45,698 Social Work Net Expenditure	50,529	50,017	(513)	(1.01)

2018/19 Objective Analysis Actual	Revised Budget	Projected Outturn	Projected Over/ (Under) Spend	Percentage Variance
£000	£000	£000	£000	%
10,278 Children & Families	10,524	10,606	82	0.77
0 Criminal Justice ¹	20	252	232	12.75
24,463 Older Persons	25,565	25,566	2	0.01
7,053 Learning Disabilities	7,676	7,429	(247)	(3.22)
2,196 Physical & Sensory	2,408	2,437	29	1.19
1,613 Assessment & Care Management	2,129	2,135	5	0.25
1,215 Mental Health	1,426	1,416	(10)	(0.67)
1,003 Addiction / Substance Misuse	971	826	(145)	(14.91)
966 Homelessness	1,026	1,055	29	2.79
1,740 PHIC	1,677	1,672	(5)	(0.27)
2,339 Business Support	3,402	2,917	(484)	(14.24)
52,867	56,824	56,312	(513)	(0.90)
(5,980) Contribution from IJB	(6,295)	(6,295)	0	0.00
(1,190) Transfer to EMR	0	0	0	0.00
45,698 Social Work Net Expenditure	50,529	50,017	(513)	(1.01)

Notes:

1 £1.6m Criminal Justice and £0.3m Greenock Prison fully funded from external income.

2 £9m Resource Transfer expenditure & income included above.

Social Work

Material Variances - 2019/20

Period 3 1 April 2019 - 30 June 2019

2018/19 Actual	Budget Heading	Revised Budget	Proportion of budget	Actual to 30/06/19	Projected Outturn	Projected Over/(Under) Spend	Percentage Variance
£000		£000	£000	£000	£000	£000	%
	Employee Costs						
5,440	Children & Families	5,790	1,379	1,341	5,876	86	1.49
1,601	Criminal Justice	1,643	391	368	1,578	(65)	(3.96)
8,488	Older People	8,805	2,098	2,111	8,883	78	0.89
2,614	Learning Disabilities	2,465	587	577	2,316	(149)	(6.04)
1,160	Mental Health	1,190	284	260	1,123	(67)	(5.63)
1,192	Addictions	1,126	268	261	992	(134)	(11.90)
1,463	Business Support	1,539	367	345	1,466	(73)	(4.74)
21,958		22,558	5,374	5,263	22,234	(324)	(1.44)
	Other Variances						
0	Criminal Justice - unallocated savings	(82)	(21)	0	(27)	55	(67.07)
0	Criminal Justice - package costs	0	0	0	252	252	
0	Older People - Ethical Care	72	18	0	37	(35)	(48.61)
342	Older people - Day Care contract	397	99	56	365	(32)	(8.06)
313	Older people - Housing wardens	263	66	15	241	(22)	(8.37)
0	Learning Disabilities - estates programme	166	0	0	0	(166)	(100.00)
8,241	Learning Disabilities - client commitments	8,326	1,587	1,344	8,394	68	0.82
1,780	Physical & Sensory - client commitments	1,607	392	289	1,647	40	2.49
85	Mental Health - Agency costs	0	0	21	85	85	
1,191	Mental Health - externally provided commissioned services	1,265	316	186	1,224	(41)	(3.24)
0	Business support - IJB Funding	268	0	0	0	(268)	(100.00)
41	Business support - RT Inflation	61	15	0	37	(24)	(39.34)
0	Business support - SCF demographic pressures	78	0	0	0	(78)	(100.00)
0	Business support - CJ Unfunded pay inflation	82	19	0	13	(69)	(84.15)
11,993		12,503	2,492	1,911	12,268	(235)	(1.88)
33,951	Total Material Variances	35,061	7,866	7,174	34,502	(559)	(1.59)

Social Work

Capital Budget 2019/20

Period 3 1 April 2019 - 30 June 2019

Project Name	Est Total Cost	Actual to 31/03/19	Approved Budget	Revised Estimate	Actual to 30/06/19	Estimate 2020/21	Estimate 2021/22	Future Years
	£000	£000	£000	£000	£000	£000	£000	£000
Social Work								
Crosshill Childrens Home Replacement	1,748	582	995	995	107	171	0	0
Inverclyde Centre for Independent Living Equipment Store Upgrade	70	0	55	55	0	15	0	0
Complete on site	43	0	43	43	0	0	0	0
Social Work Total	1,861	582	1,093	1,093	107	186	0	0

Social Work

Earmarked Reserves - 2019/20

Period 3 - 1 April 2019 to 30 June 2019

Project	Lead Officer/ Responsible Manager	2018/19	2019/20								Lead Officer Update
		c/f Funding	New Funding Reserves	New Funding Other	Proposed Write-backs	Total Funding	Phased Budget to Period 3	Actual to Period 3	Projected Spend	Amount to be Earmarked for 2020/21 and beyond	
		£000	£000	£000		£000	£000	£000	£000	£000	
Integrated Care Fund	Louise Long	11		864		875	219	239	875	0	The Integrated Care Fund funding has been allocated to a number of projects, including reablement, housing and third sector & community capacity projects. Full spend is expected for 2019/20.
Delayed Discharge	Louise Long	459		334		793	144	112	712	81	Delayed Discharge funding has been allocated to specific projects, including overnight home support and out of hours support.
Growth Fund - Loan Default Write-off	Helen Watson	25				25	0	0	1	24	Loans administered on behalf of DWP by the credit union and the Council has responsibility for paying any unpaid debt. This requires to be kept until all loans are repaid and no debts exist.
Swift Upgrade	Helen Watson	27				27	14	14	27	0	One year post from September 18 to progress replacement client information system for SWIFT plus upgrade costs.
Community Justice Preparatory Work	Sharon McAlees	112		0		112	15	14	112	0	Budget is for post to address the changes in Community Justice and shortfall of savings target for 2019/20 and also £25k for Whole Systems Approach.
Self Directed Support	Alan Brown	43				43	0	0	43	0	This supports the continuing promotion of SDS and full spend is projected for 2019/20.
Service Reviews	Alan Brown	60				60	17	18	60	0	Funding for two posts to carry out service reviews. Posts appointed to in September 2018.
LD Service Review	Alan Best	176				176	29	28	176	0	Funding for 1 grade L post and 2 grade H/I posts to 31/03/2020, all posts currently filled. Funding for one year for Your Voice and TAG support.
Dementia Friendly	Deborah Gillespie	100				100	0	0	0	100	Dementia friendly properties. Dementia Strategy still being developed.
Welfare Reform - CHCP	Andrina Hunter	9				9	0	0	9	0	Annual invoice for software licencing fee expected to be paid by September 2019.
Total		1,022	0	1,198	0	2,220	438	425	2,015	205	

Social Work

Virement Requests 2019/20

Period 3 1 April 2019 - 30 June 2019

Budget Head	Increase Budget £000	Decrease budget £000
1 Training -Qualifications		(46,740)
Training - Rent and Feu	4,000	
Training - Office Equipment Purchases	1,300	
Training - Catering	1,000	
Training - Software Maintenance	4,000	
Training - Printing & Printing	1,000	
Training - Conferences & courses	2,500	
Training - In House Courses	9,240	
Training - Materials	1,000	
Training - Payments to other bodies	7,700	
Training - SVQ Centre additional Staff	15,000	
2 Direct Payment Homecare		(115,000)
Homecare - External	115,000	
	161,740	(161,740)

Notes:

1) Budget reallocation within Training Department 2019/20 and fund 0.5 learning assessor within SVQ centre

2) Budget reallocation to heading where expenditure being incurred

Report **Health and Social Care Committee** **Date: 22 August 2019**

Report By: **Louise Long** **Report No: SW/38/2019/SMcA**
 Corporate Director (Chief Officer)
 Inverclyde Health and Social Care Partnership (HSCP)

Contact Officer: Sharon McAlees **Contact No: 715282**

Subject: **Criminal Justice Social Work Inspection**

1.0 PURPOSE

1.1 The purpose of this report is to inform the Health and Social Care Committee of an inspection of Criminal Justice Social Work.

2.0 SUMMARY

2.1 We received notification from the Care Inspectorate on 1st May advising of a Criminal Justice Social Work inspection with a particular focus on Community Payback Orders.

2.2 The overall timetable for the inspection extends from 1st May when we received notification and concludes with the publication of the inspection report scheduled for approximately 28th October.

2.3 There are five distinct stages of the inspection including:

- Stage 1 – Notification, Preparation and Engagement
- Stage 2 – Self-Evaluation and Supporting Evidence
- Stage 3 – Case File Reading
- Stage 4 – Onsite Activity
- Stage 5 – Publication of Inspection Report

2.4 Inspection activities will consider:

- Outcomes for individuals subject to community payback orders, including performance measures against both local and national statistical data;
- Impact and experience for those subject to community payback orders;
- Key processes linked to community payback orders, including quality of risk / needs assessment, planning and intervention;
- Fulfilment of statutory duties, performance management and quality assurance;
- Leadership of criminal justice social work.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Health and Social Care Committee:

- a. Notes the content of the report.
- b. Requests a further report following the publication of the inspection report.

Louise Long
Corporate Director (Chief Officer)
Inverclyde HSCP

4.0 BACKGROUND

- 4.1 The Care Inspectorate provides scrutiny and assurance of community justice and criminal justice social work and commenced a programme of criminal justice social work inspections in 2018. To date this has included an inspection of Borders and West Dunbartonshire, with Inverclyde being the third Local Authority criminal justice social work inspection area.
- 4.2 Inverclyde received formal notification of this inspection on 1st May 2019. There are five distinct stages to the inspection including:
- Stage 1 – Notification, Preparation and Engagement
 - Stage 2 – Self-Evaluation and Supporting Evidence
 - Stage 3 – Case File Reading
 - Stage 4 – Onsite Activity
 - Stage 5 – Publication of Inspection Report
- 4.3 The self-evaluation was submitted alongside the supporting evidence on 12th July and this was followed with the case file reading commencing on 22nd July.
- 4.4 The onsite activity comprises two separate parts:
- a. Firstly, Inspectors will meet with individuals who are, or who have recently been, subject to a Community Payback Order. This activity will commence on 5th August and will include focus groups and individual interviews.
 - b. Secondly, Inspectors will meet with a range of operational staff, managers, senior management as well as partners and other stakeholders. This will commence on 19th August.
- 4.5 The inspection will focus on the following quality indicators:
- Improving the life chances and outcomes of those with lived experience;
 - Impact on people who have committed offences;
 - Providing help and support when it is needed;
 - Assessing and responding to risk and need;
 - Planning and providing effective intervention;
 - Involving people who have committed offences and their families;
 - Policies, procedures and legal measures;
 - Performance management and quality assurance;
 - Leadership of improvement and change.
- 4.6 More broadly, the inspection team will give consideration to services' capacity for improvement and, in particular, the extent to which criminal justice social work services are prepared for the extension of the presumption against short sentences. They will also explore and comment on funding for Section 27 as part of the scope of the inspection.
- 4.7 It is anticipated that the Care Inspectorate will publish their findings in an inspection report by 28th October.

5.0 IMPLICATIONS

Finance

5.1 There are no financial implications.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

Legal

5.2 There are no specific legal implications in respect of this report.

Human Resources

5.3 There are no implications.

Equalities

5.4 Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
√	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

Repopulation

5.5 There are no specific repopulation issues.

6.0 CONSULTATION

6.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after due consultation with statutory and third sector partners.

7.0 BACKGROUND PAPERS

7.1 None

Report To:	Health & Social Care Committee	Date:	22 August 2019
Report By:	Louise Long Corporate Director, (Chief Officer) Inverclyde Health and Social Care Partnership (HSCP)	Report No:	SW/34/2019/HW
Contact Officer:	Helen Watson Head of Strategy & Support Service	Contact No:	01475 715285
Subject:	HSCP SVQ CENTRE EXTERNAL VERIFICATION		

1.0 PURPOSE

- 1.1 This purpose of this report is to inform the Health and Social Care Committee of the findings from the external verification visit to the Inverclyde HSCP SVQ Centre on 27th May 2019.

2.0 SUMMARY

- 2.1 The external verification visit from the Scottish Qualifications Authority is a quality assurance check to ensure that assessment and verification are completed consistently at the appropriate Scottish Credit and Qualification Framework Levels.
- 2.2 Inverclyde HSCP SVQ Centre currently assesses and verifies SVQ Social Services and Healthcare SCQF Levels 6 and 7.
- 2.3 The verification visit drew on evidence from various sources including candidate achievement and feedback, examination of portfolios and centre documents, and discussion with staff. Staff competence, resources for SVQ candidates and current assessment instruments were all checked.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the excellent verification visit from the SQA and that there were no compulsory actions identified.

**Louise Long
Corporate Director (Chief Officer)
Inverclyde HSCP**

4.0 BACKGROUND

4.1 Inverclyde HSCP SVQ Centre was approved by the SQA on 23.9.09.

On 14.2.14 the Centre was accredited to offer:

- SVQ 2 Social Services and Healthcare (SCQF Level 6)
- SVQ 3 Social Services and Healthcare (SCQF Level 7)

Quality Assurance processes were built into the operations of the Centre. These processes are underpinned by the standards set in the SQA's Quality Assurance Criteria for:

- Management of a Centre
- Resources
- Candidate support
- Internal assessment and verification
- External assessment
- Record/ data management.

4.2 This is the ninth year of the Centre's operations.

4.3 The Centre has two permanent, part-time assessor/verifiers, and two temporary, part-time assessor /verifiers. The Learning and Development Officer maintains a limited role in assessing and verifying. Since its inception, the SVQ centre has supported 420 people and is broken down by:

- Level 2 SVQ (Adults) – 319
- Level 3 SVQ (Adults) – 48
- Level 3 SVQ (Children) – 7
- External Agencies 2016-2019 – 46

4.4 The Centre continues to be effectively equipped and learning resources are reviewed within standardisation meetings. The Training Section library is available for candidates to use.

4.5 The Centre also assesses candidates from external providers, thus attracting income and serving the local community.

4.6 The Centre has consistently received the highest ratings in all categories from the SQA external verification process.

5.0 EXTERNAL VERIFIER VISIT

5.1 The external verification report showed that the centre operates to a high compliance level in all areas. The SQA uses a system of colours to indicate the compliance level, with green being the highest level. Inverclyde HSCP SVQ centre received green ratings in all categories. The external verifier also commented on good practice, praising the online resources held on the electronic system for candidates.

5.2 The external verifier interviewed an SVQ candidate and commented that the level of assessor support provided to this candidate was very high. Discussion took place with the assessor/verifier team about various aspects of assessment and constructive feedback and reassurance was provided by the verifier. In summary, the verifier confirmed that assessors are well qualified to make assessment decisions and to interpret the National Occupational Standards appropriately for their candidates.

6.0 FINDINGS

6.1 One recommendation was made on the external verification report for guidance only. The recommendation was that a minor modification to a quality assurance document was suggested.

This will be actioned by the SVQ coordinator and discussed at standardisation with the team. The modification involves adding the “VARCS” principles to the internal verification feedback form. This relates to ensuring that assessments are:
Valid, Authentic, Reliable, Current and Sufficient.

- 6.2 The team also discussed future development with the external verifier. This has resulted in a developmental visit being planned to receive guidance when applying for SQA approval and authorisation to provide additional awards. Additional awards sought may include SVQ Social Services and Healthcare SCQF Level 9 / SVQ Care Services Leadership and Management SCQF Level 10, Professional Development Award in Health and Social Care Supervision SCQF Level 7 and SVQ Children and Young People SCQF Level 7.

7.0 IMPLICATIONS

FINANCE

7.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

LEGAL

- 7.2 There are no legal issues within this report.

HUMAN RESOURCES

- 7.3 There are no human resources issues within this report.

EQUALITIES

- 7.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
√	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

8.0 LIST OF BACKGROUND PAPERS

8.1 EV Report

Report To: Health and Social Care Committee **Date:** 22 August 2019

Report By: Louise Long
Corporate Director, (Chief Officer)
Inverclyde Health and Social Care
Partnership (HSCP) **Report No:**
SW/33/2019/AS

Contact Officer: Allen Stevenson
Head of Service, Health and
Community Care Inverclyde
Health and Social Care
Partnership (HSCP) **Contact No:**
01475 715283

Subject: **SCOTTISH GOVERNMENT REPORT ON OUT OF AREA
PLACEMENTS AND DELAYED DISCHARGE FOR PEOPLE
WITH LEARNING DISABILITIES AND COMPLEX NEEDS**

1.0 PURPOSE

1.1 The purpose of this report is to advise the Health and Social Care Committee of Inverclyde HSCP's position in relation to the Scottish Government report "Coming Home - Out of Area Placements and Delayed Discharge for People with Learning Disabilities and Complex Needs.

2.0 SUMMARY

2.1 The discharge of people with a learning disability or complex needs from hospital and their return from out of area placements is a complex issue involving challenging behaviour and commissioned services maintaining placements during behavioural crisis.

2.2 There are three main recommendations from the Coming Home report:

- Strengthening Community Services
- Developing Commissioning and service planning
- Workforce development in Positive Behavioural Support

2.3 The integrated Community Learning Disability Team working in partnership with commissioned support providers, supporting people with a complex learning disability has achieved zero delays within long stay Learning Disability in patient resources (July 2019).

2.4 Inverclyde HSCP has reduced its out of area placements from twenty two in 2014 to twelve in 2019. Three of Inverclyde's out of area placements are within the boundaries of NHS Greater Glasgow & Clyde. There are plans to continue to bring out of area service users back to the Inverclyde community where they wish to do so.

2.5 Inverclyde HSCP has zero out of Scotland placements as per the Scottish Government's National Strategy – Keys to Life.

3.0 RECOMMENDATIONS

The Health and Social Care Committee is asked to note that:

- 3.1 Inverclyde HSCP continues to reduce the historical placement of people with a learning disability outwith Inverclyde and the wider NHS Greater Glasgow & Clyde boundary with the number standing at twelve in July 2019.
- 3.2 Inverclyde HSCP has zero delayed patients in long stay/assessment Learning disability beds
- 3.3 Inverclyde HSCP has no out of Scotland placements which is in line with Scottish Government recommendations.

Louise Long
Chief Officer
Inverclyde HSCP

4.0 BACKGROUND

- 4.1 Scottish Government Strategy “Keys to Life” recognises that out of area placements and delayed discharge for people with complex support needs are not in the best interest of the individual, family/carers, where service users are placed into supported care settings that are outwith their community or remain within an inpatient setting beyond the clinical requirement for them to be there.
- 4.2 The Coming Home report 2018 is a Scottish Government report on Out of Area Placements and Delayed Discharge for People with Learning Disability and complex needs. The two year project reviewed data from thirty one of the thirty two local authority areas to identify the number of people involved and also to suggest support solutions. The report also acknowledges that some out of area placements may be appropriate in terms of choice or Adult Protection issues.
- 4.3 Nationally, the Reasons for Out of Area Placements include:
- To prevent hospital admission 1%
 - Specialist Services are available locally but have no capacity 5%
 - Specialist Services not available locally 48%
 - Family choice 25%
 - Individual choice 3%
 - Other 18%
- 4.4 The reason for hospital admission for learning disability are:
- Challenging Behaviour 48%
 - Service Breakdown 9%
 - Other 43%
- 4.5 Inverclyde HSCP Community Learning Disability Services have worked in Partnership with both inpatients services and commissioned support providers to promote an ethos of an integrated approach to supporting service users to prevent where possible support breakdown, continuity of service support whilst receiving inpatient care and supporting discharge back to community supports within agreed timescales. This has drastically reduced unnecessary inpatient stay within hospital.
- 4.6 Of the 677 adults known to Inverclyde HSCP, 463 adults receive some support from HSCP services Inverclyde HSCP Learning Disability Services continue to support people with a learning disability with placements within the Inverclyde community or within NHS Greater Glasgow & Clyde boundaries where a joint partnership approach is required. Services will only place out with Inverclyde where there is an identified support need that is not available or cannot be developed locally.
- 4.7 The integrated Community Learning Disability Team working in partnership with commissioned support providers, supporting people with a complex learning disability has achieved zero delays within long stay Learning Disability inpatient resources (July 2019).
- 4.8 Inverclyde HSCP has reduced its out of area placements from twenty two in 2014 to twelve in 2019. Three of Inverclyde’s out of area placements are within the boundaries of NHS Greater Glasgow & Clyde. There are plans to continue to bring out of area service users back to the Inverclyde community where they wish to do so.
- 4.9 Inverclyde HSCP has zero out of Scotland placements as per the Scottish Government’s National Strategy – Keys for Life.

5.0 IMPLICATIONS

FINANCE

5.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
OUT OF AREA PLACEMENTS			£570,287.00		

LEGAL

5.2 There are no legal issues within this report.

HUMAN RESOURCES

5.3 There are no human resources issues within this report.

EQUALITIES

5.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
√	NO – An Equality Impact Assessment will be undertaken with service users, carers and other stakeholders as full details of the future redesign emerges.

6.0 CONSULTATION

6.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after due consultation with relevant senior officers in the HSCP and partners, and a full programme of ongoing engagement and consultation with service users, carers, the public, staff and providers.

7.0 LIST OF BACKGROUND PAPERS

7.1 Inverclyde HSCP Adult Learning Disability Strategic Review 2016-2020.

<https://www.inverclyde.gov.uk/meetings/.../08z%20Service%20Model%20-Draft.pdf>

7.2 Coming Home - A Report on Out of Area Placements and Delayed Discharge for People with Learning Disabilities and Complex Needs (2018).

<https://www.gov.scot/publications/coming-home-complex-care-needs-out-area-placements-report-2018/pages/6/>

Report To: Health and Social Care
Committee

Date: 22 August 2019

Report By: Louise Long
(Corporate Director) Chief Officer
Inverclyde Health & Social Care
Partnership

Report No: SW/35/2019/HW

Contact Officer: Helen Watson
Head of Service Strategy and
Support

Contact No: 01475 715285

Subject: Updating of the Contract Management Framework with Section on
Poor Performing Services

1.0 PURPOSE

1.1 The purpose of the report is to request that the Health and Social Care Committee approves a new section in the Contract Management Framework to include a process for managing Poor Performing Services.

2.0 SUMMARY

2.1 The operational responsibility for the Contract Management Framework (CMF) lies within the Quality and Development Strategic Commissioning Team.

2.2 The CMF was completed and approved by the Committee in February 2019. It describes the main roles and responsibilities of the Strategic Commissioning Team in relation to Contracts and Grants, Contract Monitoring of Services and the Governance of External Providers. It also reflects current legislative and policy requirements whilst making best use of the resources within the Strategic Commissioning Team.

2.3 After a review of the functions of the team within the CMF, it was considered necessary to add a process and provide guidance for staff to manage poor performing services, and to offer clarity to Providers about the action they can expect from the HSCP, if they do not or cannot deliver fully on their contracted obligations.

3.0 RECOMMENDATIONS

3.1 That the Health and Social Care Committee approves a new section in the Contract Management Framework to include a process for managing Poor Performing Services.

Louise Long
Chief Officer
Inverclyde HSCP

4.0 BACKGROUND

- 4.1 Inverclyde Health & Social Care Partnership (HSCP) covers the full range of community health and social care services. The HSCP comprises children and adult health and social care services, specialist adult and children's services, fostering and adoption services, public protection, commissioned social care services, health improvement and inequalities services, advice services, criminal justice, homelessness and a wide range of support services.
- 4.2 The responsibility for the HSCP Contract Management Framework (CMF) sits within Strategy and Support Services, specifically within the Quality and Development Strategic Commissioning Team.
- 4.3 The Inverclyde HSCP CMF outlines the responsibilities of the strategic commissioning team, contract management staff, care managers and providers in carrying out continuous evaluation and monitoring of purchased services. The CMF details the approach taken to effectively manage purchased care and support services across all client groups.
- 4.4 After a review of the functions of the team within the CMF, it was considered necessary to add a process and provide guidance for staff to manage poor performing services.
- 4.5 It is proposed that the following will be added to the CMF as Section 10 with a corresponding flowchart (Appendix 1).

Process Stages of Managing Service Poor Performance

There will be occasions when it will be necessary to respond and support services whose service delivery is not meeting contractual terms and conditions or fails to maintain the Care Inspectorate grade 3 or above. Appendix 1, '*Process Stages of Managing Service Poor Performance*' provides guidance for the Strategic Commissioning Team to manage services which are poorly performing.

It should be noted that each concern or issue that presents might be different and require different but appropriate approaches. Officers will be expected to seek guidance from the relevant Team Lead/Service Manager/Commissioner/Procurement and/ or Legal Services as appropriate and as per the relevant contract the concern(s) relates to.

Poor performance examples can be (but are not limited to) any of the following:

- Receipt of concerns, complaints or patterns/trends which suggest dissatisfaction with a service.
- Significant performance concerns/issues, such as missed visits, punctuality, and cancellation of visits at short notice or no notice.
- Performance concerns re: staff turnover, staff absence, level of serious incidents recorded.
- Care Inspectorate grades fall to 3 or below.
- Breakdown of service, which would potentially have a significant budgetary impact.
- Services where the Provider is allegedly in breach of terms and conditions of contract.

A timeline of events should be started immediately when significant and persistent concerns are highlighted to the Strategic Commissioning Officer/Support Officer and updated on a regular basis.

Updates/briefing report(s) to all appropriate Service Managers/Commissioners/Heads of Service should be completed by the Strategic Commissioning Officer/Support Officer as appropriate throughout the process.

5.0 IMPLICATIONS

Finance

5.1 No financial implications.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

Legal

5.2 Legal Services will support the Service with legal advice and assistance as required as part of the process.

Human Resources

5.3 No human resource implications.

Equalities

5.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
√	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
√	NO

5.5 Repopulation

N/A

6.0 CONSULTATIONS

6.1 N/A

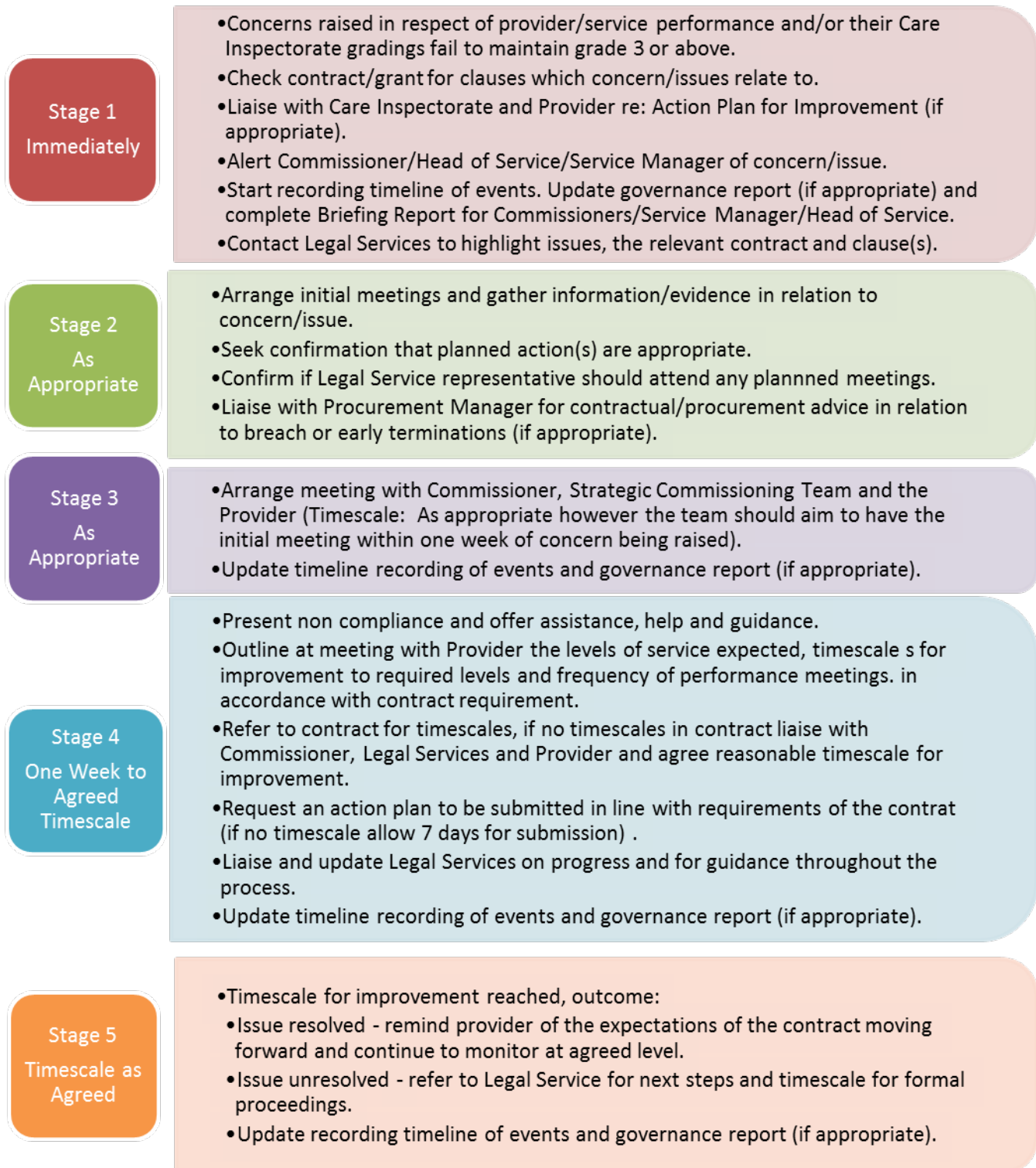
7.0 BACKGROUND PAPERS

7.1 Appendix 1 - **Process Stages of Managing Service Poor Performance**

Appendix 1 - Managing Service/Provider Poor Performance

There will be occasions when it will be necessary to respond and support services whose service delivery is not meeting contractual terms and conditions or fail to maintain the Care Inspectorate grade 3 or above. The following flowchart provides guidance for the Strategic Commissioning Team to manage services which are poorly performing:

(Please note: each concern or issue that presents might be different and require appropriate approaches therefore Officers should seek guidance from the Team Lead/Service Manager/Commissioner/Procurement and or Legal Services as appropriate and as per the contract).



Updates/briefing report to all appropriate Service Managers/Commissioners/Heads of Service should be completed as appropriate throughout the process.