

**SUNDERLAND CARERS' MANAGEMENT BOARD (CMB)**  
**MEETING HELD ON WEDNESDAY 3<sup>rd</sup> JULY 2019**

**SUMMARY OF MAIN POINTS**

**1. Attendance**

In the absence of Graham King (Chief Operating Officer of SCAS) the meeting was attended by three other members of the senior management team (Emma Anderson, Darren Lough and Peter Oliver).

**2. Matters arising from the minutes of the meeting of 3 April 2019**

Items discussed included the deregistration process for the most recent group of homes, issues relating to the timing of shift changeovers and the importance of the role of key workers.

**3. Chief Operating Officer's Report**

The Sunderland Care and Support (SCAS) Chief Operating Officer's Report was circulated. The contents of the report were highlighted, covering: attendance management, restructure and reorganisation, recruitment, deregistration, inspection / compliance and 'next steps'.

- Attendance management - performance information provided - sickness absence at end of April was a slightly reduced 11.29 days per FTE. The stated aim was to identify trends, better support employees in returning to work and to promote a better work/life balance.

- Restructure and re-organisation

The SCAS budget had been reduced by £15M since its formation in 2013 and the reduction for 2019/20 was £789K. The new staffing structure placed the company in a better position going forward and no further organisational changes were now envisaged.

Thanks were expressed at the tremendous work done to continue to deliver better services under severe financial constraints. It was noted that key reform work was taking place in other areas, including Community Equipment Service, Recovery at Home, Telecare and Day Services.

- Recruitment - was continuing in response to restructuring, the expansion of Supported Living, vacancies within the company and the voluntary redundancy programme. A redesigned recruitment strategy aimed to make the organisation more attractive and to get the message out more widely.

- Deregistration

A further group of 9 homes was deregistered on 20 May 2019 and one was still outstanding pending completion work with the registered landlord.

- Inspection / Compliance

A briefing report was provided covering the CQC inspection of the Sunderland Community Support Service over 4 days in February 2019. Whilst all of the actual care categories were rated 'Good', the 'effective' and 'well led' categories received a 'Requires improvement' rating. This related to the lack of documentary evidence in some cases and the fact that audit processes had not identified this. The report included a comprehensive list of actions in progress and actions planned to address the issues raised.

- Next steps

Key priorities for the forward management work plan included

- Revised business plan for the next three years
- Promote leadership, autonomy, empowerment and ownership among staff
- Regain 'Good' CQC rating for community based support and review the quality function in SCAS
- Marketing strategy that supports ongoing recruitment campaign, finalisation of website and introduction of social media platforms

**4. Contract Monitoring**

No contract monitoring meeting since last update - Quarter 4 meeting scheduled for 4 July 2019. Areas of joint involvement between the Council Commissioning Team and SCAS included:

- Actions to address issues in CQC report on Community Support Service
- Company-wide quality assurance framework
- Programme of joint quality monitoring visits
- Ensuring that service provision meets future demand
- Joint performance monitoring reporting tools

**5. Carers' Issues and Concerns**

Discussion of residents' holiday policy took place - the need for good will of staff to support holidays away, also a query on the basis of charging for staff support costs.

**6. Next Meeting**

Wednesday 2<sup>nd</sup> October 2019 at 6pm in the Leechmere Centre