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**To: Social Work, Health and Well-Being Policy Board**

**On: 3 November 2015**

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**Report by: Chief Officer, Renfrewshire Health and Social Care Partnership**

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**Heading: Social Work Service Improvement Plan 2014-17: Mid Year  
Monitoring, Year 2 – Adult Services**

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**1. Summary**

- 1.1 The Social Work Service Improvement Plan 2014-17 was approved by the Social Work, Health and Wellbeing Policy Board in March 2014. The plan set out the priorities for the development of the service over a three year period and detailed the actions which will contribute to the implementation of the Council Plan and Community Plan.
- 1.2 2015/16 is a transition year for social care services. Services for adults now fall under the strategic and operational responsibility of the Chief Officer as part of Renfrewshire Health and Social Care Partnership, whilst services for Children & Families and Criminal Justice Social Work form part of the new Directorate of Children's Services. However, the functions of Social Work cannot be delegated to the Integration Joint Board until that Board has approved its Strategic Plan and full delegation will take place by 1 April 2016. This Board will continue to receive updates on progress within adult social care until such time as functions are delegated.
- 1.3 Over the past six months, the key achievements in adult social care have been:
- Producing a self-evaluation framework for adult protection

- In partnership with NHS colleagues, maintaining excellent performance in relation to reducing hospital bed days lost due to delayed discharge
- Developing arrangements for the integration of adult health and social care, and of Social Work Children's and Criminal Justice Services and Education
- Rolling out additional training in palliative care to Care at Home staff

1.4 Over the next six months, the key actions to be delivered are:

- Finalising arrangements for the formal delegation of adult social care functions to the Renfrewshire Health and Social Care Partnership
- Working with partners to complete the overarching strategic plan for health and social care in Renfrewshire.
- Further developing the provision of telecare and telehealth locally
- Working within the service to mitigate demand-led pressures
- Undertaking a number of pilot community-based projects with third sector partners.

1.5 The integration of adult health and social care, and the integration of Children's and Criminal Justice Social Work Services with Education Services in Renfrewshire will influence the shape of future planning and performance activity going forward. A clearer picture of how this will be structured will emerge as integration plans are taken forward.

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## 2. Recommendations

2.1 It is recommended that the Social Work, Health and Wellbeing Policy Board:

- Notes the progress that has been made on service performance
  - Notes that responsibility for adult social care services will be delegated to the Integration Joint Board by 1 April 2016.
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## 3. Background

3.1 The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

- 3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2014-17 Plan.
- 3.3 Section 4 of this report provides details of the service's achievements over the period April to October 2015. As well as summarising achievements against each of the service's seven outcomes, it highlights areas of significant progress and gives clear targets for completing actions which have been reviewed or delayed, or addressing performance which is below target. Further detail is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2.

#### **4. Service Update**

- 4.1 Elected members will be aware of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014, which creates integrated health and social care partnerships in all local authority areas.
- 4.2 Significant progress has been made in relation to the integration of health services and adult social care. The partnership has been formally constituted and the first formal meeting of the Integration Joint Board took place on 18 September 2015. At this meeting, the IJB ratified the appointment of the Chief Officer and the Chief Financial Officer.
- 4.3 Social care services for children and criminal justice social work services are now being delivered by the Directorate of Children's Services, which includes education services. Activity in this new service is now reported to the Education and Children Policy Board.

#### **5. Performance in Adult Social Care**

- 5.1 Social work services have a statutory duty to provide care and protection to the most vulnerable people in society, and as a result, many of our service users do not engage with us on a voluntary basis. Access to most services is on the basis of an assessed need, and social work staff work in partnership with individuals, families, communities and other agencies to meet this need within available resources.
- 5.2 The Service Improvement Plan 2014-2017 set out seven high level outcomes that Social Work will aim to achieve in conjunction with partners. A Year 2 update covering adult social care was provided to this Board in May 2015, outlining achievements in 2014/15 and setting out priorities for 2015/16.

- 5.3 Good progress is being made with preparations for full delegation of adult social care services to the Integration Joint Board. A senior management structure has been agreed, a Strategic Planning Group has been established and officers are preparing the first draft of the strategic plan for the new partnership.
- 5.4 New carers legislation is progressing through the Scottish Parliament and officers are working with partners to ensure that effective preparations for implementation are in place.
- 5.5 A one-year review of the Joint Strategic Plan for Older People has been undertaken and demonstrates considerable progress towards the milestones in that plan. Initial findings have been presented to the Older People's Joint Planning & Performance Implementation Group and will be disseminated more widely.
- 5.6 A multi-agency self-evaluation approach has now been agreed by Renfrewshire Adult Protection Committee. The committee will now agree a schedule for future self-evaluation activity.
- 5.7 A performance framework for integrated services is being developed and the Integration Joint Board will assume responsibility for performance monitoring. The number of Standardised Shareable Assessments undertaken by social work staff continues to rise. Average time on Occupational Therapy waiting lists are reducing and this area will continue to be monitored closely as part of regular performance meetings.

## **6. Priorities over the next six months**

- 6.1 As noted above, the service is preparing to implement new structural arrangements. This is a significant programme of transformational change for the service, with major changes to the governance of social care services. From 1 April 2016, health and social care services for adults will be integrated. The joint service will be managed by an integration board which will include representatives from Renfrewshire Council and NHS Greater Glasgow and Clyde. A Chief Officer and Chief Finance Officer are both in post and a senior management structure has been agreed. The new management team will be in place by 1 April 2016.
- 6.2 Planning arrangements will change as the new structures are embedded and governance arrangements confirmed.

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## Implications of the Report

1. **Financial** – The report highlights resourcing pressures arising from increasing demand for services and the current financial environment
2. **HR & Organisational Development** - none
3. **Community Planning**  
**Children and Young People** – none  
**Community Care, Health & Well-being** - the report details the progress made to promote independent living, help carers of vulnerable people and reduce health inequalities across the community  
**Empowering our Communities** – the report details the to support people to live safely in their communities and for communities to be active participants in service delivery  
**Greener** – the report details the health improvement activities undertaken which promote a greener Renfrewshire  
**Jobs and the Economy** – the report details the activities in maximising income and supporting access to education, employment and training for vulnerable groups and individuals  
**Safer and Stronger** - the report details the progress made to protect vulnerable children and adults, reduce offending behaviour and increase community safety.
4. **Legal** - none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to mobile/remote working and information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None

9. **Procurement** – the report details the activities being undertaken to promote more efficient and effective commissioning and procurement
10. **Risk** – Risks related to the delivery and management of social care services are regularly monitored by the service and included in the Adult Social Care Risk Register.
11. **Privacy Impact** – none

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**List of Background Papers**

- (a) Social Work Service Improvement Plan 2014-17

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# Appendix 1 - SW SIP 2014-2017 Year 2 Adult Services

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## Title Service Outcome 1: Vulnerable adults and children feel protected and live as safely as possible in the community



Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1401d	Develop self-evaluation framework for the Adult Protection Committee	31-Mar-2015	<div><div>100%</div></div>	A multi-agency case file audit was completed in 2014 and another will take place before the end of this financial year. The committee has now adopted the Hogg self-evaluation framework. A self-evaluation exercise is scheduled for early 2016, to be completed within 6 months. Proposals for a new schedule of self evaluation activity will be put to the RAPC before the end of 2015.	Adult Services Manager

## Title Service Outcome 2: Our services focus on early intervention and rehabilitation so that people have the opportunity to improve their quality of life and live independently in the community for as long as possible.

Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1402b	Work with the housing and care providers to review the existing service model for adults with learning disabilities and identify options for redesign.	31-Mar-2016 <b>Revised due date 31 March 2017</b>	<div><div>20%</div></div>	Housing and associated support models will form part of the Integrated Joint Board's Strategic Plan, due in 2016. Client group plans (including for learning disabilities services) will then be prioritised for completion during 2016/17.  The forthcoming Local Housing Strategy (2016-19) will address the	Joint Learning Disability Services Manager

Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
					particular housing needs of people with learning disabilities and autism.	
	SWSIP1402c	Continue to develop the care at home reablement service and extend provision to people aged under 65.	31-Mar-2016	<div><div>90%</div></div>	Extension of the service to people aged under 65 years is now in place and service outcomes are being reviewed.	Care at Home Manager





### Title Service Outcome 3: Local people are healthy and active, regardless of who they are and where they come from







Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1403a	Develop and implement joint strategy for adults with a physical disability or sensory impairment	31-Mar-2016 <b>Revised due date 31 March 2017</b>	<div><div>20%</div></div>	<p>The physical disability and sensory impairment joint strategic commissioning plan will form part of the Integrated Joint Board's Strategic Plan, due in 2016. Client group plans will then be prioritised for completion during 2016/17.</p> <p>Sensory impairment is covered by the Scottish Government's See Hear Strategy (2014) containing specific recommendations to raise awareness and improve opportunities for people with sensory impairment. These recommendations are being implemented in Renfrewshire.</p>	Adult Services Manager
	SWSIP1403d	Implement a service-specific action plan which takes cognisance of the Strategic Outcomes agreed by the Council in mainstreaming the Equalities Act 2010.	31-Mar-2015	<div><div>100%</div></div>	A social work services plan has been developed however has been superseded by work required in relation to equalities legislation for the Integration Joint Board. The local work will be used to inform the development of equalities plans for the Partnership.	Principal Officer, Planning & Performance

### Title Service Outcome 4: Our services work in partnership with other organisations and with communities to ensure that vulnerable people can get the




right support, from the right person, at the right time.

Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1404b	Implement the Carers' Strategy	31-Mar-2016	<div><div>80%</div></div>	We are continuing to implement the Carers Strategy, with partners. There is significant new legislation relating to carers currently working through the Scottish Parliament and officers are working with partners to prepare effectively for implementation.	Principal Officer, Planning & Performance
	SWSIP1404c	Work with partners to implement a 10 year Joint Commissioning Plan for Older People's Services	31-Mar-2016	<div><div>75%</div></div>	A 1 year review of the Older People's Joint Commissioning has been undertaken and presented to the Older People's Joint Planning & Performance Implementation Group. Considerable progress has been made towards achieving the milestones set out in the 10 year plan.	Principal Officer, Planning & Performance
	SWSIP1404d	Work with procurement and wider partners to develop a market shaping strategy for older people	31-Mar-2016	<div><div>70%</div></div>	An officer workshop led by the Institute of Public Care (Oxford Brookes University) took place in April 2014 to agree overall structure and content of Market Position Statement. An officer steering group was established comprising planning and performance, procurement and contracts team officers and has drafted a market position statement for consideration by the Change Fund Sub Group. Initial discussions with providers' forums on the role of a market position statement have taken place and will be finalised following the publication of the Strategic Plan in 2016.	Head of Adult Social Care
	SWSIP1404e	Develop and implement proposals with health colleagues to reduce local hospital admissions through a	31-Mar-2015 <b>Revised due date</b>	<div><div>75%</div></div>	The Clinical Services Review project team of partners from NHS, CHP and Social Work has	Head of Adult Social Care


Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
		demonstrator programme linked to the Clinical Services Review and possible proposals around children's services	<b>31 December 2015</b>		developed five proposals to address hospital admissions. These were approved July 2014 and are currently active. Social Work involvement focusses on care at home, early assessment and treatment and anticipatory care planning.	
	SWSIP1404g	Work with NHS and corporate colleagues and partners to agree plans to deliver integrated health and social care in Renfrewshire in line with legislative provisions and timescales	31-Mar-2016		The integration scheme was approved by the Scottish Ministers in June 2015 and the Integration Joint Board has been formally constituted. At the first full meeting on 18 September 2015, the appointments of the Chief Officer and the Chief Finance Officer were ratified. Workstreams are progressing well and the strategic plan will be published by 1 April 2016, allowing formal delegation of budgets and services to the Integration Joint Board.	Head of Resources
	SWSIP1404h	Develop telecare and telehealth through the Smartcare Project and United 4 Health in partnership with neighbouring authorities	31-Mar-2016		The recruitment of service users is underway and has been particularly successful in relation to service users with diabetes. Person-held files are being piloted as part of Smartcare. The programme is now entering the formal evaluation phase.	Head of Adult Social Care
	SWSIP1404i	Continue to develop strategic commissioning, and deliver Joint Commissioning Plans for all areas of Adult Services	31-Mar-2016 <b>Revised due date 31 March 2017</b>		Initial work has been undertaken on strategic commissioning plans for Learning Disability Services, Mental Health Services and Physical Disability & Sensory Impairment Services. In order to meet legislative requirements in relation to the integration of health and social care, officers have prioritised to the development of an overarching strategic plan for the new partnership. This will be	Principal Officer, Planning & Performance


Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
					published by 1 April 2016. Care group plans will be produced during 2016/17.	

**Title Service Outcome 5: Local people are treated as individuals and are able to make choices about the support they receive**




Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1405a	Continue to implement and develop local arrangements to facilitate self-directed support options locally in line with national legislation	31-Mar-2016	<div><div>75%</div></div>	Social Work has made good progress with Self Directed Support around the development of procedures and systems; managing the financial sustainability of new processes; training plans for staff; developing a suite of communications materials including Easy Read leaflets and online content to raise awareness in both the Council and its partners; progress with Option 2; building an online resource directory of local community assets, supports and services; and the development of the strategic evaluation framework.	Self Directed Support Manager

**Title Service Outcome 6: Our staff are skilled, knowledgeable, efficient and effective at delivering services.**

Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1406f	In line with the review and implementation of the national dementia strategy, develop and implement a programme of dementia awareness planning across all services.	31-Mar-2016	<div><div>50%</div></div>	10 service coordinators and 1 manager all accredited to train staff groups. 64 home care workers have all completed a 6 month course and achieved certificates for their coursework. 12 home care workers beginning a new course with ongoing training planned. Plans are underway to deliver training to adult service coordinators and other assessment	Care at Home Manager









Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
					staff during 2015/16. Home care worker training has continued throughout 2015. Assessment staff training will be offered across all adult service areas in partnership with plans for Adult Mental Health online training.	
	SWSIP1406g	Working with the palliative care services within the NHS, develop the training programme for all Care at Home staff to include reablement and palliative care approaches.	31-Mar-2016	<div><div>75%</div></div>	Home Care Managers have had a series of meetings with Accord Hospice. A programme of training in palliative care has commenced and will continue over the next year. The programme will be reviewed in March 2015.	Care at Home Manager

**Title** Service Outcome 7: The views of service users, the community and staff will shape our services and we will work with communities to help them develop their own supports.



Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
	SWSIP1407d	Complete review of the current process and performance in terms of service level complaints	30-Apr-2014 <b>Revised due date – 31 March 2016</b>	<div><div>75%</div></div>	Initial review of the current process is complete. Further progress cannot be made until new legislation is passed which is now significantly delayed. Work is underway to co-ordinate the approach to complaints between the Council and Health and Social Care Partnership.	Principal Officer, Planning & Performance
	SWSIP1407e	Ensure the service is fully prepared to adopt the new Social Work Complaints policy proposed by the new Scottish Public Services Ombudsman.	30-Nov-2015 <b>Revised due date – 31 March 2016</b>	<div><div>10%</div></div>	National legislation governing this area is anticipated in 2016/17. A consultation exercise has been launched by the Scottish Government and responses are due in December.	Principal Officer, Planning & Performance
	SWSIP1407f	In line with the work underway as part of the Reshaping Care for Older People Change Fund, develop community-based preventative and early intervention services,	31-Mar-2016	<div><div>75%</div></div>	A number of pilot projects are being co-produced with third sector partners using funding from the Reshaping Care programme. These pilots are Community Connectors	Principal Officer, Planning & Performance

Status	Task Code	Action Title	Due Date	Progress Bar	Progress on actions	Assigned To
		including building the capacity of local communities.			(social prescribing in partnership with GPs), Community Health Champions (a volunteer-led approach to promoting physical activity) and Community Information Hubs (central points of contact for information and advice).	



# Adult Services Scorecard 2015/16











PI Status		Direction of Travel
	Alert	 Improvement
	Warning	 Deterioration
	OK	 Same as previous reporting period
	Unknown	
	Data Only	

**Service Outcome 1.** Vulnerable adults and children feel protected and live as safely as possible in the community.

PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
	Value	Value	Value			
SOA13SW.06 Reduction in the proportion of adults referred to Social Work with three or more incidents of harm in each year	9.4%	11.4%	Not measured for Quarters	12%		

**Service Outcome 2.** Our services focus on early intervention and rehabilitation so that people have the opportunity to improve their quality of life and life independently in the community for as long as possible.



PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
	Value	Value	Value			
HSCP/AS/HC/01.1 Percentage of clients accessing out of hours home care services (65+)	84%	86%	86%	85%		

HSCP/AS/HC/02 Percentage of long term care clients receiving intensive home care (National Target – 30%)	27%	28%	28%	30%		
HSCP/AS/HC/07 Total number of homecare hours provided as a rate per 1,000 population aged 65+	447	499	Not measured for Quarters	Years	-	
HSCP/AS/HC/09 Percentage of homecare clients aged 65+ receiving personal care	99%	99%	Not measured for Quarters	Years	-	
HSCP/AS/HC/11 Percentage of homecare clients aged 65+ receiving a service during evening/overnight.	55%	59%	59%	Quarters	-	
HSCP/AS/HC/16 Total number of clients receiving telecare (75+) per 1,000 population	17.17	21.37	Not measured for Quarters	Years	-	
HSCP/AS/OT/01 Percentage of clients on the OT waiting list allocated a worker within 4 weeks	-	-	21%	7%		
HSCP/AS/OT/04 The average number of clients on the Occupational Therapy waiting list	-	-	252	200		

**Service Outcome 3.** Local people are healthy and active regardless of who they are or where they are from.




PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
	Value	Value	Value			

**Service Outcome 4.** Our services work in partnership with other organisations and communities to ensure that vulnerable people get the right support, from the right person, at the right time.







PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
	Value	Value	Value			
RSW/ILGB/SW1 Care at home costs per hour (65 and over)	£16.81	-	Not measured for Quarters	-	-	
RSW/ILGB/SW2 Direct Payment spend on adults 18+ as a % of total social work spend on adults 18+	1.3%	-	Not measured for Quarters	-	-	

RSW/ILGB/SW3 Net Residential Costs Per Week for Older Persons (over 65)	381.9	-	Not measured for Quarters	-	-	
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**Service Outcome 5.** Local People are treated as individuals and are able to make choices about the support they receive.

PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
	Value	Value	Value			
HSCP/AS/CO/01 Number of carers reporting they are better supported in their caring role	85.6%	-	Not measured for Quarters	-	-	
HSCP/AS/RC/18 Total number of weeks of respite care provided (all clients groups)	3,517	4,233.4	Not measured for Quarters	4,150		

**Service Outcome 6.** Our staff are skilled, knowledgeable, efficient and effective at delivering services.

PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
	Value	Value	Value			
FCSCREDSW01f % of invoices paid within 30 days by Social Work Services	95.84%	96.91%	96.58%	90.5		
RSW08 % of FOI requests in a quarter completed within target by Social Work	100%	100%	100%	100%		
RSWLP101 % of complaints with a final response within 10 working days (corporate standard)	-	-	81%	88%		



**Service Outcome 7.** The views of service users, the community and staff will shape our services and we will work with communities to help them develop their own supports.

PI code & name	2013/14	2014/15	Q1 2015/16	Target	Direction of Travel	Status
HSCP/AS/AS/19 Number of carers' assessments completed for adults (18+)	Value 155	Value 147	Not measured for Quarters	185	↑	🛑
HSCP/AS/AS/20 Number of carers' self assessments received for adults (18+)	104	81	Not measured for Quarters	-	-	📊