

To: Leadership Board

On: 23 February 2022

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

Heading: Adult Social Care: Six-Monthly Update Report 2021/22

1. Summary

- 1.1 Adult Social Work Services were delegated to Renfrewshire Integration Joint Board (IJB) on 1 April 2016. These services are managed through the Health and Social Care Partnership (HSCP).
 - 1.2 This report, together with the scorecard, provides an overview of activity and performance using the most up to date information available.
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2. Recommendations

- 2.1 It is recommended that members note:
 - the contents of this report updating activity and performance of adult social work services delegated to the IJB; and
 - that the annual monitoring report will be presented to the Board on 14 September 2022.
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3. Background

- 3.1 The list of functions that must be delegated by the Local Authority to the IJB is set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions, etc) (Scotland) Regulations 2014, and is noted in Annex 2, part 1 of Renfrewshire's Integration Scheme. These include:

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers' support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support
- Day services
- Respite provision
- Occupational therapy services
- Reablement services, equipment, and telecare

3.2 Whilst regular reporting in relation to these services is provided to the Integration Joint Board (IJB), it was previously agreed that regular updates would also be presented to the Leadership Board. This ensures oversight of the key activities and wider context relating to the delivery of these services.

4. COVID-19 Emergency Response

4.1 The Omicron variant, whilst less severe than previous variants, is more highly transmissible and translated into a significant increase in infection numbers in Renfrewshire and across Scotland. Over the festive period and into January, this increased level of infection has resulted in significant increases in hospital admissions and in the need for higher levels of staff to self-isolate. This is placing increasing pressure on services across the health and social care system. The HSCP's planning and operational response to this fast-moving situation.

4.2 Responding to this fast-evolving situation has resulted in the HSCP deploying resources where they are needed most taking an informed, risk-assessed approach that can adapt to changing circumstances, including:

- Proactive capacity / surge planning for a range of scenarios, to ensure the continued delivery of services to our most vulnerable adults and older people
- Implementation of guidance across all services in line with the latest national direction, including recent guidance on exemptions from self-isolation and care home visiting
- Supporting the continued delivery of the accelerated booster programme at mass vaccination centres and facilitating easy access to vaccinations for frontline staff

- Creating capacity to support seven-day discharge from hospital with twice-daily meetings to facilitate this
 - Communicating changes clearly and promptly to all key stakeholders and ensuring there are mechanisms for managers and staff to quickly highlight issues as they arise.
- 4.3 Scottish Government modelling is projecting that there is likely to be further demand pressures as a result of an increase in hospitalisation due to Omicron variant. As a result, on 14 January 2022, the IJB agreed a temporary measure to authorise the Interim Chief Officer, in consultation with the Chair and Vice Chair, to make urgent decisions where necessary arising from the impact of the Omicron variant of COVID-19 that required to be taken prior to the next meeting of the IJB on 28 January 2022, including on the temporary suspension of services and/or the redeployment of staff to maintain service provision in priority areas. This agreement will be reviewed by the IJB on 28 January 2022.

5. Key Activities

The key activities undertaken in the previous six months related to the delegated services are detailed in the section below.

Care Homes

- 5.1 As members are aware, in May 2020, enhanced support for care homes and care at home services was established to ensure that clinical and care professionals from across the HSCP, Renfrewshire Council and NHS Greater Glasgow and Clyde (NHS GGC) could come together to have oversight across Renfrewshire. More recently, this was expanded to include community services such as District Nursing.
- 5.2 Given the significant increase in cases due to the Omicron variant, the HSCP and its partners have stepped up the local Clinical and Care Governance Oversight meetings (Huddle and Multi-disciplinary Team) to twice-weekly – Tuesday and Thursday. This ensures that our response is timely and robust, that the necessary resources can be deployed appropriately, and that expert clinical and care support is provided to residents. However, early evidence suggests that the impact on care home residents is less severe than in previous waves, this may be as a result of the Omicron variant being less severe and the very high level of residents being fully vaccinated.

Care at Home

- 5.3 Our Care at Home services has faced significant challenges due to the new variant, including a rise in infection and isolation rates across the workforce. To ensure that the HSCP were able to continue to support existing vulnerable service users whilst remaining responsive to the safe and timely discharge of patients from hospital, the following measures were put in place:
- An increase in operational management cover
 - Enhanced overtime rate for front-line staff during the festive period
 - Use of external agencies to support the existing workforce
 - Wider support from HSCP and Council volunteers

This has resulted in an increase in capacity to deliver vital services.

Day Services

- 5.4 During the festive period, day services for older people and physical disability for those with critical need, continued at a reduced level. However, this was enhanced with regular outreach support for individuals and their families. As restrictions are lifted and the impact of the Omicron variant diminishes, service managers continue to monitor the provision of services to: ensure that effective COVID prevention measures are in place; and proactively assess the impact on services should there be further disruption (through either national restriction, COVID outbreaks or loss of staff due to absence).
- 5.5 At the present time, day services for older people are provided at the Falcon Centre, with approximately 75 people attending on a weekly basis. The service continues to provide outreach, digital and welfare calls to approximately 120 people a week.
- 5.6 In addition, all learning disability day services are operational at a reduced capacity (150 places per week at Mirin and Milldale, 65 places at Gateway), however, additional community facilities have been established at the Beechwood Centre which offers a further 90 places. The community outreach, virtual/digital activities and emergency respite also remains in place, with 56 opportunities for people (approximately 120) to be supported on a weekly basis via Community Networks and Flexicare. This is further enhanced with over 100 individual welfare calls are also made each week.
- 5.7 In November 2021, a fire at the Disability Resource Centre (DRC) required the building to be closed; to date the DRC remains unavailable for use. As a result, interim arrangements for physical disability day services are now in place using several community facilities as an alternative. Currently the Beechwood Community Centre, the Anchor Centre and Finding your Feet in St James House (Paisley) are being used. As a result, 65 people are receiving one day of building-based services per week (as at week beginning 10 January 2022). In addition, the service is providing outreach support, digital group activities and welfare calls to a further 88 people.

Adult Support and Protection

- 5.8 To ensure that people using our services were kept safe from harm during the pandemic, the Renfrewshire Adult Protection Committee (RAPC) members have met on a regular basis to consider adult support and protection governance from both operational and strategic perspectives, including: the impact of COVID-19 and associated risks and national guidance; specific adult support and protection concerns; and an analysis of data and identification of any actions required.
- 5.9 RAPC has played a key role as a learning partner with the Institute for Research and Innovation in Social Services (IRISS) who have been commissioned by the Scottish Government to re-design the National Minimum Dataset for adult support and protection. Two test cycles for learning partners are planned in 2022 before it is rolled out across sectors.

- 5.10 A draft of Renfrewshire's Missing Persons Protocol was published and has been issued for wider consultation. The protocol introduces a pathway for return discussions with adults returning from a missing episode. Once approved, Renfrewshire HSCP and relevant acute ward staff will be offered Return Discussion E-Learning. To ensure early identification can be made of links between adult support and protection referrals and adults at risk of going missing, the Eclipse information and data management system has been updated to reflect if a 'missing episode' has occurred.

Alcohol and Drugs Recovery

- 5.11 The provision of timely, evidence-based treatment and support to individuals attending Renfrewshire Alcohol and Drug Recovery Service (ADRS) continued to be a priority throughout the pandemic with services remaining operational.
- 5.12 To enhance the existing support, the CIRCLE Recovery Hub opened in December 2021. Working in partnership with local people who have lived or living experiences of mental health, alcohol or drug related issues, CIRCLE (Continuing in Recovery Changes Lives Entirely) has been developed to support local people who are on a recovery journey. The service provides a wide and varied programme of activities, aimed at encouraging, involving, and supporting people in recovery.
- 5.13 The Hub will address a key gap within Renfrewshire's mental health and alcohol and drug services, where a lack of recovery opportunities for people in treatment was previously identified. As has been evidenced in other areas in Scotland, enhanced recovery opportunities contribute to better outcomes for individuals. CIRCLE will provide people with improved recovery opportunities and better-quality links to and from other related services, ensuring individuals feel sufficiently supported throughout their journey. This will increase opportunities for people to have more independence and choice on how they manage their own recovery.
- 5.14 A range of recovery support workers and Occupational Therapy staff are already in post, with additional posts being recruited with the inclusion of a Family Support/Link Worker and additional Occupational Therapy practitioners. Significantly, Recovery Support Workers will have lived experience of mental health and/or addiction. These posts will help to improve mental health, wellbeing and recovery and reduce stigma by implementing support structures across ADRS, Mental Health Services and the wider partnership.
- 5.15 The Alcohol and Drugs Partnership (ADP) continues to support the ambition and recommendations of Renfrewshire's Alcohol and Drugs Commission, recognising partnership working across is key to successfully implementation proposed actions. This has led to clear joint working arrangements being put in place. The HSCP Chief Officer is a member of the Alcohol and Drugs Programme Board and key constituent partners of the ADP, including ADRS, work closely to deliver key recommendations. This has been further enhanced by the Alcohol and Drugs Change Programme Lead Officer becoming a member of the ADP.

- 5.16 An independent review of the ADP is currently being commissioned. This will review the governance and accountability arrangements, roles and responsibilities of each constituent partner and leadership arrangements with a view to recruiting an Independent Chair.

Strategic Plan

- 5.17 On 1 December 2021, the HSCP commenced formal consultation on the draft Strategic Plan 2022-25 with prescribed and extended consultees including equality groups. Recognising that the plan reflects the needs of our communities, and will be jointly delivered with our partners, each stage of the development process has centred on robust consultation to inform the approach taken and priorities identified.
- 5.18 The formal consultation period was due to conclude at the end of January 2022, however, this has been extended to February to allow for formally approved responses from NHS GGC and the Council. A report on the Council's response to the consultation is also included on the agenda for this Leadership Board.
- 5.19 Feedback received to date has been very positive, however where stakeholders identify areas for proposed additions or change and these will be fully considered by the HSCP and reflected, where appropriate and necessary, within the final version of the Plan. The final Plan will be presented for IJB approval in March 2022.

Workforce Plan

- 5.20 Following guidance from the Scottish Government, the HSCP developed an interim workforce plan for 2021-22 which focused on supporting the health and wellbeing of staff throughout the pandemic. In addition, the guidance set out the requirement for all IJBs to also develop three-year Workforce Plans covering the period 2022-25. It was anticipated that these plans would be submitted to the Scottish Government by the end of March 2022, however, in recognition of the ongoing pandemic and the level of pressures being faced by HSCPs, the deadline was subsequently extended 31 July 2022.
- 5.21 Further detail on the process for submission, feedback and publication is currently awaited. It is envisaged that HSCPs will require to take account of the forthcoming publication of the National Workforce Strategy which is expected to be published soon.
- 5.22 A key element of this workforce plan will be further consideration of actions which can be taken to enhance recruitment and retention of staff locally. This will include proposals to develop, test and review a risk-based approach, based on staff turnover across the partnership, to progressing recruitment on a permanent basis where funding for posts is currently available on a non-recurring basis. The HSCP is currently testing ideas regarding this with our external auditors and will present a draft version of the Workforce Plan 2022-25 to a future meeting of the Leadership Board for consideration.

6. Wider Developments

- 6.1 On 27th January 2022, a [joint Social Care briefing](#) by the Accounts Commission and the Auditor General for Scotland was published by Audit Scotland. The briefing indicates that “fundamental issues and threats to the future sustainability of Scotland’s social care system need to be addressed”. The impact of the Covid-19 pandemic is alleged to have “exacerbated long-standing challenges, highlighting the precarious situation of many vulnerable people who rely on social care or support”.
- 6.2 The following key issues are detailed within the briefing:
- Service users and carers do not always have a say or choice about what support works best for them.
 - Commissioning tends to focus on cost rather than quality or outcomes.
 - Capacity and cultural differences are affecting leadership.
 - A lack of key data limits informed decision-making.
 - Pressure on social care spending is increasing.
 - Social care workforce is under immense pressure.
- 6.3 The report acknowledges that implementing reform will take significant work, but some things cannot wait: “The need to address the significant and pressing challenges facing social care in Scotland cannot wait to be solved by a new NCS”.
- 6.4 These challenges are recognised locally, with high demand for services expected to continue and increase in future years as a result of the nature of local needs shifting alongside demographic change. Pressure on the HSCP’s workforce has been exacerbated by the pandemic and recruitment and retention challenges have increased.
- 6.5 However, the HSCP is seeking to build on existing activity to address these challenges within the Strategic Plan 2022-25 which will be published in April 2022. The draft Strategic Plan focuses on five key themes with an emphasis on the experience of individuals and help ensure that services are shaped to be preventative and to support choice, control and flexibility for people who use services and their carers. A key element of the Plan includes delivering services sustainably and in partnership, which will be underpinned by flexible approaches to service commissioning. The HSCP’s approach to commissioning currently places a strong weighting on the quality of services alongside best value considerations and, where appropriate, the partnership seeks to engage flexibly with providers to develop support for people collaboratively. As is noted in Section 5.17 to 5.19, the public consultation on the Strategic Plan is now closed and feedback received to date has been very positive.
- 6.6 As stated previously, the HSCP is also commencing work on its Workforce Plan for 2022-25. The Plan will set out a range of actions that the HSCP will take to develop and grow the workforce and it will build on the HSCP’s interim workforce plan for 2021/22 and the Health and Social Care Workforce Strategy from the Scottish Government. The HSCP current plan has a significant focus

on workforce health and wellbeing, with staff supported through a range of local, regional and national interventions and tools.





- 6.7 Renfrewshire HSCP has been allocated £800k by the Scottish Government to support our response to forecasted winter pressures and is being utilised to recruit 34 new health and social care positions. Given that there has been challenges recruiting to similar posts in the past, a significant programme of work is underway to address recruitment and retention issues. This includes reviewing the structure of the Care at Home Service to enhance the career pathway for care workers within Renfrewshire. The HSCP are also working hard to address capacity issues in providing home support to people in the community to enable them to live in their own homes and prevent hospital admissions. This is supported by refreshed recruitment drive which includes overseas recruitment and a television and radio campaign to attract people to come and work in Renfrewshire. This will improve capacity and sustainability in these critical services and improve availability and quality of care for the people who need these services.
- 6.8 The Scottish Government also allocated additional funding to achieve four key principles of: maximising capacity within services, ensuring staff wellbeing, ensuring system flow and improving outcomes for people. In total, Renfrewshire has been allocated £4.2m in 2021/22 and £6.09m in 2022/23, this is a combination of recurring and non-recurring funding, with £5.43m from 2022/23 recurring in future years.
- 6.9 The HSCP has developed a range of interventions to deliver on the intended outcomes of this funding. This includes recruitment to key nursing, reablement and Care at Home posts. In addition, preventative projects to be progressed by third sector partners have also been identified, with a focus on supporting people home from hospital and addressing loneliness and social isolation.




7. Adult Social Work Performance Overview

- 7.1 Adult Social Work services are managed and monitored via regular internal HSCP professional governance and operational management arrangements, including meetings, case management, and regular service and case reviews. These meetings involving Heads of Service and Service Managers covering a variety of local and national strategic and operational indicators. They allow Managers to scrutinise and discuss performance data, agree remedial action, timescales for improvement, and consider future challenges which may affect services to allow planned actions and mitigation where appropriate.
- 7.2 In addition to internal scrutiny, performance is reported regularly to the IJB meeting, with the scorecard presented twice-yearly. The report charts data for the last three years and, where possible, associated targets, the 'performance direction of travel' and whether the indicator is currently on track to meet target. The reports provide a detailed picture of what is working well, current challenges and intended remedial action where necessary.







The Renfrewshire IJB Scorecard reports on Adult Social Work indicators alongside a variety of both local and national health service indicators. All indicators are reported under the nine national health and wellbeing outcomes.

7.3 Current performance (Q3 2021/22) for the 19 adult social care services' indicators is as follows:

Performance Indicator Status		No.
	Target achieved	3
	Warning	1
	Alert	0
	Data only	15



Direction of Travel	
	Improvement
	Deterioration
	Same as previous reporting period

7.4 Areas of Strength - The following three indicators are rated green and are achieving target.

Status	Performance Indicator	18/19 Value	19/20 Value	20/21 Value	21/22 Q3 Value	Target	Direction of Travel
National Indicator 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community							
	Percentage of clients accessing out of hours home care services (65+)	89%	90%	90%	90%	85%	
	* Average number of clients on the Occupational Therapy waiting list	349	315	159	15	350	
National Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged in the work they do							
	Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	17.43	18.08	13.50	10.36 (inc covid)	Annual 15.3 days	

*The number of clients on the Occupational Therapy waiting list has reduced significantly following the implementation of the new social work case recording system which auto-allocates the referrals to the appropriate team upon receipt of the request. As a result, and to provide more meaningful performance data, the HSCP will consider including a new local indicator that monitors the allocation to the actual commencement of services before the next reporting period. The impact of this change has also reduced the number of clients on the Occupational Therapy waiting list.

7.5 The following indicator is an amber warning given that it is 1% below target.

Status	Performance Indicator	18/19 Value	19/20 Value	20/21 Value	21/22 Q3 Value	Target	Direction of Travel
National Indicator 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community							
	Percentage of long-term care clients receiving intensive home care	28%	27%	29%	29%	30%	

7.6 In addition, the following 15 performance indicators are for data purposes only:

Performance Indicator	18/19 Value	19/20 Value	20/21 Value	21/22 Value
National Outcome 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community				
Homecare hours provided - rate per 1,000 population aged 65+	444	414	390	407
Percentage of homecare clients aged 65+ receiving personal care	99%	99%	99%	99%
Population of clients receiving telecare (75+) - Rate per 1,000	40.17	50	46	39
Percentage of routine OT referrals allocated within 9 weeks	52% (Baseline developed)	42%	41%	100%
National Outcome 6: People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing				
Number of adult carer support plans completed for carers (age 18+)	93	162	86	131
Number of adult carer support plans declined by carers (age 18+)	78	34	51	36
Number of young carers' statements completed	78	68	49	27
National Outcome 7: Health and social care services contribute to reducing health inequalities				
Number of Adult Protection contacts received	2,723	3,106	3,487	3,130
Total Mental Health Officer service activity	723	683	627	905
Number of Chief Social Worker Guardianships (as at position)	113	110	115	122
Percentage of children registered in this period who have previously been on the Child Protection Register	24%	11%	29%	*12%

<i>*Please note previously all re-registrations were reported on regardless of time frame, however from Q1 of 2021/22 this indicator has been changed to report on re-registrations within the last 2 years only, which is in line with the reporting of re-registrations in the RCPC minimum dataset</i>				
National Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged in the work they do				
No. of SW employees, in the MTIPD process, with a completed IDP	909	1,000	TBC	TBC
National Outcome 9: Resources are used effectively in the provision of health and social care services, without waste				
Care at Home costs per hour (65 and over)	£26.40	£23.05	Information from LGBF - available March 2022	Information from LGBF - available early 2023
Direct payment spend on adults 18+ as a % of total social work spend on adults 18+	5.88%	4.05%	Information from LGBF - available March 2022	Information from LGBF - available early 2023
Net residential costs per week for older persons (over 65)	£298	£277	Information from LGBF - available March 2022	Information from LGBF - available early 2023

8. Next Steps

- 8.1 Following conclusion of the consultation period, the Strategic Plan 2022-2025 will be amended, as is appropriate, and presented to the IJB on 25 March 2022 for approval.
- 8.2 The next performance report on delegated Adult Social Care functions will be reported to the Leadership Board 14 September 2022.

Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
4. **Legal – none.**
5. **Property/Assets – none**
6. **Information Technology – none**
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 – none**
10. **Risk – none**
11. **Privacy Impact – none**
12. **Cosla Policy Position – none**
13. **Climate Risk –** The HSCP is committed to tackling the climate emergency and will actively participate in developing Renfrewshire's plan for net zero.

List of Background Papers

None

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