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<b>Report To:</b>	<b>Inverclyde Integration Joint Board</b>	<b>Date:</b>	<b>25 March 2024</b>
<b>Report By:</b>	<b>Kate Rocks Chief Officer Inverclyde Health &amp; Social Care Partnership</b>	<b>Report No:</b>	<b>IJB/11/2024/KR</b>
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<b>Subject:</b>	<b>Chief Officer's Report</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to update the Integration Joint Board on service developments which are not subject to the IJB's agenda of 25 March 2024.

## **2.0 RECOMMENDATIONS**

2.1 The report details updates on work underway across the Health and Social Care Partnership in relation to:

- Grow your own
- Joint Inspection of Adult Services update
- Delayed discharge
- Staff awards
- Strategic Commissioning Plan update
- Equality Mainstreaming Report 2016 to 2024 and Equality Outcomes Plan 2024-28

**Kate Rocks**  
**Chief Officer**  
**Inverclyde Health and Social Care Partnership**

### **3.0 BACKGROUND AND CONTEXT**

- 3.1 The IJB is asked to note the HSCP service updates and that future papers may be brought forward to the IJB as substantive agenda items.

### **4.0 BUSINESS ITEMS**

#### **4.1 Grow Your Own scheme (Social Worker recruitment)**

Social Worker recruitment continues to be a local and national challenge. As such, we have developed a local “Grow your Own” scheme, as a long-term plan to support recruitment and retention of Social Work staff across the HSCP. In addition to funding for final year MSc Social Work students, the Inverclyde “Grow your Own” scheme has commenced with the offer of financial assistance to four staff who had, through their own initiative, embarked on their Social Work qualifications. To ensure a more formal process around the scheme to ensure equitable and transparent access, this scheme presents an opportunity to further professionalise the workforce by targeting our paraprofessional workforce.

Year One will provide for up to 6 candidates to undertake the Social Work qualification whilst providing a good practice learning experience within Inverclyde HSCP. At the conclusion of study, candidates will be eligible to apply for Social Work vacancies within the HSCP and agree to remain in their posts for a minimum of 3 years. Early scoping exercises have identified more than 50 employees interested in the scheme; this shows a clear interest across the HSCP in pursuing a professional qualification. Our first group of candidates will commence their studies in September 2024, with their experiences informing the further development of the scheme in year two and beyond. This represents a key offer in showcasing Inverclyde HSCP as an employer of choice for Social Workers.

#### **4.2 Joint Inspection of Adult Services**

Following on from the record reading process, and from the 30 cases in the main sample, the inspection team selected ten cases to take part in Team Around the Person sessions the week beginning 12 February 2024. These sessions involved the Inspection Team meeting with the individual service user and a second session with the staff team involved with the service user. There were no major issues raised from this process. Eight scrutiny focus groups then took place during the week of 19 February 2024, including sessions with frontline staff, team managers, senior managers, third sector partners, commissioners and planners, strategic leaders, the homelessness team and the Chief Officer. Briefing information and debriefing sessions were held with staff to inform them of some of the question/issues the Inspectors might raise. In addition, two informal observation visits took place at Greenock Health Centre and the Community Mental Health Team.

Two of the four planned Partnership meetings have now taken place, the most recent on 25 January 2024 where the inspection team discussed emerging messages from inspection activity and provided an opportunity for senior managers to provide further information. The remaining meetings will take place on 6 March and 17 April 2024, at which the inspection team will share a Draft Final Report and high-level messages related to quality indicators prior to publication of the final inspection report.

Inspection activity will continue until publication of the final report on 7 May 2024, following which the HSCP develop an improvement action plan which will be submitted to the Care Inspectorate within six weeks.

### 4.3 Delayed Discharge

Services continue to experience pressures in relation to delays when discharging service users from the Acute system. This increase is being seen across Scotland and is not unique to Inverclyde.

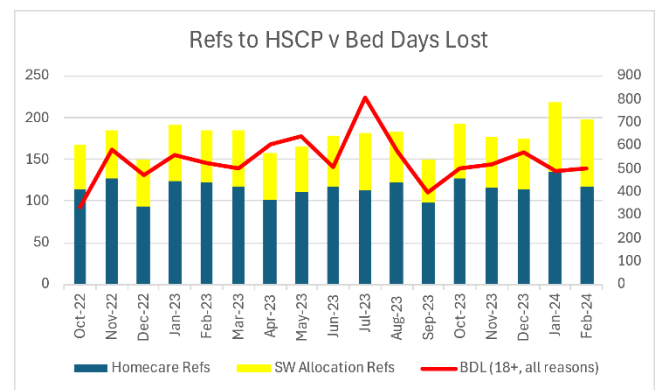
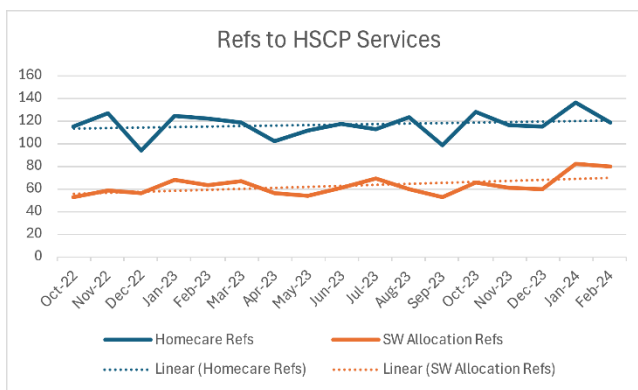
Our main area of pressure remains around availability of capacity for Care at Home Services, which continues to experience a high level of demand.

Delays as a result of Adults with Incapacity legislation remains at a low level compared with other partners across NHS GGC.

Services have been impacted by seasonal respiratory illnesses resulting in a higher level of short-term absence in line with previous yearly trends. This has impacted on Care at Home capacity.

Discharge teams continue to operate at a high level and we are starting to see an uptake of Kincare payment options which will help in the prevention of hospital delays.

There has been an increase in referral volume throughout the winter period which is in line with increases being seen across Scotland and is not unique to Inverclyde. Care at Home referrals has increased by 5.06% when comparing October-February 2022/2023 to October to February 2023/2024. Social work referrals have increased by 14.37% over the same period.



We are experiencing pressures around availability of Care Homes locally, which is being compounded by a local care home being closed to admissions, it expected to re-open in April. In particular there is a high volume of care homes declining people due to high levels of complexity which there are unable to meet. Care at Home continue to experience pressures due to an increase in volume of referrals.

There has been an increase in delays as a result of Adults with Incapacity legislation. However, this remains at a low level compared with other partners across NHS GGC. AWIA case conferences are happening within agreed timeframes, which is an improvement due to improved processes and joint working.

Kincare remains available to families who choose to provide or organise support independently however uptake has been low.

An initiative with District Nursing Hybrid Team, RES Out of Hours Service and Care at Home has been successful at preventing delays and reducing the number of delayed a person is delayed.

Despite the increase in referral volume over the winter period, there has been only a slight increase in bed days lost when comparing October-February 2022/2023 to October to February 2023/2024 of 4.22% which remains lower than the increased referral volume

#### 4.4 HSCP Employee Awards Ceremony

Our staff awards were held on Friday 23 February at the Beacon and was well represented and received by both HSCP staff and IJB Board Members. The main theme of the day was an opportunity for everyone involved in the HSCP to celebrate the successes of our staff and for the formal recognition to be given to everyone in the HSCP. Our Chair of the IJB Councillor Robert Moran and Chief Officer Kate Rocks gave a number of keynote addresses which were well received by all those who attended. All the winners of the category will be submitted to the NHSGG&C and to Inverclyde Council staff awards Ceremonies.

#### 4.5 Strategic Commissioning Plan 2024-2027 Update

Development of our new Strategic Commissioning Plan for 2024-27 is under way. Underpinning the plan is the need to address the significant inequalities in Inverclyde that lead to poor health and wellbeing outcomes. The plan will set out how we must work differently and be more effective at directing our resources to the people and communities who need them most.

The plan will be mindful of and complimentary to the local and national policy landscape, and will have clear alignment to other key strategies, including the Local Outcome Improvement Plan, GGC Mental Health Strategy, Children's Services Plan and the Criminal Justice Outcomes Plan (CJOIP).

Taking on board feedback from stakeholders and partners, we have identified four key strategic priorities to progress over the life of the next plan. These are.

- Provide Early Help and Intervention
- Improve Mental Health and Wellbeing
- Support Inclusive, Safe and Independent Communities
- Strengthen Supports to Families and Carers.

We consulted on these priorities in January and February this year. There was high overall support, with 'Agree' and 'Strongly Agree' accounting for over **90%** of the responses against each priority.

These priorities will succeed the Six Big Actions agreed in 2019.

Engagement is currently ongoing with each HSCP service area to identify their key ambitions for the people and Inverclyde, and the key delivery actions to support the implementation of the plan.

Work is also progressing to produce an appropriate performance outcomes framework to measure effectiveness of the plan.

It is intended that the new Strategic Commissioning Plan will be presented to IJB in May to seek approval for publication and implementation.

#### 4.6 Equality Mainstreaming Report 2016 to 2024 and Equality Outcomes Plan 2024-28

Following the EHRC audit of Integrated Joint Boards compliance with Public Sector Equality, we continue to deliver our local Equalities improvement plan. Over the past year, we have made significant improvement to mainstream equalities into our day-to-day practice in the HSCP. Our improvements include:

- The establishment of an HSCP Equality Group, with membership including HSCP senior management and third sector partners.
- The establishment of an equalities peer support network. This group identifies and develops service-based equality champions to support colleagues to be mindful of the Public Sector Equality Duty.
- Review of the Equality Impact Assessment (EIAs) process in the HSCP, providing training and advice to those responsible for completing EIAs.

- Identifying and promoting Equality Awareness training across the HSCP.
- Improved communication around Equality Obligations.

Implementing the improvement plan continues and we are on track to deliver our Equality Outcomes and Mainstreaming Report and a new set of Equality Outcomes. We will be submitting this to the next IJB for approval with earlier submission in draft to EHRC by the end of April 2024.

## 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic Plan Priorities		X
Equalities, Fairer Scotland Duty & Children and Young People		X
Clinical or Care Governance		X
National Wellbeing Outcomes		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 Finance

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					

## 5.3 Legal/Risk

There are no legal implications within this report.

## 5.4 Human Resources

There are no specific human resources implications arising from this report.

## 5.5 Strategic Plan Priorities

## 5.6 Equalities

### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
x	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, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

### (b) Equality Outcomes

How does this report address our Equality Outcomes?

<b>Equalities Outcome</b>	<b>Implications</b>
People, including individuals from the above protected characteristic groups, can access HSCP services.	Strategic Plan aimed at providing access for all.
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	Strategic Plan is developed to oppose discrimination.
People with protected characteristics feel safe within their communities.	Strategic Plan engaged with service users with protected characteristics.
People with protected characteristics feel included in the planning and developing of services.	Strategic Plan engaged with service users with protected characteristics.
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Strategic Plan covers this area.
Opportunities to support Learning Disability service users experiencing gender-based violence are maximised.	Strategic Plan covers this area.
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	Strategic Plan covers this area.

### (c) 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.
x	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

**(d) Children and Young People**

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

**5.7 Clinical or Care Governance**

There are no clinical or care governance implications arising from this report.

**5.8 National Wellbeing Outcomes**

How does this report support delivery of the National Wellbeing Outcomes?

<b>National Wellbeing Outcome</b>	<b>Implications</b>
People are able to look after and improve their own health and wellbeing and live in good health for longer.	Strategic plan covers this.
People, including those with disabilities or long-term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Strategic plan covers this.
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Strategic plan covers this.
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Strategic plan covers this.
Health and social care services contribute to reducing health inequalities.	Strategic plan covers this.
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	Strategic plan covers this.
People using health and social care services are safe from harm.	Strategic plan covers this.
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Strategic plan covers this.
Resources are used effectively in the provision of health and social care services.	Strategic plan covers this.

**5.9 Environmental/Sustainability**

**Summarise any environmental / climate change impacts which relate to this report.**

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

**5.10 Data Protection**

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

**6.0 DIRECTIONS**

6.1 <b>Direction Required to Council, Health Board or Both</b>	Direction to:	
	1. No Direction Required	x
	2. Inverclyde Council	
	3. NHS Greater Glasgow & Clyde (GG&C)	
	4. Inverclyde Council and NHS GG&C	

**7.0 CONSULTATION**

7.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after due consideration with relevant senior officers in the HSCP.

**8.0 BACKGROUND PAPERS**

8.1 None