

DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)

ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

Direction: Adult Social Work	Direction to: SIC	Overall Budget allocated by IJB for Direction: £6,366,097
Reference Number: 1.1	Relevant Function(s): Adult Social Work	Review Date: March 2025
IJB Report(s) Reference Number: CC-17-24		
Date Direction issued/authorised by IJB: 1 May 2024	Date Direction takes effect: 1 April 2024	Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction: Supersedes Direction 1.1 (IJB Report Ref. CC-23-23-F)
Purpose of Direction		
To deliver an Adult Social Work service to the Shetland public including the assessment of social need, care management, Mental Health assessment, support and intervention, Adult Support and Protection and an Out of Hours Social Work Service.		
Accountability and Governance		
Governance arrangements are in place as detailed in the social work and social care governance framework. Reporting to Social Work Governance Group, Joint Governance Group and IJB Audit Committee.		

Overarching Directions to Function(s)

- *Screening of Referral to establish whether or not a social work response is required*
- *Provision of assessment of social need and care management as a result of assessment*
- *Provision of Mental Health assessment, support and intervention*
- *Provision of Adult Support and Protection*
- *Provision of an Out of Hours Social Work Service*

Directions	Outcomes and key actions	Performance Monitoring and Indicators	Challenges & Opportunities – inc. Risks and Finance
<p>Adult Support & Protection (AS&P)</p> <p>Deliver statutory duties under Adult Support and Protection (Scotland) Act 2007 via Social Work/Council Officer roles</p>	<p>To protect adults from abuse by delivery of statutory duties, implementation of ASP Action Plan following Inspection, and by update of Multi-Agency Adult Support and Protection procedures.</p> <p>Embed streamlining of paperwork and processes undertaken in preparation for inspection. [Target Date: By end Q1 23/24]</p> <p>Key Actions [target date]</p> <p>Implement actions arising from adult support and protection inspection (Jan '23). [Target Date: By end 23/24]</p>	<p>Monitoring:</p> <ul style="list-style-type: none"> • Ongoing quality assurance on the work undertaken under the act. • Implementation of improvement plan following Scotland wide inspection (actions across Shetland Partnership, including Social Work, Shetland Public Protection Committee, Police and NHSS). <p>Shetland Public Protection Committee hold and will monitor the action plan via the Adult Support and Protection</p>	<p>Opportunities:</p> <p>Streamlined paperwork and processes will ensure that staff have sufficient capacity to undertake the Council Officer role and fully deliver on statutory duties.</p> <p>Shetland Public Protection Committee and the Adult Support and Protection Sub-Group will ensure services continue to strive for best practice.</p> <p>Challenges:</p> <p>Lead Officer for Adult and Child Protection post</p>

		<p>Quality Assurance Sub-Group.</p> <ul style="list-style-type: none"> • New Adult Support and Protection Dataset as appropriate for a Shetland context – in development by Scottish Government, local implementation group working to align with recording and reporting processes 	<p>became vacant last year creating a delay in the implementation of the action plan however this is now resolved.</p> <p>Capacity within staff teams.</p>
<p>Deliver statutory duties under the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity (Scotland) Act 2000 via the Social Work and Mental Health Officer (MHO) roles</p>	<p>Create a more stable MHO workforce, via training and recruitment of MHOs (see improvement plan) to build sustainable provision.</p> <p>Team Leader for Mental Health in Adult Social Work created to lead the MHO part of the service ensuring best practice and building on sustainability.</p>	<p>Monitoring:</p> <p>Continue to offer training opportunities across Social Work teams on an annual basis and monitor uptake.</p> <p>Team Leader for Mental Health in Adult Social Work post to lead on monitoring the sustainability of the MHO service.</p>	<p>Opportunities:</p> <p>Commitment to offering MHO training on an annual basis with consideration given to training more than one Social Worker to become an MHO each year should there be increased interest.</p> <p>Challenges:</p> <p>MHO shortage is a National issue.</p> <p>Inability to train and/or recruit MHOs at a level which will sustain the service will result in a reliance on agency staff in order to ensure that statutory functions can be fulfilled.</p>

<p>To deliver an ‘asset based’ approach to needs assessment, whereby the assessment of need starts from the premise of what a person is able to do for themselves, then works outwards to statutory provision.</p>	<p>Objectives:</p> <p>To support delivery of the IJB’s vision that:</p> <p>“The people of Shetland are supported in and by their community to live longer, healthier lives, with increased levels of well-being and with reduced inequalities.”</p> <p>Services support people to maintain independence as far as possible, supported by their networks, community and statutory provision, where necessary. Using a Good Conversations approach to assessment ensures an asset based approach, with further development this will be a consistent approach across the Health and Social Care Partnership.</p> <p>8 places train the trainer this year (they will develop targeted implementation plan after)</p> <ul style="list-style-type: none"> • To facilitate discharge from hospital appropriately, in partnership with Acute hospital team, Community Nursing and Intermediate Care teams and other colleagues 	<p>Monitoring:</p> <ul style="list-style-type: none"> • Roll out of “Good Conversations” approach – 8 “train the trainer” places filled from across HSCP. Targeted implementation plan will be developed thereafter, including monitoring of “Good Conversations” approach • Numbers of older people and those with disabilities or long term conditions able to remain at home or in a homely setting in their community: <p>Performance Indicators:</p> <ul style="list-style-type: none"> ○ NI-1 Percentage of adults able to look after their health very well or quite well ○ NI-2 Percentage of adults supported at home who agree that they are supported to live as independently as possible ○ NI-3 Percentage of adults supported at home who agree 	<p>Opportunities:</p> <p>Asset based assessment is embedded within Understanding You assessments.</p> <p>Challenges:</p> <p>Workforce challenges may create difficulties in enabling staff to be released to both deliver and attend Good Conversations training.</p> <p>Turnover of staff may impact on consistency should training not be readily available.</p>
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<p>Self-Directed Support (SDS)</p> <p>To deliver/provide information on the 4 Options within Self-directed Support (SDS), which allows people to choose how their support is provided, and gives them as much control as they want of their individual budget.</p>	<p>Objectives:</p> <p>To ensure that individuals accessing social care in Shetland have choice and control over the support they access via SDS.</p> <p>Work alongside In Control Scotland to ensure that SDS is implemented equitably and sustainably through the implementation of a new resource allocation system.</p>	<p>Monitoring:</p> <ul style="list-style-type: none"> • Implementation of new National Standards alongside Social Work Scotland. 	<p>Opportunities:</p> <p>Current improvement work creates an opportunity to create a more sustainable model of delivery which is hoped will minimise the pace of growth of SDS packages moving forwards.</p> <p>Challenges:</p> <p>The SDS budget has grown year on year creating a cost pressure.</p> <p>Current Information system does not support gathering of robust data, as it does not enable reporting on all 4 Options.</p>
<p>Surge Planning</p> <p>Provide a service that is able to manage (predictable) changing demand across the year, and respond to unexpected increases in demand by improving use of data, and using multi-disciplinary winter planning group to support move from Winter Plan to “Surge Plan”, based on Business Impact Assessment and understanding from Business Continuity Planning process.</p>	<p>Up to date Business Impact Assessment and Business Continuity Plan in place – this is reviewed at least annually, and in response to any relevant incidents.</p> <p>Management of service level, and escalation to Directorate level, risk register.</p>	<p>Management data in weekly and quarterly reporting used to inform service planning for staffing across year. Gaps or concerns reported via risk register.</p>	<p>Opportunities:</p> <p>Business Impact Assessment and Business Continuity Plan has been tested in recent years and both are fit purpose placing Adult Social Work in a good position to move towards “surge planning”.</p> <p>The move towards “surge planning” will ensure winter readiness.</p> <p>Challenges:</p>

			Workforce pressures across the system may create additional challenges in time of unpredictable changing demand and/or major incidents.
<p>Unpaid Carers</p> <p>Provide support for unpaid carers through the implementation of the Carers Act (Scotland) 2016.</p>	<p>Note this work and associated development is detailed within the Unpaid Carers Direction.</p> <p>While Adult Social Work have a significant role in supporting Unpaid Carers, it is recognised that action is required across the Health and Social Care system, and the wider Shetland Partnership, to have a meaningful impact on Unpaid Carer experience, outcomes and inequalities.</p>	Please see Unpaid Carers Direction.	Please see Unpaid Carers Direction.
<p>Community Led Support (CLS)</p> <p>Support “Community First Approach” by progressing the roll out of the Community Led Support approach.</p> <p>Support system improvement by exploring and sharing how best to focus support on improving people’s quality of life, with an emphasis on early intervention and prevention and tackling inequalities.</p> <p>Understand barriers, and work with partners to explore solutions, to people being able to be connected within and between</p>	<p>Support improved health, wellbeing and social outcomes for all people in Shetland by engaging in trusted partnerships with local communities and having good conversations with people – see Shetland Partnership Plan for community outcomes.</p> <p>Use of Living Well Hubs, and access to Community Led Support in other localities.</p> <p>Engage in partnership approach to identifying assets and barriers, finding solutions</p>	<ul style="list-style-type: none"> • Evaluation of Community Led Support to understand effective next steps will take place this year. • Key partner in shaping next steps of “Community Ethos” strand of Shifting the Balance of Care programme, which will be informed by CLS evaluation 	<p>Opportunities:</p> <p>Through the evaluation of the roll out of CLS it will be possible to assess the success of the approach and help inform where future resource may be best utilised.</p> <p>It will be possible to better understand the value of CLS and determine whether roll out to further areas of Shetland should be considered/prioritised.</p>

<p>communities. Current focus community transport arrangements.</p>	<p>and supporting effective connections.</p>		<p>Challenges:</p> <p>Fiscal and workforce pressures across the system may mean that statutory provision will require prioritisation.</p>
<p>Financial wellbeing, fuel poverty and social isolation / loneliness</p> <p>Work with wider Shetland Partnership to identify people in need, and at risk, and provide or enable appropriate support.</p>	<p>To prevent individuals suffering avoidable harm due to financial situation, fuel poverty or social isolation/ loneliness</p> <ul style="list-style-type: none"> • Note work with Community Planning and Development under the Community Ethos strand of Shifting the Balance of Care will help to inform this work on strategic level • Staff access to Good Conversations and Money Worries training will help day-to-day interactions 	<p>Monitoring:</p> <p>Evaluate numbers of individuals accessing support to manage finances via Adult Social Work and the Living Well HUB in terms of access to fuel vouchers, access to foodbank and referrals to Citizens Advice Bureau for support.</p>	<p>Opportunities:</p> <p>Living Well HUBs enable individuals to access support in their own communities without having to access Adult Social Work directly.</p> <p>Partnership working across services and teams to ensure as wide a reach as possible.</p> <p>Challenges:</p> <p>Ensuring those with the most need are identified and offered with appropriate support while resources are finite.</p>

Shifting Balance of Care

This Direction links to the following Shifting Balance of Care work streams:

Project ref Service/Programme

PJR0008	Social Care - Business Processes
PJR0009	Social Care - Data Gathering (CLS)
PJR0012	Adults with LD
PJR0015	Frailty Matters
PJR0016	Frailty Matters
PJR0017	System Workforce Planning (NEW)
PJR0019	Models of Care - Accommodation/Housing (Resi)
PJR0020	Models of Care - Accommodation/Housing
PJR0026	"Good Conversations"
PJR0031	Future Care Planning (ACPs and ECPs)
PJR0044	SDS Improvement Programme
PJR0045	Looking at moving away from current model.
PJR0050	Community Led Support