



AGENDA ITEM NO 4

REPORT NO IJB 45/24

ANGUS INTEGRATION JOINT BOARD

28 AUGUST 2024

CHIEF OFFICER UPDATE

REPORT BY JILLIAN GALLOWAY, CHIEF OFFICER

1. ABSTRACT

This report provides an update to Angus Integration Joint Board (IJB) on behalf of the Chief Officer on items that do not merit a full report, but the Board may wish to note. The report details updates on work underway across Angus Health and Social Care Partnership (AHSCP) and information in relation to a range of policy updates. Topics covered in the report include:

- Annual Performance Report 2023-2024.
- Delayed Discharge Position
- Unmet need – update
- Lochbank Care Home update
- National Care Service Update
- Social Work Governance Review
- Healthcare Improvement Scotland; Ageing and Frailty Standards
- Creating Hope Together – Delivery Plan April 2024 – March 2026
- Reforming services and reforming the way we work
- Workforce Update
- Improving Wellbeing and Workforce Cultures
- Audit Scotland Integration Joint Boards' Finance and Performance 2024
- Adults with incapacity follow up final report
- Climate Change Duties Update
- IJB Member visits

2. RECOMMENDATION

It is recommended that the IJB note the update provided within this Report.

3. BACKGROUND AND CURRENT POSITION

3.1 Annual Performance Report

The IJB's Statutory [Annual Performance Report 2023-2024](#) (APR) was published within the statutory timescale of 31 July 2024. Our APR aims to meet the regulations and provide assurance and accountability towards the National Health and Wellbeing Outcomes, as well as our Strategic Commissioning Plan priorities.

3.2 Delayed Discharge Position

As at 14/08/2024 there were 10 delays & (plus 6 LD) - Total Delays 16

Classification	Number delayed
Ninewells	0
Royal Victoria Hospital	3
Angus Community Hospitals	5
Psychiatry of Old Age	
General Adult Psychiatry/Angus Integrated Drug and Alcohol Recovery Service	1

Murray Royal	1
Learning Disability	6

3.3 Unmet Need

The level of unmet need across AHSCP is regularly reported to Scottish Government as part of a national dataset. The data that we report is a 'blunt instrument' of number of hours and people. As of the week commencing 12 August 2024, the numbers reported were 289 people with 822 hours of unmet need. The level of unmet need ranges from low to critical. Some people with a lower-level need are being supported by unpaid carers. The Angus Carers Strategic Delivery Plan outlines a range of examples of how carers are supported to look after their own health and wellbeing and maintain their caring role.

AHSCP are working hard to develop a new way of working to address unmet need care at home through the development of a 'Pinpoint' system. Pinpoint will enable AHSCP to know at any given time where unmet need hours exist on a map of Angus, and work with commissioned providers to meet these unmet needs through timing runs in communities so that several service users can receive support as part of one journey rather than different carers / agencies coming at different times to the same area. This system has been adopted by another Partnership and is working well. AHSCP have commenced a trial and already we are seeing this working well.

AHSCP will also be contributing to a National Unmet Social Care Need Workshop with the Scottish Government later this month, where we can contribute to discussions and developments to address the levels of unmet need that exist nationally.

3.4 Lochbank Care Home Update

On 24 July 2024, the Care Inspectorate issued a notice to cancel the registration of Lochbank Care Home under section 73 of the Public Services Reform (Scotland) Act 2011. Lochbank Care Home did not appeal this decision, resulting in the closure of Lochbank Care Home on 8 August 2024.

Despite intensive support from the Care Inspectorate and AHSCP since September 2023 due to serious concerns identified during a Large-Scale Investigation (LSI), the level of improvements required had not been met by Lochbank Care Home.

AHSCP staff worked with residents and their families at this very anxious time and supported moves, over 6 and 7 August 2024, to suitable accommodation either in the interim or permanently. The safety and well-being of the residents has been of paramount importance and AHSCP ensured they did everything in their power to ensure service users received the highest standard of care during this transition.

Staff who supported the transitions are to be commended for their professionalism, kindness and compassion shown to residents and their families during the transition. Follow up visits have taken place to ensure people have settled into their new accommodation.

3.5 National Care Service Update

As IJB members will be aware, The National Care Service (Scotland) Bill (NCS) was published in June 2022 with the intention of reforming how social care, social work and community health services are delivered in Scotland. The proposal to create a National Care Service was based on recommendations made by the [Independent Review of Adult Social Care](#), led by Derek Feeley.

The Scottish Government (SG) published [amendments](#) to the National Care Service Bill on 24 June 2024. These will be submitted to Parliament by SG in the Autumn. The amendments remove the options and therefore choices for models of integration and replace this with National Care Service local boards which will be a reform of the existing IJB model.

There has been extensive negotiation between COSLA and the SG in relation to the NCS Bill in relation to children's and justice services; direct funding for integration authorities; and the power to remove Integration Authority Board members, however these are not included within the current amendment document and will be considered in the future.

The Scottish Parliament commenced a 'call for views' on 1 July 2024 on the NCS Bill in recognition of the extent of the stage 2 amendments. This is open until 30 August 2024; individuals can respond if they wish and IJB management will contribute via national groups.

3.6 Social Work Governance Review

The care inspectorate is undertaking a national review of social work governance and assurance within Scotland. The purpose of the review is to add to the understanding of the role, remit, effectiveness and the current challenges facing social work services. The aim is to gain a national overview of approaches to ensuring governance and assurance arrangements are in place to provide public assurance that social work duties are being appropriately discharged. This review will also explore how staff are supported to carry out their roles and broach any concerns. The review will consider the extent to which social work leaders meaningfully influence decision making and have strategic oversight of significant risk relating to key areas of legislative responsibility. This will span the full range of social work, including adults, children and justice. This review is being carried out under Section 53 of the Public Services Reform (Scotland) Act 2010. AHSCP is actively participating in the review commenced on 15 July 2024 and will conclude on 20 December 2024.

3.7 Healthcare Improvement Scotland; Ageing and Frailty Standards

Healthcare Improvement Scotland (HIS) have been consulting on their new Ageing and Frailty standards. AHSCP contributed to a Tayside-wide response, with the overall response supporting what is outlined within the new standards, whilst acknowledging that support will be required to implement these considering system and budget pressures. The standards will be published in November 2024.

3.8 Creating Hope Together – Delivery Plan April 2024 – March 2026

The second delivery plan covering the next two financial years of Creating Hope Together, the joint COSLA and Scottish Government's Suicide Prevention Strategy, was published in July 2024. The [Creating Hope Together Delivery Plan \(April 2024-March 2026\)](#) builds on the progress made in the first year of delivering the Suicide Prevention Strategy and action plan, setting out key milestones and identifying some of the partner organisations who will support implementation.

Work continues through the Angus Suicide Prevention Worksteam to support the programme of activity set out in the delivery plan, ensuring that all sectors of society understand and are supported to play their part in suicide prevention.

3.9 Reforming services and reforming the way we work

Correspondence to NHS Chairs, Chief Executives, IJB Chairs and Chief Officers setting out further information on the Government's vision for reform of the NHS and social care system was received on 6 June 2024. The programme of reform was set out by the Cabinet Secretary during a parliamentary debate. IJBs have a critical role in delivering the vision set out by the Cabinet Secretary. This vision: A Scotland where people live longer, healthier and fulfilling lives is at the heart of the programme of reform to deliver a health service that is fit for the 21st century. To achieve this vision, Scottish Government will build on the strong collaboration already happening across the health and social care system. This includes collaboration across Government, IJBs, Local Authorities, NHS boards and beyond.

Representatives from AHSCP Senior Management Team joined contributed to a Tayside Strategy Development event on 25 June 2024. There was clear commitment to collaborative working to maintain a collaborative focus on delivering improvements in health outcomes, reduce health inequalities and reduce unwarranted variation across services.

3.10 Workforce Update

A range of further improvement activity has also taken place, reflecting a shift in how we traditionally deliver services towards new, innovative ways of working for our workforce. Much of the improvement activity has a focus on redesigning to mitigate hard to fill posts, upskilling staff to respond to changing demographics, developing career pathways that will aid retention of our workforce and introducing innovative new roles to enhance the capacity and capabilities of our workforce. There is evidence that this focussed work is making a difference. For example, a range of targeted actions aimed at attracting people into a career in social care and retaining existing staff has resulted in an increase of 120 Care at Home staff in post. More creative advertising methods including promotional videos linked to job advertisements and wider use of social media for job advertising resulted in the number of applicants increased from 20 to 60 for one particular post. A variety of new or additional posts have been introduced across the AHSCP to support workforce demands. This illustrates the priority being given to workforce development, recruitment and retention issues. Some of these posts were established via redesign so not all required additional new resource to establish them. These are targeted at meeting our workforce demands and adding to the skills requirements of our workforce. 2024 has seen a 3.4% reduction in vacancies since 2023. The staff turnover rate for AHSCP staff employed by Angus Council was 14% for the year 2021/22. For the year 2023/24 the turnover rate is 12.7% illustrating a reduction

in staff turnover. These are encouraging developments possibly attributed to the activity and focus that the AHSCP has undertaken in relation to improving the recruitment and retention of staff and a focus on staff health and wellbeing.

Absence rates for Community Health and Care Services have reduced from 4.7% in 2023 to 4.1% in 2024. Absence rates for Community Health and Care Services have decreased by over 50% since 2021 when the rate was 8.59% which is extremely positive. 35% of staff within Community Health and Care Services are aged 55 or over. The projected retirement of staff within the next few years will result in loss of experience across the Partnership. This highlights the importance of robust succession planning across the AHSCP to mitigate the risk presented by this loss in experience and numbers of staff and we have a short life working group focussing on this.

3.11 Improving Wellbeing and Workforce Cultures

In July 2024 the Scottish Government published [Improving Wellbeing and Working Cultures](#) (IWWC) which sets out a vision to support and enhance local cultures across our health, social care and social work organisation through programmes of work at a national level that focus on the three pillars of wellbeing, leadership and equality. IWWC outlines the SG approach to supporting health and social care and social work staff and can be seen as a critical enabler to creating a sustainable health and care service. Good quality care is fundamentally linked with developing a positive and inclusive working environment for all staff.

In Summer of 2024, a detailed action plan will be developed with clear deliverables and outcomes on wellbeing, leadership and equality. The staff wellbeing and development subgroup of the AHSCP Workforce Steering Group will oversee relevant actions.

As part of our work to support staff wellbeing AHSCP have commissioned Tommy Whitelaw, National Lead, for Person Centred Voices at the Alliance. The aim of Tommy's work, which is aligned to the ambitions of the IAAC, is to promote multi-agency partnerships, and create a blueprint for embedding compassion, active listening, Intelligent Kindness and a 'What Matters to You' approach. The work of the programme is based on the principles of Values Based Reflective Practice (VBRP) which in essence encourages individuals to challenge themselves to reflect and change; to think critically; to take time out to contemplate; to consider the past and reflect on the present; and use these tools to change and inform future practice. Tommy's work links with the '[Civility Saves Lives](#)' agenda that raises awareness around the impact that incivility can have on both individuals and teams. Starting week beginning 23 September 2024, Tommy will be working with us for 2 days per month over the next year. IJB members will be encouraged to join staff from AHSCP and partner organisations at the sessions, details of which will be shared as soon as possible.

3.12 Audit Scotland Integration Joint Boards' Finance and Performance 2024

A new report from the Accounts Commission on [Integration Joint Board finances and performance](#), was published by Audit Scotland on 25 July. The report, which is available on the IJB External Reports MS Teams Channel, highlights that community health and social care faces rising unmet need and managing the crisis is taking priority over prevention due to the multiple pressures facing the bodies providing these services. The report discusses many of the areas that have already been brought to the attention of IJB members, in particular the rising levels of unmet and complex need, while funding for IJBs has decreased.

3.13 Adults with incapacity follow up final report

A follow up Internal Audit took place for Adults with Incapacity in June/July 2024. The audit focused on Angus Council's procedures in place to ensure compliance with the Office of the Public Guardian (OPG) and the Mental Welfare Commission for Scotland (MWC) requirements in relation to recording guardianships for Adults with Incapacity. The overall level of assurance for the follow up audit is "Substantial Assurance".

In the Adults with Incapacity (Scotland) Act 2000, welfare guardianship provides the means to protect adults who lack capacity to make particular decisions or take particular actions for themselves. The Act provides the opportunity for people to become welfare and/ or financial guardians for adults with impaired capacity and sets out how decisions can be made for them. A previous audit which took place in April 2023 concluded that "No Assurance" could be given and recommended that a full review of guardianship processes should take place and key performance indicators (KPIS) and how these will be reported to be finalised to monitor future compliance. These recommendations were progressed and the follow-up audit identified that these recommendations had been completed. This audit identified areas of good practice in that we have developed an audit tool and regular audits are taking place by

staff independent of operational services. It was recognised that there are further developments to take place, including recording of the "last supervision" reports and reporting of KPIs. No recommendations have been raised in the report as the processes now in place within services will address the areas that still need to be progressed which are in respect of reporting of KPIs, identifying supervision dates, and some areas of compliance and improvement which will be addressed through various management activities.

3.14 Climate Change Duties Update

All public bodies listed in [Schedule 1](#) of the '[Climate Change \(Duties of Public Bodies; Reporting Requirements\) \(Scotland\) Order 2015](#)' as amended by the [Climate Change \(Duties of Public Bodies; Reporting Requirements\) \(Scotland\) Amendment Order 2020](#), are required to report annually on compliance with climate change duties established under [S44 of the Climate Change \(Scotland\) Act 2009](#) and in accordance with [Schedule 2](#) of the 2015 Order.

The accountability and responsibility for climate change governance, management and strategy in relation to the delivery of Council and Health Board services (including community health and social care services) lies with Angus IJB's partner statutory bodies, Angus Council and NHS Tayside. Both Angus Council and NHS Tayside submit a Public Bodies Climate Change Duties Report on an annual basis. Functions of climate change matters are not delegated to the Angus IJB and remain the responsibility of partner statutory bodies, Angus Council and NHS Tayside.

Within the Strategic Commissioning Plan update ([IJB report 56/23](#)) it was noted that all public bodies, including Health and Social Care Partnerships, are required by the Scottish Government to reduce greenhouse gas emissions, adapt to a changing climate and promote sustainable development. AHSCP works with Angus Council and NHS Tayside who employ the HSCP workforce and are responsible for capital, premises and fleet. As such, Angus HSCP adheres to the policies of these two organisations. We will contribute to carbon reduction over the period of the SCP by:

- Reducing mileage
- Maximise efficient use of our property portfolio
- Promote flexible working policies where appropriate
- Reduce waste
- Maximise energy efficiency
- Maximise opportunities for digital solutions where and when appropriate.

3.15 IJB Member visits

On 5th August 2024 Cllr Meechan visited the Dundee and Angus Independent Living and Community Equipment Centre and an adapted flat in Kirriemuir.

3.16 Upcoming visits

On 15 September 2024 Cllr Meechan and Cllr Speed are scheduled to visit to the Community Alarm Control Room. This will be followed by a meeting with the Enablement and Response Team.

The Chief Officer is in the process of arranging visits across all AHSCP service areas. IJB members are welcome to join the Chief Officer, and a visit schedule will be shared in due course.