

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: Shetland Islands Council		Overall Budget allocated by IJB for Direction: SIC £4,857,984	
Reference Number: 2.1		Relevant Function(s): Adult Social Work		Review Date: September 2022	
IJB Report(s) Reference Number: CC-07-22-F					
Date Direction issued/authorised by IJB: 9 th March 2022		Date Direction takes effect: 1 st April 2022		This Direction supersedes existing Direction: DIR002.1/16.07.20/CC-15- 20/01	
How does the Direction link to:	Strategic Plan Actions and Outcomes: 1, 2, 4, 5	IJB Key Priorities: 1-5, 7-16, 18 - 22	National Health and Wellbeing Outcomes: 1, 2, 3, 4, 5, 6, 7, 8, 9	National Planning and Delivery Principles: 1-12	

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

Overarching Directions to Function(s)
<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • Provision of Mental Health assessment, support and intervention • Provision of Adult Support and Protection • Provision of an Out of Hours Social Work Service 	
Directions:	Performance / Objective(s):
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>Quantitative measures</p> <ul style="list-style-type: none"> • 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 • Numbers able to maintain or increase levels of independence and inclusion • Reduction in unplanned, emergency and inappropriate admission to hospital • To facilitate discharge from hospital appropriately • To protect adults from abuse • Number of Carer Support Plans
To deliver/provide information on the 4 Options within Self-directed Support, which allows people to choose how their support is provided, and gives them as much control as they want of their individual budget.	<p>Current Information system does not support gathering of robust data, as does not enable reporting on all 4 Options. New system roll out has started.</p> <p>Implementation of new national standards alongside Social Work Scotland.</p> <p>Implement audit recommendations.</p>
Provide support for unpaid carers through the implementation of the Carers Act (Scotland) 2016.	<p>Carer's Strategy under review</p> <p>Monitor number of Carer Support Plans</p> <p>Updating of 3rd Sector contracts</p>
Progress the roll out of the Community Led Support approach, with launch of the innovation site in Brae and initial Living Well Hub.	By engaging in trusted partnerships with local communities and having good conversations with people, Community Led Support will enable positive outcomes for all people in Shetland.

Through the Living Well Hub continue to explore how best to focus support on improving people's quality of life, with an emphasis on early intervention and preventative services and tackling inequality.	
Maintaining the strong partnership arrangements around winter planning specifically and business continuity planning in general to manage unusual peaks in demand.	On-going – via multi-disciplinary Winter Planning Group
To provide support for financial wellbeing, fuel poverty and social isolation / loneliness to individuals identified as being in need.	To prevent individuals suffering avoidable harm due to financial situation, fuel poverty or social isolation/ loneliness
To work with partners to explore community transport arrangements to support people being able to be connected within and between communities.	To support and enable people to be better connected within and between communities
Deliver statutory duties under Adult Support & Protection Act via Social Work/Council Officer roles	Ongoing quality assurance on the work undertaken under the act. Preparation for Scotland wide inspection.
Deliver statutory duties under the Mental Health Act and Adults with Incapacity Act via the Social Work and Mental Health Officer roles	Create a more stable MHO workforce, via training and recruitment of MHOs, and creation of a Team Leader role.

Improvement Plan							
Expected Outcomes	Actions	Forecast on performance	Interdependencies (i.e. between performance, funding, workforce, partners)	Risks and steps to mitigate	Project reference number	Budget breakdown – list source and amount of funding / savings	Milestones; deadlines; and/or review dates
People in all communities know about and can access quickly the right person to talk to in order to	To obtain feedback from people about experience of CLS approach:	*Living Well Hub had been due to launch at Brae High School in 2020, however this was postponed due to COVID-19	Adult Social Work; Community Health & Social Care; Rights and Risks framework roll out; 3 rd Sector agencies	<u>Risks:</u> Recruitment and retention challenges to maintain pace in relation to 'scaling up' the redesign		Funding secured from IJB reserves for 9 month Community Led Support programme, whilst roll out supported within	Review September 2022

<p>maintain independence and identify the right supports for their needs</p>	<p>To ensure hubs are easy to access (right person, right place, right time), with staff applying 'Good Conversations'</p> <p>To ensure staff are provided with autonomy and delegated decision making</p> <p>To supporting shift away from crisis intervention to planned and preventative supports</p>	<p>*Lessons Learned from COVID-19 – including, development of COVID-19 Support Hub; Community Support & Resilience partnerships; community/citizen response and mobilisation; streamlined assessment processes; etc</p>		<p><u>Mitigations:</u> Continued developing range of partnerships, maintaining and enhancing skills of multi-disciplinary team and flexible working.</p> <p>Continued working with 3rd sector and voluntary agencies Continue to develop strengths based approach, and community assets to increase opportunity for inclusive citizenship for all</p>		<p>existing resources across CH&SC, and other partners.</p>	
<p>People have improved quality of life, confidence and social networks</p>	<p>To seek evidence of positive outcomes for individuals from CLS</p>	<p>*Lessons Learned from COVID-19 – including, development of COVID-19</p>	<p>Adult Social Work; Community Health & Social Care; Community Planning & Development;</p>	<p><u>Risks:</u> Financial challenges in relation to 'scaling up'</p>		<p>Funded through existing services across CH&SC</p>	<p>Review September 2022</p>

within communities	approach e.g. what's changed for whom, how?	Support Hub; Community Support & Resilience partnerships; community/citizen response and mobilisation; streamlined assessment processes; etc. People say they feel valued and can contribute and be connected to their community	Integrated Children's Services; 3 rd Sector agencies Rights and Risks framework roll out	<u>Mitigations:</u> Continued developing range of partnerships, maintaining and enhancing skills of multi-disciplinary team and flexible working. Continued working with 3 rd sector and voluntary agencies Continue to develop strengths based approach, and asset based community development approaches to increase opportunity for active citizenship for all.			
Service redesign is informed by communities, through inclusive	To seek evidence of communities/ community reps feeling	Work to date on CLS informed by range of people involved in workshops	Adult Social Work; Community Health & Social Care; Community Planning & Development;	<u>Risks:</u> Financial challenges in relation to 'scaling up'		Funding secured from IJB reserves for 18 month Community Led Support programme,	Series of workshops held, culminating in 'Visions & Outcomes' of

community participation	involved in the Partnership Evidence of co-design, coproduction as part of CLS	H&SC staff report improved job satisfaction, confidence and skills because of CLS approach	Integrated Children's Services; 3rd Sector agencies	<u>Mitigations:</u> Continued developing range of partnerships, maintaining coproduction at heart of service redesign.		whilst roll out supported within existing staffing resources across CH&SC, and other partners	CLS, December 2019 Review September 2022
Improved job satisfaction for staff – staff feel trusted and empowered to be engage in good conversations with people and find creative solutions		*Review impact of COVID-19	Adult Social Work; Community Health & Social Care Continue the work of the SDS pilot with Children's Social Work	<u>Risks:</u> Recruitment and retention challenges <u>Mitigations:</u> Continued agile working, maintaining and enhancing skills of multi-disciplinary team and flexible working.		Funded through existing services across CH&SC	Review September 2022
Commissioning of services will reflect CLS principles to provide more flexible supports	Shift in balance of care/support – more use of community assets/ resources – reduced demand on H&SC system - More flexible supports for	*Living Well Hub had been due to launch at Brae High School on 24 April, however this was postponed due to COVID-19 *Consider Lessons Learned from COVID-19	Adult Social Work; Community Health & Social Care; NHSS; Community Planning & Development; Integrated Children's Services; 3 rd Sector agencies	<u>Risks:</u> Financial challenges <u>Mitigations:</u> Work began over 2020/21 with NDTi and 'Northern collaborative' to explore micro-enterprise and		Funded through existing services across CH&SC	Review September 2022

	service users and carers			commissioning, utilising self-directed support Continued developing range of partnerships, maintaining and enhancing skills of multi-disciplinary team and flexible working Continued working with 3rd sector and voluntary agencies Work collaboratively towards external funding, eg Big Lottery, Charitable Trust			
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Accountability and Governance
Adult Social Work feeds in to the Social Work Governance Group