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By Email

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Dear Ms Haughey

### ***HSCS Attendance 11 June 2024***

Further to your letter of 13 June and my appearance at Health and Sport Committee on 11 June on the implementation of Self-directed Support in Clackmannanshire and Stirling. You have asked me to outline what I am doing to change the culture within my IJB.

I can advise the following in my response.

NHS Forth Valley, as you are aware, has been escalated by the Scottish Government since late 2022 for reasons of culture, leadership and governance with Integration being a part of that story. In response to that, the Health Board and the three councils that cover Forth Valley are currently engaged in the review and redraft of the Integration Schemes in place since 2016, the legally binding agreements between Health Board and Council in each area that is laid before Parliament for approval. For Clackmannanshire and Stirling, this document will set the tone for how integration should be delivered across the two council areas going forward for the next five years.

I presented a paper to the Integration Joint Board on 19 June that sets out my perspective on how the IJB has functioned since its creation and why I believe it has underperformed in respect of the expectations and aspirations that were set out in the Public Bodies (Joint Working) (Scotland) Act 2014 and this can be accessed here [IJB Meeting 19 June 2024 \(clacksandstirlinghscp.org\)](https://clacksandstirlinghscp.org)

At the IJB on the 19<sup>th</sup>, as I indicated at Committee, a Clackmannanshire and Stirling Policy on Self-directed Support was presented to the IJB by my officers for approval, which was granted along with the issuing of Direction to both Councils to support their staff within the HSCP to implement the policy. As I indicated at Committee, this is the first time that a Policy on implementation of the Self-directed Support legislation as ever been produced or published across Clackmannanshire or Stirling. The paper can be accessed here [IJB Meeting 19 June 2024 \(clacksandstirlinghscp.org\)](https://clacksandstirlinghscp.org)

We have developed the processes and paperwork to implement SdS consistently across both Council areas and we have an ongoing engagement plan with our staff to aid learning and familiarisation.

## 2. 21/06/24 – Claire Haughey, MSP

At the IJB on 19 June, I presented a short face-to-camera piece by parents of a young person coming through transition with considerable support needs as a precursor to the presentation of the SdS policy. The couple reflected in their video a powerful and impactful testimony about how frustrating and unhelpful the support that they had received over the past couple of years has been. The video was well received by all IJB members and prompted a lengthy discussion and debate as to why the family's experience was so poor. I have asked the father's permission to continue using the video in my engaging with staff and management across Clackmannanshire and Stirling as we move forward with the policy implementation.

Finally, as I indicate in my paper to the IJB on its functioning, I have submitted a separate paper to the Chief Executives of NHS FV and both Councils regarding the functioning of the operational delivery vehicle in Clackmannanshire and Stirling, the Health and Social Care Partnership (HSCP). In that paper, I raise a significant number of issues substantially related to the silo'd approach to integration by each of the Partner organisations leading to non-integration and significant duplication and inefficiency and I make 13 recommendations for the CEOs to consider and deliberate together as a collective. Included in these recommendations are issues related to:

- Induction-to-integration sessions to be delivered by the interim CO with each of the leadership teams of both councils and the Health Board
- Having a workable and proportionate framework for quality assurance across adult social work and social care in place.
- The recognition that senior officers employed by one or other of the Partner Organisations, operating in integrated posts within the HSCP are acting equally on behalf of all Partners and should not be prevented from doing so by the non-employing Partners.
- Significant weaknesses in the client database systems of both councils that are the result of being outdated and in need of replacement.

There has already been an acknowledgment by the CEOs that the report should be the main item on their agenda when next they meet with myself.

I trust this gives you a brief flavour of the significant work that is underway in Clackmannanshire and Stirling that is focussed on changing the culture and approach of all parties at all levels as we progress with our implementation of Self-directed Support in particular, but more generally regarding all adult health and social care provision.

I have nothing further to add regarding the Social Care (Self-directed support) (Scotland) Act 2013 beyond what I presented at Committee.

Yours sincerely



David Williams  
Interim Chief Officer  
Clackmannanshire & Stirling Health & Social Care Partnership