

Agenda Item 5

Chief Officer Report



Falkirk Integration Joint Board

10 June 2022

Chief Officer Report

For Decision

1. Executive Summary

- 1.1 The purpose of this report is to update members on current developments within the Falkirk Health and Social Care Partnership (HSCP). The report also provides an update on the Covid-19 pandemic response.

2. Recommendations

The Integration Joint Board is asked to:

- 2.1 agree to continue to delegate authority to the Chief Officer, to be reviewed at the Board meeting in September 2022
- 2.2 agree to delay the publication date for the Annual Performance Report until 30 September 2022.
- 2.3 to delegate the Chief officer to finalise and submit the draft Integrated Workforce Plan to meet the deadline and present to the IJB at the next meeting in September.
- 2.4 to agree that the Chief Officer submits a draft partnership response to the consultation on the Health and Social Care Strategy for Older People.

3. Background

- 3.1 The Board has previously agreed key areas of work that should be undertaken and the report provides an update on a range of activity.

4. Response to Covid-19

4.1 Delegated Authority

- 4.2 Since March 2020, Board members have continued to agree that authority is delegated to the Chief Officer to deal with urgent business, which would normally be determined by the Board, during the period of the Covid-19 pandemic.

- 4.3 The IJB Chair and Vice-chair meet fortnightly with the Chief Officer and Chief Finance Officer. This provides an opportunity for an update and discussion about decisions required. Since the last IJB meeting, the decisions taken by the

Chief Officer under delegated powers are presented in appendix 1.

4.4 Although there are continued demand pressures across the health and social care system, the NHS in Scotland has not been operating under emergency footing since 1 May 2022.

4.5 The Board is asked to agree to continue to delegate authority to the Chief Officer. This would be reviewed at the next Board meeting in September 2022. The rationale for this request is summarised below:

- there are ongoing demand pressures within the health and social care system
- services are entering the main holiday period, with staff needing much needed breaks. At the same time as staff cover is reduced due to annual leave, services have a combination of sick leave and vacancies, which could compound these pressures.
- there will be a recess period for Council members over July.

4.6 [Falkirk HSCP Remobilisation Plan](#)

The HSCP continues to work in partnership with Clackmannanshire and Stirling HSCP and NHS Forth Valley to progress the Falkirk HSCP Remobilisation Plan and the NHS FV Remobilisation Plan.

4.7 [Systems Pressure response](#)

Since the last report to the IJB the HSCP has continued to work with partners to respond to the significant demand pressures experienced across the entire system. The last six months have proven particularly challenging with increased demand across the whole health and care system, exacerbated by increased vacancies and staff absence due to Covid 19. The Chief Officer meets weekly with the Heads of Integration, Chief Finance Officer and Locality Managers in response to the system pressures and associated risks. Daily flow meetings are also in place to support timely discharge from hospital. Projects undertaken and led by Silver Command continue to be progressed and will move under the Unscheduled Care programme, with leadership provided through the two health and social care partnerships and NHS Forth Valley, as the Gold command structure is stood down.

There is significant emerging demand from community referrals for care and support at home, alongside transfers of care from hospital requiring more complex and longer episodes of reablement and care. The IJB has invested to increase intermediate care provision and capacity in care homes for interim moves, to support discharge from hospital. The Finance update report on the agenda includes a proposal to invest additional resource in community-based health and care services to improve flow across the whole system.

4.8 [Care Home Assurance](#)

An update on care home assurance work was presented to the IJB Clinical and Care Governance Committee meeting in May 2022. The report summarised the current work to date with care homes and care home staff to support and assure infection prevention and control measures, support outbreak management and

to ensure that fundamental care needs of residents are being met during the pandemic.

4.9 The following is a summary of the work being done.

- **Social Care CHART Team**

The social care CHART team continue to work collaboratively with other clinical health teams and considers the following priorities and deliverables to ensure a robust, comprehensive and efficient response to supporting care homes, residents and staff. The team will be established on a permanent basis and this is continuing to going through the relevant processes.

- **Care Home Reviews**

There is a clear, robust and flexible plan for review completion. This has allowed the team to respond to external factors (such as a large-scale investigations) and ensure reviews are actioned if risk levels increase, or early indicators of concern are identified. The current completed review information is set out below:

Month	Reviews complete
January 22	18 (+2 out of area)
February 22	28 (+3 out of area)
March 22	26 (+8 out of area)

There are currently 166 Falkirk residents who live out of area (within other local authority areas but funded by Falkirk HSCP). Negotiations with local authorities are required to ensure the review processes progress for all residents within care homes, however out of area reviews have started where concerns have been raised or via the large-scale investigation process.

- **CHART visiting data**

From January 2022 to March 2022, the CHART team completed 28 care assurance visits. This was impacted by the outbreak status of Falkirk care homes over this period.

5. HSCP Service Update

5.1 Community Bed Based Care Provision

As we start to emerge from the challenges of the Covid pandemic, there has been a significant improvement in the number of cases and outbreaks in our care homes. At the date of writing this report, there are no care homes in the Falkirk area with positive residents. Over the winter period, the flow challenges across the system in terms of care at home availability in particular have been supported through the commissioning of care home beds as interim and intermediate placements while suitable longer term care has been sourced.

5.2 When looking at the demand for bedded care, including care that requires to be delivered in a community hospital setting, care that requires reablement and

rehabilitation, and other residential complex care requirements, it has been identified that there are potential improvements that can be made in relation to our overall provision to match the different types of demand.

- 5.3 While work is ongoing to develop the Falkirk Community Hospital Masterplan, this development is a considerable time away from being delivered, and there is a need to ensure that our current bed-based care provision is fit to meet our needs in the short to medium term. To this end, a review of our bed-based care has commenced and the findings of this review and recommendations will be brought to IJB for its consideration later on this year.
- 5.4 In the meantime, one care home that has been used to support intermediate care placements is Thornton Gardens. The IJB has previously taken decisions about the facility. At the IJB meeting in April 2019, it was agreed to relocate the respite/ short breaks provision for younger adults with learning disabilities, from the Rowans to Thornton Gardens, including increasing the capacity from 3 to 4 beds for short breaks. A further decision was taken by the IJB at its meeting in June 2020. In response to the pandemic, it was agreed to temporarily change the purpose of the facility to provide accommodation for both older and younger adults and to increase the number of beds from 4 to 14 to provide planned and emergency short breaks.
- 5.5 New intake to interim beds in this facility has now ceased and since 1 April 2022, the Care Inspectorate Registration has been formally changed to support use of the facility for respite for all adults (9 beds) and adult support and protection respite (3 beds). Two beds at Thornton Gardens have been unavailable throughout this time due to reprovisioning to support storage and office accommodation. Alternatives for this provision will be considered as part of the interim bed-based care review to maximise our available bedded care provision.
- 5.6 This arrangement will ensure sufficient capacity is available to meet the current levels of demand while the wider review is being carried out, and medium term recommendations developed.
- 5.7 [Home Support and Supported Living Framework Update](#)
Home Support and Supported Living Framework Providers were pre-notified of the decision to extend the current framework from 01 April 2022 to the end of September 2022. Providers have been approached with the opportunity to continue to participate in the framework for the extended period of 1st April 2022 to 30th September 2022 and this will accommodate an overall 5.08% increase being applied to hourly contractual rates. This increase is designed to meet the cost of the Scottish Government's pay policy in respect of staff employed in direct care roles within commissioned adult social care services. It also reflects a number of unprecedented non-pay inflationary pressures currently being experienced by the sector (particularly in relation to fuel and business insurance).
- 5.8 The User Intelligence Group for the Homecare tender are progressing contract strategy development work and exploring the procurement procedure which will be recommended. This will inform the definition of the service specification, with

comparison being given to the service specification offering through the Scotland Excel national Care and Support flexible framework.

- 5.9 In May 2022, nine providers for the Falkirk geographical area were successfully awarded onto the Scotland Excel national Care and Support flexible framework. This represents the potential of an additional seven providers for Falkirk HSCP as services are already commissioned from two of the providers via our Home Support and Supported Living Framework. Supplementary to this, work has been undertaken to develop a procurement procedure to permit further providers to participate in the care at home market locally.
- 5.10 [IJB arrangements for Forth Valley wide health services](#)
The Chief Officers for Falkirk HSCP and Clackmannanshire and Stirling HSCP continue to work with the NHS Chief Executive and senior managers to finalise formal proposals for the arrangements for the coordination of Forth Valley wide IJB functions between HSCPs. A report will be presented to a future meeting of the Board.
- 5.11 [Falkirk HSCP carer and service user involvement](#)
A report was presented to the Clinical and Care Governance Committee on 20 May 2022 updating plans to increase the number of representatives with lived experience involved with the HSCP.
- 5.12 Falkirk HSCP was one of five partnerships who participated in a pilot training programme with the Coalition of Carers in Scotland and Carers Scotland in March 2021. Following the successful training sessions to increase carer involvement, we have been collaborating with key organisations to develop a similar package of training for both carers and service users to enable them to participate meaningfully with the partnership.
- 5.13 This is important because involving people in service design and decision-making processes ensures that the needs of people with lived experience are accurately reflected in how we improve and deliver services. The goal is to increase our representation of people with lived experience and encourage them to get involved in a range of strategic and operational level service redesign meetings. This will support the review of the Strategic Plan and the delivery of the strategic transformation priorities as detailed in section 6 below..
- 5.14 The training programme was held over three sessions in April and May and has been designed and delivered in collaboration with the following key organisations: Coalition of Carers in Scotland (COCIS), Carers Scotland, Falkirk & Clackmannanshire Carers Centre, Inclusion Scotland, and Independent Living Association Forth Valley. Falkirk & Clackmannanshire Carers Centre and the NHS Public Involvement Co-ordinator supported the promotion of the training programme. It was also promoted through our own communication and social media channels. As a result of these efforts, we recruited nine participants for the training.
- 5.15 Following on from the training, we will identify relevant opportunities for people with lived experience to get involved in the HSCP that suits their needs and

interests. Additionally, having a wider group of representatives allows people to share the workload and time commitments required to prepare for and attend meetings. This reduces the demand on the same individual representatives to participate in activities and minimises the risk of engagement fatigue by ensuring people remain actively engaged in the Partnership. Ongoing support will be provided through the Carer's Forum and the development of a service user forum. This will also allow people to connect with others for peer support.

- 5.16 We also aim to develop a package of training for staff so they can effectively involve people with lived experience to participate in engagement opportunities. Work has already been progressed by the Community Empowerment Team in Falkirk Council as they delivered community engagement training in 2021 for Tier 5 and 6 Managers. A total of 16 HSCP managers attended the training sessions. An online training module is being developed by that team and will be available soon for staff. The next step is to build on the existing training available to develop a pilot training package tailored for HSCP staff in collaboration with the Community Empowerment Team.
- 5.17 **External Provider cybersecurity attack**
In March 2022, the Partnership, along with other organisations across Scotland, was alerted by Scottish Association for Mental Health (SAMH) to a sophisticated and criminal cybersecurity attack. SAMH indicated they had taken a number of immediate actions, including notification to the Information Commissioner of the incident and providing advice to all service users and staff affected.
- 5.18 SAMH quickly put in place arrangements to support service users to make them aware of the possibility their data has been breached. This was while working with data recovery experts to complete a detailed impact assessment of the released files and to be able to fully analyse what information may have been included in these files. This work has been resource intensive for the organisation.
- 5.19 Where SAMH establish service users personal information has been compromised they have committed to communicating this as quickly as possible and will involve the appropriate partner agencies. We have been advised that they are not aware of any Falkirk HSCP service users who have had any of their personal data compromised.
- 5.20 Since IT and communication was interrupted on 16 March, SAMH have been working to maintain safe and effective service delivery. Using safe care principles they have established effective escalation routes for reporting incidents and safe financial processes to ensure no financial harm will come to service users.

6. Transformation Priorities

- 6.1 As we start to emerge from covid and while our Strategic Plan is being reviewed, the Senior Leadership Team have identified a focussed set of transformation priorities for the HSCP's Transformation Programme Board to progress. These priorities align with our current strategic plan, and nationally set priorities, and

reflect current key workstreams and impacts relating to the pandemic. The focussing of our transformation priorities also enable our limited resource to be aligned to key areas to make the biggest impact on our partnership and wider system. Additional resource is also being identified to work alongside operational colleagues to ensure the delivery of these key workstreams.

6.2 The identified transformation priority areas are:



- **Staff Wellbeing and Effective Workforce:** this workstream recognises and seeks to address challenges in our workforce including recruitment and retention, recognising achievement and supporting wellbeing, within the context of a workforce that is tired as a result of working above and beyond during the pandemic period and in the context of our workforce demographics
- **Prevention of Admission and Early Intervention:** this workstream will oversee the progression of a number of projects, some of which are timebound, and are key to supporting people maintain wellbeing and independence at home for as long as possible, including Care at Home new contract, and the delivery of the recommendations of the Homecare Review, as well as initiatives which create capacity within our existing workforce such as Prescribing Proportionate Care.
- **Intermediate Care and Improving Pathways:** this workstream will support improvements in person-centred pathways, aiming to ensure that the right care is provided at the right time and the right place, supporting step up care when required and ensuring people do not remain in the acute hospital for longer than acute care is required to be provided. Projects within this workstream include our Discharge without Delay programme, intermediate care pathways, as well as the review of bedded care to ensure a mix of provision which meets the needs of Falkirk residents during the development and delivery of the Falkirk Masterplan.
- **Digital and Innovation:** this workstream will focus on how we use digital and innovative thinking to create capacity within our workforce via the use of technology and smarter processes; as well as how we support people to remain independent at home through the use of technology enabled care

including supporting people to utilise their existing smart technology to help them stay well and independent within their own homes.

- **Data and Information:** Key to informing our decisions and being able to evidence the impact of our changes and improvements is having good quality data and information – this workstream is a key enabler to the wider transformation priorities.
- **Integration and Efficiency:** This workstream will oversee service changes as identified within our financial plan as well as supporting ongoing integration such as Primary Care, Health Improvement and Mental Health, to the benefit of our communities.

- 6.3 The Transformation Programme Board will oversee the delivery of these priorities, ensuring risks are managed and directing the programme to ensure that anticipated benefits are delivered.

7. FCH Masterplan and Primary Care

- 7.1 [Masterplan](#)
This is a separate report on the agenda.

- 7.2 [Primary Care Capital Programme](#)
This is a separate report on the agenda.

8. Annual Performance Report 2020 – 2021

- 9.1 The Scottish Government has written to Chief Officers to confirm the reporting arrangements for Annual Performance Reports for the current reporting year 2021 - 2022.
- 9.2 The Scottish Government has moved legislation to extend the Coronavirus Scotland Act (2020) through to 30 September 2022. This means that IJBs will be able to extend the date of publication of Annual Performance Reports through to November. This is using the same mechanisms as last year, which is laid out in the Coronavirus Scotland Act (2020), Schedule 6, Part 3.
- 9.3 The Board is asked to agree to delay to the publication date for the Annual Performance Report until 30 September 2022. The draft report will be presented to the next IJB Board for consideration.

9. Integrated Workforce Plan 2022 – 2025

- 9.1 Health and Social Care Partnerships are required to submit a 3 year Integrated Workforce Plan to the Scottish Government by 31 July 2022. An analysis and feedback process will then take place, pursuant to which our plan should be published on our website by 31 October 2022.

- 9.2 Guidance on workforce planning was received by partnerships in April 2022, following publication on 11 March 2022 of the National Workforce Strategy for Health and Social Care. The guidance is the first iteration of new medium term workforce planning guidance for health and social care, with the intention of improving the strategic alignment between organisations' workforce, financial and service planning.
- 9.3 A key aim of the approach to workforce planning is to ensure a robust and aligned approach across workforce, operational service and financial planning. Three Year Workforce Plans should therefore align with priorities identified in Board Medium-term Operational and Financial Plans, and HSCP Strategic Plans.
- 9.4 The guidance sets out the following timescales:
- by end July 2022: Three Year Workforce Plans should be submitted in draft to the National Health and Social Care Workforce Plan Programme Office
 - by end August 2022: Draft Three Year Workforce Plans will be reviewed and feedback provided by Scottish Government;
 - by end October 2022: Three Year Workforce Plans to be published on organisations' websites with electronic side copy to the email link above.
- 9.5 The guidance also suggested Three Year Workforce Plans are expected to use the Five Pillars of Workforce Planning outlined within the National Workforce Strategy. These pillars are Plan, Attract, Train, Employ and Nurture, and are the basis for outlining proposed actions to secure sufficient workforce to meet local projected short-term recovery and medium-term growth requirements across the health and/or social care services.
- 9.6 HSCPs are asked to use the guidance to assess upcoming workforce demand and need in their Three Year Workforce Plans, and provide:
- information on their current workforce (undertaking a gap analysis comparing demand analysis with current workforce);
 - their assessment of workforce needs to fill the gap; and
 - an action plan to address the gap predicated on the Five Pillars of the Strategy.
- 9.7 The HSCP had undertaken significant work and hosted a number of workshops and drafted a plan by the time the guidance was received. The guidance now makes some specific requests on what should be included. In considering this, an offer of further support to attend a further workshop has been made by a Scottish Government representative.

The HSCP Senior Leadership Team is considering the implications of this guidance and the additional work required, including the timescales and approval processes. Members of the Board are asked to delegate the Chief officer to finalise and submit the plan to meet the deadlines and present to the IJB at the next meeting in September.

10. IJB Financial Update

- 10.1 An update on the financial position is detailed in the Finance Report as a separate agenda item. The report outlines a number of forthcoming investment opportunities to support a shift in the balance of care through innovative use of recurring funding allocated to enhance Mental Health Services and support winter pressures as announced in the previous financial year. Additionally Board members will be asked to consider use of the underspend against the Falkirk Community Hospital (FCH) following the closure of wards 1 to 4 due to fire related health and safety issues.

11. Governance

- 11.1 A recent audit identified that the approved minutes of the meeting Strategic Planning group on 12 February 2021 have not been submitted to the IJB as part of the normal governance process. This was due to an oversight. The minute of the meeting is attached for noting at agenda item 14 as part of the regular submission with committee minutes.

12. Consultations

12.1 [Care inspectorate inquiry into carer experience of social work and social care service delivery](#)

The Care Inspectorate is undertaking a national inquiry into the experiences of unpaid adult carers of social work and social care. The inquiry aims to understand unpaid carers' experiences of adult services in supporting them to maintain or improve their quality of life and to support their ability to continue to care.

- 12.2 The inquiry will focus on seven questions:

- Do carers experience personalised and coordinated social care support?
- How do carers experience the HSCP's approach to providing adult carers with the opportunity to receive an adult carers support plan and the review of their adult carer support plan?
- Are carers able to timeously access a range of preventative and enabling social care services?
- What are carer's experiences of accessing information and advice?
- Are carers provided with support to understand their options and rights and as a result their health and well-being is maintained, and they can continue to care?
- To what extent do HSCPs engage, involve and communicate with carers (including their respective representative organisations) in the planning and evaluation of services?
- How do leaders know that the implementation of their local carer's strategy helps to support positive health and well-being outcomes for carers and supports them to continue to care?

- 12.3 The inquiry began on 28 March 2022 and will include a range of activities:

- Survey for HSCP's, to be completed by 6 May 2022. Falkirk HSCP submitted a response by the closing date.

- Survey for unpaid carers, launched on 18 April and closing on 3 June.
 - Survey for local carer organisations opened on 2 – 27 May.
 - CI work with five participating HSCP's, each setting up three focus groups for frontline staff, strategic leaders and service providers. There will also be direct engagement with carers and local carer organisations through individual conversations and focus groups.
- 12.4 It is anticipated that from this work there will be national and local learning on how the future support of carers can be developed and improved. A national report will be published on the Care Inspectorate website around August 2022.
- 12.5 [Guidance on Providing Community Equipment and Housing Adaptations](#)
The Scottish Government are consulting on revised guidance on the provision of community equipment and housing adaptations. This will replace the current guidance published in 2009.
- 12.6 The guidance covers the responsibilities of NHS Scotland, Local Authorities Housing and Education services and Health & Social Care Partnerships for the provision of community equipment and housing adaptations. The aim of the guidance is to enable professionals, service users, and carers, to review and understand local HSCP responsibilities, and to continue to support the aim of a more consistent approach to the provision of community equipment and housing adaptations across all areas of Scotland.
- 12.7 Since the publication of the previous guidance in 2009, service models have developed significantly, particularly in relation to the increased integration of health and social care, and also with improved alignment with Housing. It is however acknowledged that there is still work to do, in terms of streamlining the pathways for provision of equipment & adaptations, and ensuring the best fit possible with new models of health & social care, and effective interface with other relevant partners including, housing, education, and prisons.
- 12.8 The guidance highlights the need to:
 - support more fundamental change, and particularly address issues with equity of access
 - remove barriers which prevent responsive service provision
 - help people to self-manage and make their own choices.
- 12.9 The Guidance also references the need to address issues with funding arrangements which create barriers in the service pathways, and ensure that community equipment and adaptation services are fully resourced to be as effective as possible.
- 12.10 Key Actions are identified for each section in the Guidance, with the expectation that all partnerships will review these by using the new self-assessment 'Equipment & Adaptations baseline assessment tool.' This has been developed to help partnerships evaluate their performance in relation to the updated national Guidance and identify the actions required to address issues and improve their services.
- 12.11 Improvement work will also be supported by the revised 'Good practice

guides' for both Community Equipment, and Adaptations which are relaunched as accompanying documents.

12.12 The consultation is open until 6 June 2022.

12.13 [Health and Social Care Strategy for Older people](#)

In March 2021, Scottish Government published their [Statement of Intent](#), setting out a plan to develop a new integrated health and social care strategy for older people.

12.14 This strategy will build on the work which has already been undertaken across Scotland to deliver integrated, person centred health and social care for older people, address gaps, and develop any new priorities from emerging areas of work from, for example, the impact of COVID-19

12.15 The consultation closes on 19 June and is available here: [Health and social care strategy for older people: consultation - gov.scot \(www.gov.scot\)](#)

12.16 HSCP officers are working with partners and colleagues across Forth Valley to draft a response. Members of the IJB are requested to agree that the Chief Officer submits the partnership response for the deadline.

13. Conclusions

13.1 The report summaries the range of work being taken forward on a collaborative and strategic approach that will continue to address the range of issues facing the partnership and to improve outcomes for service users and carers in Falkirk.

[Resource Implications](#)

The Chief Finance Officer will continue to report through the IJB financial reports to the Board.

There remains commitment from all partners to ensure the Partnership meet its statutory obligations under the Public Bodies (Joint Working) (Scotland) Act 2014.

[Impact on IJB outcomes and priorities](#)

The ongoing work is designed to deliver the outcomes described in the Strategic Plan and the associated Delivery Plan and Remobilisation Plan.

[Directions](#)

A new Direction or amendment to an existing Direction is not required as a result of the recommendations of this report.

[Legal and Risk Implications](#)

The IJB is required to be compliant with the Public Bodies (Joint Working) (Scotland) Act 2014 and the Falkirk IJB Integration Scheme.

[Consultation](#)

Stakeholders will be involved as required.

Equalities Assessment

There will be appropriate consideration of the equalities implications and equalities impact assessments as required for work noted in this report.

14. Report Author

14.1 Patricia Cassidy, Chief Officer

15. List of Background Papers

15.1 None

16. Appendices

Appendix 1: Delegated Decisions

Appendix 1

Chief Officer Delegation of Powers to Determine Urgent Issues during the period of Coronavirus
from 20 March 2020 to 5 June 2020, extended to 4 Sept 2020, subsequently extended to 31 Mar 2021, Sept 2021 and request to November 2021, extended to March 2022 with a request to extend to June 2022

Date of Decision	Decision Taken	Approved By	Financial Impact	Budget Exceeded Y/N	Link to IJB Report Recommendations if	Organisation	Purpose of Funding	Funding	Date Reported to IJB	Date Chair/Vice Chair Notified	
01-Nov-21	Approved	Patricia Cassidy	Y	N	To be included in Q3 Covid return to SG.	Avenue Care	Hospital to home crisis care project expansion to double workforce for the project.	£145,980	Mar-22	Mar-22	26/11/2021
11-Nov-21	Approved	Patricia Cassidy	Y	N	HSCP SLT	Independent Heath & Social Care contactors	To double the allocation for wellbeing of Primary Care Social Care staff. £57,589 to be released from the health & wellbeing reserve.	£57,589	Mar-22	Mar-22	26/11/2021
17-Dec-21	Approved	Patricia Cassidy	Y	N	HSCP SLT	NHS Forth Valley	As part of winter pressure funding, agree to recruit up to 29 HCSWs	£889,000	Mar-23	Mar-22	21/01/2022
04-Feb-22	Approved	Patricia Cassidy	Y	N	HSCP SLT	Avenue Care	Extend hospital to home crisis care project to end may	£66,000	May-22	Mar-22	18/02/2022
04-Feb-22	Approved	Patricia Cassidy	N	N	HSCP SLT	TBC	Tender hospital to home crisis care project for 2022/23	£795,000	May-23	Mar-22	18/02/2022
13-May-22	Approved	Patricia Cassidy	Y	N	N/A	Independent Social Care Providers	To provide a non-pay uplift to providers in light of significant inflationary pressures around business insurance, energy and fuel costs etc. Note that pay uplift has been agreed nationally.	£350,000	Mar-23	Jun-22	13/05/2022