

Comhairle nan Eilean Siar



Action and KPI Progress Report

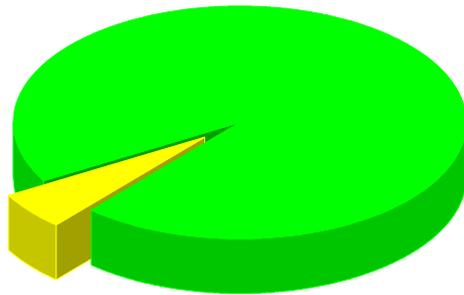
April 2023 - March 2024

HEALTH AND SOCIAL CARE

OVERALL PERFORMANCE - HEALTH AND SOCIAL CARE

Actions

On Track	94.7%
Monitoring Required	5.3%
Off Track	0.0%
No Targets Set/ Ongoing	0.0%
Total:	100.0%

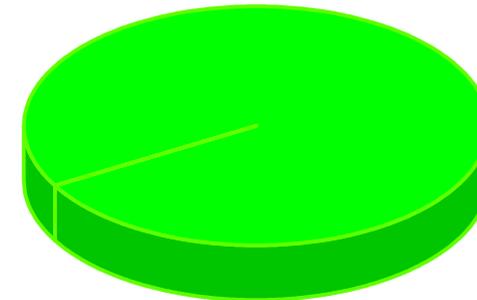


19 Actions reported on

- 18 Actions with at least 100% of target
- 1 Actions greater than 79 and less than 100% of target
- 0 Actions with less or equal to 79% of target
- 0 Actions with no target set / ongoing

KPIs

On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
Annual	0.0%
Total:	100.0%



2 KPIs reported on

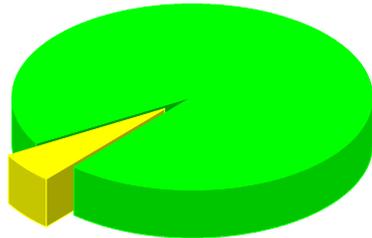
- 2 KPIs on track
- 0 KPIs monitoring required
- 0 KPIs off track
- 0 KPIs NA

Health and Social Care Services

Business Unit Overall Performance - Health and Social Care Services

Actions

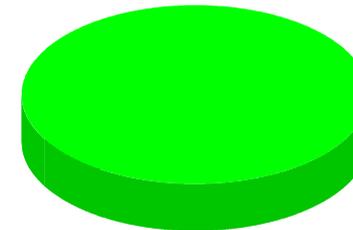
On Track	94.7%
Monitoring Required	5.3%
Off Track	0.0%
No Targets Set / Ongoing	0.0%
Total:	100.0%



19	Actions reported on
18	Actions with at least 100% of target
1	Actions greater than 79 and less than 100% of target
0	Actions with less or equal to 79% of target
0	Actions with no target set / ongoing

KPIs

On Track	100.0%
Monitoring Required	0.0%
Off Track	0.0%
Annual	0.0%
Total:	100.0%



2	KPIs reported on
2	KPIs on track
0	KPIs monitoring required
0	KPIs off track
0	KPIs NA

Comments - Health and Social Care Services

2023/24 End of Year (Q4) Progress Comment:

The main focus of the Department during this quarter was to consolidate the post cyber incident response actions to maintain stability and service provision across all settings. Joint working with the corporate incident management team enabled service needs to be prioritised and matters such as connectivity within care environments have been improved. This has restored support for residents and their families to engage through digital means. The benefit associated with the implementation of the Eclipse social work information system has been central to business resilience and options will be explored in the forthcoming business year to expand the functionality to offer new scope for

In terms of other areas of work being progressed during this period, the enhanced job offer for care at home posts was launched. This incorporated the career progression arrangements, with relocation expenses and key worker housing status. Given the highly competitive recruitment environment locally and nationally, the adverts will be run over an extended period of time. In addition to the information associated with the posts, staff experience of working in the service will be added to the social media coverage and linked with the recruitment pages. This will provide further encouragement to those considering joining the much valued care sector.

A major achievement during this period was the conclusion of the Goathill care and housing campus. Maree Todd MSP, Minister for Social Care, Mental Wellbeing and Sport and Joe Fitzpatrick MSP, Minister for Local Government Empowerment and Planning officially opened the Goathill Project Development at a ceremony in Stornoway on the 25th of March. The Goathill Development Project consists of the 52 bedroom Taigh Shiphoint Care Home, 50 Unit Bremner Court Housing with Extra Care development and 74 affordable homes. The development has been delivered by Comhairle nan Eilean Siar & Hebridean Housing Partnership in conjunction with the Western Isles Integration Joint Board.

The project team worked closely with the Dementia Services Development Centre at the University of Stirling to achieve a dementia-friendly environment. Taigh Shiphoint (Seaforth House) was designed with four wings for small group living, arranged around safe courtyard spaces. This bespoke design maximises natural daylight and has provided a welcoming, familiar environment for residents. Taigh Shiphoint also accommodates a daycare facility occupied by Solas (Alzheimer Scotland), a corporate training suite and a new location for the Faire community alarm service.

Bremner Court provides a 15-bed respite facility on the ground floor with 35 flats on the first and second floors which enable people to live independently in their own home while having support provided to meet the individual's specific needs. The care home has been fully operational following the transition of residents from the previous services last summer. The focus of the service now is to incrementally increase the utilisation of the full capacity of the respite and extra care housing. The feedback from individuals and their family members has been very positive. In particular new tenants within the Bremner Court service are able to enjoy the balance of receiving care and support over a 24 hour period while residing in their own home.

As previously reported, financial planning is a matter the parent bodies and Integration Joint Board (IJB) are addressing to enable the budget setting process to be concluded. The recommendation to adopt a full cost recovery approach for residential related services was approved by the IJB and will be subject to Comhairle consideration at the April series of meetings. If approved this will contribute to the projected deficit for IJB services but further options for consideration will be required to be considered at the June series of meetings. Financial sustainability and workforce matters continue to be the key risks for the Department as detailed in the Business Plan and Risk Register.

Emma Macsween, Head of Partnership Services, May 2024

Action Progress - Health and Social Care Services

Strategic 1.1.2.Digitalisation supports the local infrastructure, customer engagement and business development.

Objective:

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
1.1.2.3.Implement the Eclipse Care Management System to deliver improved information management and accessibility; to enhance performance management and reporting; and inform service development.	Michael Stewart - Criminal Justice Services Manager	In Progress	07/02/2022	31/03/2024	85%	100%	 YELLOW
ACTION PROGRESS COMMENTS							

12/01/24 - Implementation of Eclipse within Criminal Justice Social Work has been delayed due to several factors. Staff use the system for current caseloads, however; the justice module has yet to be implemented and elayed further due to cyber incident and current resources within the team. Eclipse continues to be used successfully within Assessment and Care Management.

12/10/23 - Implementation of Eclipse in adult services now complete.

Update 14/07/2022 - System implementation well underway with stage 1 complete, process testing complete. Migration of data first stage complete, second stage scheduled for 5th August 2022. Projected 'Go Live' date 4th November 2022. Steering group chaired by Emma Macsween and providing direction and mitigating risk. Next stage is migrate data and test with user groups and provide training for all users.

The Project Team is implementing the system with additional staffing resource being deployed to address the deadline for data mitigation and to sustain the good progress being made at a challenging time with conflicting priorities for the service.

The Projected go live date is now February 2023. With the commitment of additional staff team hours this should be achievable.

Update 17/01/23 - Implementation on schedule.

Update 12/04/23 - ACM Eclipse is 100% and was delivered 28/2/23 to all Carefirst users who have moved to Eclipse system.

Strategic 3.1.2. People receive the care and support they need to live healthy and independent lives.

Objective:

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.3. Deliver improvements within the Assessment and Care Management Service across the Western Isles, as directed by the Social Work (Scotland) Act 1968 and subsequent legislation enshrining the principles of Self-Directed Support and Adult Support and Protection.	Michael Stewart - Criminal Justice Services Manager	Completed	01/04/2022	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - The planned service improvement activity for 23/24 has concluded and refreshed. Service improvement actions are included in service business plans for 24/25.

12/01/24 - Since new process implementation an increase in ASP activity has been observed. A self evaluation is currently underway with a focus on processes across Assessment and Care Management. File read to take place w/c 15/01/24 as part of self evaluation process.

12/10/23 - New AS&P procedures approved and implemented fully. New processes actively taking place and already seeing an increase in case conference and multi-agency activity. Learning and Development subgroup of the APC focusing on AS&P training incorporating the new procedures with multi agency training sessions scheduled for October and November 2023.

12/07/23 - The Partnership Adult Support and Protection Improvement Plan was submitted to the Chief Officer Group and Care Inspectorate during May 2023. Training has taken place for practitioners on new ASP procedures and awareness sessions for third sector agencies will be provided over the next few months.

13/04/23 - Successful recruitment to the SDS admin post and commissioning assistant has been completed and has generated the capacity required to improve the support to the public, partners and professionals.

The Care Inspectorate led inspection of the Partnership's Adult Support and Protection has reinforced the Partnership's stated areas for improvement and will help prioritise areas for immediate and medium term action. A draft action plan is in development for the May deadline. This plan will be considered by the Adult Support and Protection Committee and the Chief Officer's Group ahead of consideration by the Care Inspectorate.

Update 17/01/23 - the Service is in the process of contributing to the Care Inspectorate led Inspection of the Partnership wide Adult Support and Protection Inspection. The formation of the position statement as required by the Inspectorate provided an overview of areas of strength and the areas subject to service improvement. The Inspectorate will undertake a file read in January 2023 examining social work, NHS and Police Scotland Files, undertake focus groups ahead of presenting a report relating to the Partnership performance. Any areas of improvement identified will be included in the current ASP Improvement Plan and overseen by the ASP Committee.



The service engages monthly with the national working group on Self Directed Support and there is a proposal to enhance the administration support for SDS service users pending. Documentation has been redrafted and will be further refined as the national working group directs practice change. An initial self evaluation exercise has been undertaken and the Adult Support and Protection Committee has created two sub groups - Audit and Learning and Development to focus the memberships activity in relation to delivering an improvement plan. The national ASP guidance launch is being facilitated in July and feedback will be shared with the Committee for further consideration. Additional resources to improve the administration of Self Directed Support and the capacity of the social work services have been approved and subject to recruitment processes. The challenge is the securing of interest in posts. The Adult Protection Committee has considered and supported progression of further audit activity to enable a multi-agency approach to audit and improvement to be established. Further work is scheduled in the next quarter building on the identified areas of learning from the social work file read and the feedback from the APC membership.

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.4. Work with partners to address the increasing supply and demand challenges for Adaptation Resources to enable individuals to be supported to maintain their independence within their own homes	Emma MacSween - Head of Partnership Services	Completed	01/04/2022	31/03/2024	100%	0%	 GREEN

ACTION PROGRESS COMMENTS

The Comhairle capital programme has included £2m over the 5 year period for Medical Adaptations. A communication is in development for use by professionals and for public information in relation to the grant assistance process.

Resources for Adaptations have been included in the proposals for the Comhairle Capital Programme 2023/2028. The prioritisation of the available resources will be subject to Comhairle consideration at the forthcoming series of meetings.

Additional funding has been secured to extend the existing programme but major adaptation funding for discretionary duties is not available within the 22/23. Initial scoping exercises for the capital programme have included this service. A Report to the June 2022 series by the Housing Services Manager detailed the current challenges and future considerations.

The additional funding has provided some additional capacity and the projections for demand have been fed into the corporate preparatory work for the forthcoming capital programme. Communication has been shared by housing colleagues regarding the status of the grant aid available and the delivery partners associated with adaptations and advice is supporting the completion of the grant awards in the system as well as providing advice and guidance.

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.6. Continue to work with Commissioned Services and procurement services locally and nationally to review and co-produce commissioning arrangements that deliver on the Best Value principles and can demonstrate improved outcomes for individuals, their carers, and the local communities.	Graeme Miller - Commissioning Services Manager	Completed	01/04/2022	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

15/05/24 - ITT documentation returned in recent weeks. Visits to provider services have commenced and discussions around evidencing quality and quality frameworks continue with



services. Internal audit in 24/25 will assist in prioritising further action.

12/01/24 - Invitation to Tender (ITT) documentation has been uploaded onto Scotland Excel by Procurement colleagues for care home, respite and nursing care beds. Respite care contract document further developed to ensure up to date legislation and service standards and expectations incorporated. ITT closes 26th January.

12/10/23 – Funding applications and annual uplifts have been agreed for 2023/34 with all commissioned providers. Service level agreements have been agreed with the majority of providers and both activity and quality reports will be received in the next month. Contract letters have been issued to the three local care homes run by external providers currently on contract until end of March 2024 and tendering processes have been initiated for a further three year period from April 2024.

12/4/23 - Contact made with all local providers with view to reviewing commissioning processes to put in place SLA and quarterly reporting strategies. Funding applications invited for 2023/24 and forms issued as appropriate. Local care homes on contracts until March 2024 and contract letters issued by legal to confirm current rates for plans and uplift. Work to be undertaken on both SLAs and reporting strategies for mainland providers.

Discussions with providers continue which will enable uplifts from SG to be implemented locally to increase service provision. This will be recurring and one off monies to address and build upon existing care provision.

This uplift notifications have been issued and follow up work is being done with providers to ensure claims are undertaken and meet the criteria.

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.7.Ensure the Commissioning duties associated with the Lewis Residential Care Review are completed with respect to the Goathill Project and the outstanding aspects relating to Rural Lewis and Ardseileach are progressed for consideration within the revised Strategic Plan, the Housing Strategy and capital programmes.	Kirsty Street - Strategic Commissioning & Partnership Services Manager	Completed	07/02/2022	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - Capital programme did not have capacity to continue with the Lewis Residential Review. Coming Home monies were utilised to support repatriation of service users. No further commissioning activity is in progress at this time.

12/01/24 - Seaforth House operating to capacity. Staffing of Bremner Court HWEC remains challenging.

12/10/23 - Resident transition to Seaforth House from Dun Berisay and Dun Eisdean went very smoothly and is now complete. The respite wing in Bremner Court is in use and the HWEC flats in Bremner Court have started to be accommodated.

12/07/23 Successful opening of Seaforth House and transition from existing care homes took place in June 23.

12/4/23 Planned opening scheduled for the spring/summer and notification of the exact transition dates to be shared a month in advance with residents and their families. Arrangements for external provider (Alzheimer Scotland) progressing well and fit out of the facility continues ahead of building completion. .

Workforce requirements were reviewed early 2022 to focus on the transition of current care home residents, respite and intermediate beds. Sufficient budget is included for transition of exiting residents to the new facility with an amount held separately for double running as transition takes place. Budget assumptions for 2023/24 assume the full budget requirement for full occupancy of the campus.

The Strategic Plan 2022-25 is currently under review and will take into account the commissioning duties associated with Ardseileach and Rural Lewis projects.

Transition planning is active for the Goathill Campus with the anticipated timeframe expected to be February 2022. The recruitment process associated with the new campus are underway with the successfully appointed staff being employed from appointment after October 2022 to enable the staff to support the transitional and familiarise the facilities and get to know the residents. An update on this is being submitted to the Integration Joint Board.

The Coming Home monies (£96k) are being used to have technical appraisals of the potential re-design of existing environments to increase the capacity of the Ardseileach Campus. The outstanding Lewis Residential Care projects have been included in the preliminary scoping exercise for the forthcoming capital programme.

Service Profile

Adult Social Work and Commissioning Services



ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.8.Ensure the opportunity to redesign rehabilitation services is addressed in respect of enhancing community facing services	Emma MacSween - Head of Partnership Services	Completed	01/04/2022	31/03/2024	100%	0%	 GREEN

ACTION PROGRESS COMMENTS

Further work to scope out the whole system resources to be aligned for rehabilitation services had to be deferred from June 22 to August 22 due to staff availability and service priorities. Multi-disciplinary Team funding from Scottish Government is being held in ring fenced balances to be made available as a supplementary resource for consideration when a staffing gaps analysis is concluded.

This action is now merged with the Action relating to the START service as the progression of community facing rehabilitation services will be progressed through that workstream..

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.9.Undertake the Scottish Government self assessment 'Discharge without Delay' to refresh the whole system improvement plan to embed good practice and direct service change proposals.	Kirsty Street - Strategic Commissioning & Partnership Services Manager	Completed	14/03/2022	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - The priorities for Discharge without Delay will be used by the Unscheduled Care Board. Service Improvement actions for 24/25 will be reported to iCMT in the first instance.

12/01/24 - Winter pressures have increased within acute and community based services, however; key principles continue to be applied with a Home First ethos to prevent delays and reduce length of in patient hospital stays.

12/10/23 - The formal 'Discharge without delay' group has not met but Partnership Services have been working to embed key principles in relation to risk thresholds and admission avoidance.

19/04/23 Core group continues to meet and work progressing. Embedded processes are in situ. Investment in Intermediate services and pathways redefined.

Update 17/10/22

The Partnership's Delayed Discharge performance has seen sustained improvements in this period, the work continues in terms of embedding services to support individuals to receive healthcare within their homely setting and to maximise the use of interim placements to enable patients awaiting care who can't go home to be supported in a care services ahead of returning home.

A core group has been established and a draft Action Plan has been produced for consideration by the Unscheduled Care Programme Board. This is due to be considered on 28th June and then submitted to ICMT and Scottish Government.

Action Plan has been agreed and meeting with the SG link officers supportive of progress to date (September 22). To accelerate progress given staffing changes, service improvement support has been deployed and two key areas of activity are being progressed 1) application of Planned Date of Discharge and 2) Complex Discharge Processes

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.2.10.Invest in the Carer Information Group to enable the multi-agency commitment to work collaboratively to improve outcomes for carers.	Ishbel Macdonald - S&CS - Service Improvement Officer – SDS	Completed	01/04/2022	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - Further submissions received from respite providers in March/April for one-off monies. Discussions with Advocacy and other third sector agencies to amend and adapt their submissions.

12/01/24 - One off funding allocated across carer organisations and services in line with SG agenda. Group continues to meet on a regular basis with focus on collaborative working to ensure better outcomes for carers across the islands.

12/10/23 – Carers group continues to meet regularly and review allocation of additional resources to improved outcomes for carers.

12/07/23 This is an area of prioritisation for the service and has been invested in over several years. There is evidence of good partnership working to ensure better outcomes for unpaid carers. The provision of additional resources to carer organisations is expected to enable a greater sense of support being felt by carers. Feedback on the implementation of the services resourced will be included in future reporting on such matters.

This has been delayed due to the pandemic.

13/07/2022 - Submission bids requested by Partnership Services from provider carer services across community to identify services to improve outcomes for unpaid carers. Meetings have been held and feedback given to providers on expectations. Further meetings scheduled before final decision on funding given.

The allocation of the funding was facilitated through the Carer Information Strategy Group. The one-off resources will be subject to further discussion with the Group and residential care service providers of respite to seek proposals to enhance carer services.

16/02/2023 Allocation of funding made to carer groups in July 2022 across Western Isles ranging from £8,500 to £83,000 totaling £312,000. Funding provided to ensure stability of services and better outcomes for carers.

13/04/23 Outcome focused evaluation to be undertaken by end of summer to measure how funding has helped to collaboratively improve outcomes for carers.

Strategic 3.1.4. Our communities are safe, inclusive, and resilient.

Objective:

Service Profile

Justice Social Work

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.7. Deliver a Justice Social Work Service and develop the Community Justice Partnership to address the spectrum of preventative and protective measures to be deployed to reduce and manage offending behaviour.	Michael Stewart - Criminal Justice Services Manager	Completed	01/04/2022	30/04/2023	100%	0%	 GREEN

ACTION PROGRESS COMMENTS

12/10/23 – Justice Social Work implemented and delivering against all statutory duties. Community Justice Partnership meeting expectations of legislation, the partnership is well engaged with by multi-agency and statutory partners – CJ Outcomes Improvement Plan in development and anticipated a working draft to be shared with Community Justice Scotland in quarter 4.

26/04/23 The statutory Justice Social Work Service is implemented. We have a fully operational multi-agency Community Justice Partnership with representation from a wide range of statutory and non-statutory partners. Partnership activity is coordinated by two Health and Social Care Department Officers. In 2022 A strategic Needs and Strengths Assessment was carried out, followed by a full Partnership Workshop to establish the strategic priorities for inclusion within our 2023 – 2028 Community Justice Outcomes Improvement Plan, which is scheduled to be completed by the end of June 2023. In terms of Peer support, we meet with coordinators from other Local Authority Areas on a monthly basis and we are in regular contact with our assigned Community Justice Scotland representative. Other products produced include an Annual Report and Directory of Local Services .Our overarching objectives are to prevent reoffending through partnership-developed intervention programmes.

The statutory service is implemented. The local Community justice Partnership has completed a Needs Assessment and has taken the develop of a Community Justice Outcome and Improvement Plan as far as possible pending the national strategy and framework being produced. A recent workshop with all partners held in June was the basis for formalising local progress.

The draft Annual Report has been circulated to the membership for final comment

Service Profile

Care at Home and Reablement



ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.10.To implement a service improvement plan that captures the service and regulator led learning	Mary Anne Maciver - Service Manager - Home Care and Reablement	Completed	01/04/2023	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

15/05/24 - The SIP is a live document that is continually edited and updated to reflect service improvement. As part of our quality assurance process Self Evaluations are also being completed for each service, this is a tool to evaluate and identify where improvements are required. Any actions will be added to the SIP.
 12/01/24 - Service Improvement plans continue to be amended as required and improvements and recommendations reflected within each plan and reflects a continuous improvement agenda.
 12/10/23 - The service improvement plan continues to be edited or updated as actions are completed and new actions are required to be added.
 12/07/2023 - The 4 services registered under Care at Home have a Service Improvement Plan in place which is updated as progress is made or action completed. The main topics in the service improvement plans are in relation to regulatory documentation, medication management, safe working practices which includes Health and Safety and Infection Prevention and Control and also training and staffing. The service improvement plans highlight issues/suggestions for improvement identified from various sources, such as service user/representative feedback, CI Inspections, care staff feedback, team meetings and input from other agencies. The service also has useful audit tools which when completed are scrutinised and that also identifies areas of improvement.

Service Profile

Care at Home and Reablement

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.11.To contribute to the workforce plan for the delegated services within the Integration Joint Board	Mary Anne Maciver - Service Manager - Home Care and Reablement	Completed	01/04/2023	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

15/05/24 - Recruitment campaign underway offering relocation and consideration for HHP housing. Social Media also being utilised to promote the service with staff providing self- profiles and interviews to provide information regarding their role within the service.
 12/01/24 - Work is ongoing to enhance recruitment for the service, permission has been given to reframe current vacant posts and offer more FTE posts, relocation fees and key worker housing. Now focusing on a refreshed advertising campaign to enhance the profile of the service.
 12/10/23 - The workforce plan is in the final draft and the service is currently working on making the vacant posts advertised more attractive by revising the current vacancies in each geographical area and increasing the hours of fixed hour contracted posts to full time posts, as well as looking at relocation assistance for key workers. Advert on My Job Scotland has also been revised with more information available to potential candidates.
 Update 12/07/2023 A workshop will be delivered over the summer months on workforce plans, and local workforce data will be used to inform those sessions. In addition, good practice and training packages such as SSSC will be utilised fully and captured on the workforce plan.

Service Profile

Adult Care and Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.12.To contribute the workforce plan for the delegated services within the Integration Joint Board	Kirsty Street - Strategic Commissioning & Partnership Services Manager	Completed	01/04/2023	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - Staff consultation underway within adult services.
 12/01/24 - Staff consultation is due to commence end of January 2024.
 12/10/23 - The interim service manager has been reviewing rotas and progressing a formal consultation with staff. The workforce plan is now in the final draft.
 Update 12/07/2023 A workshop will be delivered over the summer months on workforce plans, and local workforce data will be used to inform those sessions. In addition, good practice and training packages such as SSSC will be utilised fully and captured on the workforce plan.



Service Profile

Adult Care and Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.13.To implement a service improvement plan that captures the service and regulator led learning	Kirsty Street - Strategic Commissioning & Partnership Services Manager	Completed	01/04/2023	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - Workforce planning prioritised and actions updated and completed as required.

12/01/24 - Service Improvement continues to be updated to reflect a continuous improvement agenda.

12/10/23 - Work continues on the service improvement actions previously identified.

Update 12/07/2023 There is a Service Improvement Plan in place which is updated as progress is made or action completed. The main topics in the service improvement plans are in relation to regulatory documentation, medication management, safe working practices which includes Health and Safety and Infection Prevention and Control and also training and staffing. The service improvement plans highlight issues/suggestions for improvement identified from various sources, such as service user/representative feedback, CI Inspections, care staff feedback, team meetings and input from other agencies. The service also has useful audit tools which when completed are scrutinised and that also identifies areas of improvement.

Service Profile

Residential (Western Isles) and Integrated Social Care (Barra)

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.14.To contribute the workforce plan for the delegated services within the Integration Joint Board	Ella Macbain - Service Manager, Residential Services	Completed	01/04/2023	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

15/05/24 - service remains the same with ongoing recruitment/engagement opportunities to attract staff into social care. The initial feedback on the extended shift pattern in Seaforth House is positive with staff reporting improved continuity of care and improved work/life balance. A formal evaluation will take place after it has been embedded for several months.

12/01/24 - ongoing recruitment continues to fill vacant positions across the service and recruit for Goathill. The recruitment cycle indicates increased interest in posts for Goathill with successful appointments at the last cohort of interviews. Continue to engage with career events, education providers and utilise opportunities to promote careers in social care. Pilot on 12.5 hour shift pattern to commence in Seaforth House in February 2024 following staff consultation.

12/10/23 – Good practice and training packages such as SSSC continue to be utilised fully and captured on the workforce plan which is in final draft form. A key area is to conclude recruitment for Goathill campus.

Update 12/07/2023 A workshop will be delivered over the summer months on workforce plans, and local workforce data will be used to inform those sessions. In addition, good practice and training packages such as SSSC will be utilised fully and captured on the workforce plan.

Service Profile

Residential (Western Isles) and Integrated Social Care (Barra)

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.15.To implement a service improvement plan that captures the service and regulator led learning	Ella Macbain - Service Manager, Residential Services	Completed	01/04/2023	31/03/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

12/01/24 - This is complete with SIPs in the 3 service areas being updated to reflect a continuous improvement agenda.

12/10/23 – Service improvement continues through the embedding of outcome focused care plans, the use of anticipatory care plans, the provision of person centred activities and consistency in recording and documentation.



Each service has a Service Improvement Plan relevant to the individual service that captures the areas for development, records the actions and provides an evidential record of areas that have been addressed. The 12/07/23 Service Improvement Plans capture issues identified by Inspections, for example undertaken by Care Inspectorate, Health & Safety, Scottish Fire & Rescue audits as well as any structural and environmental requirements, staff training. There are common themes, for example embedding outcome focused care plans, ensuring residents have Anticipatory Care Plans in place, there is the provision of person centred activities, consistency in recording and documentation. The service also has a quality assurance framework based on best practice from the Care Inspectorate which enables managers to undertake internal or peer scrutiny of their service as well as a calendar of audits in place across a number of key areas, for example, Infection Prevention and Control; Medication and Care Plans. Such tools embed and promote an ethos of service improvement.

Service Profile

Adult Social Work and Commissioning Services

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
3.1.4.16.To implement a service improvement plan that captures the service and regulator led learning for the associated teams within this business unit.	Michael Stewart - Criminal Justice Services Manager	Completed	01/04/2023	31/03/2024	100%	100%	

ACTION PROGRESS COMMENTS

20/05/24 - Self evaluation continues for assessment and care management. File read undertaken in January '24 and subsequent action plan developed and actioned.
 12/01/24 - The self evaluation process for Assessment and Care Management is underway using established methodology. A file read is being undertaken w/c 15 January. A focused service improvement plan will be developed once the results are analysed based on Quality Improvement Framework.
 12/10/23 – The post inspection improvement plan has been delivered against significantly and has been the priority improvement work over the business period. This continues with scrutiny from the Adult Protection Committee and Chief Officers Group – with an expected Care Inspectorate follow up in July 2024. Work is ongoing in continuing self-evaluation and improvement work across both adult services and justice social work, with quality assurance exercises planned within quarter 3 and 4 of the business year.
 12/07/23 The Partnership Adult Support and Protection Improvement Plan was submitted to the Chief Officer Group and Care Inspectorate during May 2023. Training has taken place for practitioners on new ASP procedures. A planned programme of self evaluation is currently underway for business units within partnership services and service improvement plans will be developed upon the findings of the self evaluation process.

Strategic 4.1.5.Effective governance of the Comhairle is in place.

Objective:

Service Profile

Residential (Western Isles) and Integrated Social Care (Barra)

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.58.CIAP: Implement the Financial Assessments Internal Audit Follow Up Review (FU01-2022/23) recommendations.	Emma MacSween - Head of Partnership Services	Completed	31/08/2022	30/06/2023	100%	100%	

ACTION PROGRESS COMMENTS

20/05/24 - Follow up report to April series approved.
 As per the Internal Audit Follow Up Review Financial Assessments Final Report – FU01-2022/23 1 May 2023, Internal Audit note that out of the five follow up recommendations made in the original report three appear to have been fully implemented, and management have confirmed that the remaining two recommendations (2.3 and 2.4) will be implemented by 30 June 2023.
 Action 2.4 is now complete, as the recruitment process has been completed and a new staff member has now commenced in post. Action 2.3 will be transferred to the Health and Social Care business plan for completion.
 - Action 2.3 recommended: A protocol must be put in place with the Care Homes and Social Work that the Financial Assessment team be notified immediately when a death occurs to allow officers to prepare the final paperwork.



- Action By: Service Manager, Residential Services
 - Progress as at 1 May 2023: A new software system is now in place, but work is continuing on the notifications process.
 - Action outstanding: Notifications process to be finalised.
 Progress update as at 11 October: This is an action for the Health & Social Care team and at this stage there has been no additional progress on the notification process.
 30/10/23 - Discussions with all care homes have taken place to ensure relevant officers are notified as soon as possible after a death occurs. Formal process will be implemented in near future to ensure consistency across services

Service Profile

Adult Care and Support

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.59.CIAP: Implement the Learning Disability & Autism Service Internal Audit Follow Up Review (FU06-2022/23) recommendations.	Emma MacSween - Head of Partnership Services	Completed	27/10/2022	31/12/2024	100%	100%	 GREEN

ACTION PROGRESS COMMENTS

20/05/24 - Follow up report, transport policy approved. Draft strategy planned for stakeholder engagement on appointment of service manager 24/25.

As per the Internal Audit Follow Up Review Learning Disability & Autism Service Final Report – FU06-2022/23 24th October 2023, Internal Audit note that out of the 11 follow up recommendations made in the original report 4 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by March 2024. One recommendation was found to be partly outstanding as at 31 March 2024 (2.1). The Learning Disabilities and Autism Strategy is anticipated to be completed by October 2024. Recommendation 2.1 will therefore be carried forward to the 2024/25 business plan for completion during 2024 and the End Date in Interplan has been updated accordingly. The progress will be reported to the Audit and Scrutiny Committee within the Continuous Improvement Action Plan (CIAP) for scrutiny.

- Action 2.1 recommended: The Head of Partnership Services to progress with the completion of the Learning Disabilities and Autism Strategy.

- Action By: Head of Partnership Services

- Progress as at 24th October 2023: This has been paused pending recruitment to the substantive service manager post anticipated in 2024. The Interim Service Manager is prioritising workforce related planning for the remainder of 2023. Meetings with partner organisation have been and will continue to be facilitated to clarify service issues and the impact of related matters such as the National Care Service Development. The Head of Service and Commissioning Manager as ensuring compliance with the national Coming Home agenda which will feature in future strategies and plans.

- Action outstanding: Strategy Development will commence for approval within the 2024/25 financial year.

- Progress update February 2024: The Learning Disability Strategy is currently in the progress of being updated by the Interim Service Manager and it is anticipated to be complete by the end of March 2024 with a clear focus on the implementation framework and priorities within Keys to Life agenda.

The Scottish Government Coming Home agenda continues to progress with the Dynamic Support Register submission completed in January 2024. The one-off funding of £96k over three years has been used to support repatriation planning and avoidance of off-island placements.

- End of year 2023/24 progress update: A final draft of the Strategy has been completed by the interim service manager and will be shared with external stakeholders. Completion date for final approval is anticipated to be in October 2024.

- Action 2.4 recommended: The Services Manager- Adult Services to roll out the autism training and any other training applicable to the service to ensure staff are always up to date with the required training

- Action By: Service Manager – Adult Services

- Progress as at 24th October 2023: Autism training has continued to be facilitated in house with the utilisation of online training. Refreshed training to be developed focusing on best practice incorporating enhanced roll out of Positive Behavioural Support with a partner authority identified to share best practice. This will be done in collaboration with the internal training service.

- Action outstanding: Completion of visit to identified authority services and final scoping of revised training content to enhance existing provision. February 2024.

- Progress Update February 2024 - to date training has not been delivered. The Interim Service Manager is currently exploring in house resources with the possibility of upskilling staff. Examples of whole system application of Positive Behavioural Support (PBS) in Moray are being examined to aid the development of a robust training plan. The service is seeking to develop training around behaviours which challenge. Discussions with the training department will continue to source the most suitable training resource within budgetary parameters.

- End of year 2023/24 progress update: COMPLETE - Training is now built into the service plan and will continue to be monitored by the Service Manager.

- Action 2.5a recommended: The Service Manager – Adult Services addresses the issues that have been identified in the daycentre. - Action By: Service Manager – Adult Services
- Progress as at 24th October 2023: Replacement flooring has been requested and will be processed through the Assets and infrastructure Dept.
- Action outstanding: COMPLETE
- Progress update February 2024: COMPLETE - Replacement flooring has been completed at the end of 2023.

- Action 2.5b recommended: The Service Manager – Adult Services to confirm that all service users complete a financial assessment to confirm the eligibility of free transport as defined in the policy.
- Action By: Service Manager – Adult Services
- Progress as at 24th October 2023: On approval of the Assisted Transport Policy a review of all service users will be undertaken to provide assurance that there is compliance with the policy and service users have access to the necessary supports.
- Action outstanding: Pending approval of the Policy.
- Progress update February 2024 - Approved at the November ICMT meeting and being considered at the February meeting of the Integration Joint Board (IJB). Reviews will take place following IJB meeting.
- End of year 2023/24 progress update: COMPLETE - IJB approved the Assisted Transport Policy in February 2024, which formalised the process that has been followed. As the policy did not change practice, there is no priority to reassess everyone. Any changes to circumstances will be picked up on referrals due to changes or the scheduled reviews by the service providers and assessment team.

- Action 2.5c recommended: The Head of Partnership Services progresses with the finalising of the Assisted Transport Policy and confirm the outcomes for the service and service users.
- Action By: Head of Partnership Services
- Progress as at 24th October 2023: Presented to the Integrated Corporate Management Team in October – meeting deferred until November.
- Action outstanding: Pending ICMT approval Policy to be presented to the next scheduled meeting of the IJB.
- Progress update February 2024 - Approved at the November ICMT meeting and being considered at the February meeting of the IJB.
- End of year 2023/24 progress update: COMPLETE - IJB approved the Assisted Transport Policy in February 2024.

- Action 2.6 recommended: The Service Manager – Adult Services in collaboration with IT section to develop a more informative website pertaining to Learning Disabilities and Autism Services.
- Action By: Service Manager – Adult Services
- Progress as at 24th October 2023: Not actioned due to conflicting priorities. Western Isles Service Directory available through partner organisation includes a wealth of information.
- Action outstanding: To be considered for action in March 2024.
- Progress update February 2024: Comhairle nan Eilean Siar experienced a criminal cyber incident on 7 November 2023. Subsequently, essential information was arranged for this service within the immediate press releases and then the temporary website. The CMT are considering the most appropriate approach to restore the corporate website with full functionality and the service will then provide the detail specific to the needs of the service users and wider public.
- End of year 2023/24 progress update: COMPLETE – The outstanding work is now subsumed in the corporate recovery plan post cyber-attack – all services reviewing online information and functionality.

- Action 2.7 recommended: Arrangements to be put in place to enable service users to have opportunities to undertake an annual health check.
- Action By: Service Manager – Adult Services
- Progress as at 24th October 2023: Currently facilitated through Learning Disability Nursing or escalated for action through the service users GP.
- Action outstanding: On-going.
- Progress update February 2024 - This is a responsibility of NHS services and is a matter to be progressed through the IJB Senior Management Team. The service continues to request and support health appointments and referrals for service users as appropriate. This is in addition to exploring best practice guidance with regards to the annual health checks to support the desired outcomes as defined in the SG Learning Disabilities Directions guidance.
- End of year 2023/24 progress update: COMPLETE – As noted in the Feb'24 update, this recommendation is outwith the control of the Comhairle. We are fulfilling our responsibilities through referrals and access to GP and dentistry services as required.

Service Profile

Residential (Western Isles) and Integrated Social Care (Barra)

ACTION	RESPONSIBILITY	ACTION STATUS	START DATE	END DATE	% COMP.	TARGET	PERFORMANCE
4.1.5.65.CIAP: Implement the Residential Care Services Internal Audit Follow Up Review (FU04-23/24) recommendations.	Emma MacSween - Head of Partnership Services	In Progress	10/07/2023	31/12/2024	80%	75%	 GREEN
<p>ACTION PROGRESS COMMENTS</p> <p>As per the Internal Follow Up Review Residential Care Services Final Report – FU04-2023/24 15 March 2024, Internal Audit note that out of the 8 follow up recommendations made in the original report 6 appear to have been fully implemented, and management have confirmed that the remaining recommendations will be implemented by late 2024.</p> <ul style="list-style-type: none"> - Action 2.2 recommended: The Service Manager in collaboration with Legal Services to follow up the balances and make arrangements to clear down the balances through the appropriate procedures. - Action By: Service Manager - Residential Services - Progress as at 15 March 2024: The process is underway with identification of solicitors/executors in the first instance, communication made to relevant solicitors, & requests made for Confirmation Certificates. 11/18 cases are actively progressing, 2 complete. Where certificates have been received (3 cases) process to initiate release of funds has begun. - Action outstanding: Continued work with legal to complete for all cases. <p>Progress update:</p> <ul style="list-style-type: none"> - Action 2.8 recommended: All care workers who have not done so must undertake training in order that all staff are in compliance with the safekeeping of service users' information at all times. - Action By: Service Manager - Residential Services - Progress as at 15 March 2024: Training is ongoing - Action outstanding: Ongoing <p>Progress update: COMPLETE - Training is now built into the service plan and will continue to be monitored by the Service Manager, Residential Services.</p>							

Scorecard - Health and Social Care Services

2023/24 SBP PIs - Health and Social Care Services	Unit	Target	Actual	Indicator	Comments
3.1.4 IJB042 - (LGBF: CJSW): Proportion of diversion from prosecution cases commenced per 10,000 population aged 16 to 70.	#	0.00	0.00	 GREEN	Data not yet available from https://www.gov.scot/collections/criminal-justice-social-work/ . Target (3.4) is the same as the 2019/20 baseline year.
3.1.4 IJB043 - (LGBF: CJSW): Proportion of drug treatment & testing orders imposed per 10,000 population aged 16 to 70.	#	0.00	0.00	 GREEN	Data not yet available from https://www.gov.scot/collections/criminal-justice-social-work/ . Target (0.00) is the same as the 2019/20 baseline year.