



Comhairle nan Eilean Siar

Management Plan by Department

Period: 15/16 - 19/20

SOCIAL AND COMMUNITY SERVICES DEPARTMENT



SOCIAL AND COMMUNITY SERVICES DEPARTMENT

The Social and Community Services Department's mission is to provide effective, efficient and well planned locally based services with our partners that provide good outcomes for individuals and the communities we serve.

The Department incorporates the following business units:

- Community Resources
- Social and Partnerships Services

The Social and Community Services Department delivers adult Community Care, Criminal Justice, Leisure and Learning services, has a staff complement of approximately 800 and a revenue budget of £21m.

The Department is committed to and involved in partnership working with a wide range of statutory, voluntary and private sector bodies.

The Chief Social Work Officer is located within the Social and Community Services Department and presents an annual report to the Comhairle summarising Social Work activity undertaken by the Comhairle relating to the statutory governance and leadership functions of the post. The Children and Families' Social Work functions have transferred to the Department of Education and Children's Services.

SOCIAL AND COMMUNITY SERVICES DEPARTMENT - Community Resources

OUR MISSION

The aim of the Community Resources Service is to provide effective, efficient and well planned locally based services with our partners that protect, respect, care, rehabilitate and provide improved outcomes for individuals and the communities we serve.

The service's key strategic objectives are:

To be a service which is responsive to the needs of service users, carers and other stakeholders, delivering a range of services within their local communities, taking account of their cultural needs;

To be a listening service which provides customer and stakeholder satisfaction ;

To be an excellent service, aiming for continuous improvement which is cost effective and provides Best Value ;

To be a service which values its staff and partners with a continually improving skill base within our workforce and partnerships;

To communicate effectively with all service users, staff and stakeholders and provide good quality public information; and

To be a service committed to best working practice and maximising our partnerships, with the aim of increasing the health, safety and wellbeing of our communities.

OUR VALUES

- Valuing people
- Providing leadership
- Working together
- Providing the highest quality service
- Being inclusive

RECENT ACHIEVEMENTS

- All the Care Homes have a trained Mobility Risk Assessor on site.
 - Dun Berisay has a new Security system.
 - Care Homes have adopted a monthly Safety Check of all mobility equipment.
 - Clinical reviews on Medication with CPN
 - All Social Care Workers are trained to SVQ level 3
 - We have a MAPPA Trained Trainer to deliver Autism training to staff.
 - All care staff within Adult Services will have completed Medication Training in accordance with the implementation of the new medication policy.
 - Ardseileach Day Centre has commenced with care at home within a community setting.
-
- The Scotland Creates Exhibition (working with National Museums Scotland and Live Music Now) ran at the Lionacleit Museum Gallery attracting 2365 visitors.
 - Bord na Gaidhlig GLAIF funded School memories project:– Sandwickhill School memories book published.
 - Dr Norman Morrison archive project with Westside Historical Society (GEATS) and community in Shawbost
 - E-bulletin Heritage News. A quarterly round up of activities across the heritage service
 - Programme of tailored archive training to needs of individual historical societies
 - Work placement programme in digitisation of photographic collections
 - Appointment of two new Heritage Officers
 - Successful transition to a new Heritage Team (Museum, Archives and Archaeology)
 - Foundations of the new museum and Archive at Lews Castle laid
 - Successful request to the Scottish Archaeology Finds Allocations Panel (SAFAP) in October 2013 for the Udal Archive
 - Successful consultation workshops with the public concerning Gaelic content of the new museum and archive interpretation
 - Publication of 'The Udal , North Uist Post Excavation Research Design'
 - The successful ERDF funded Tasglann nan Eilean Siar completed the three year project in November 2013 meeting all targets.
 - The first Heritage Network Conference took place in October 2013
 - Over 200 images have been selected for use in the Lews Castle Museum and Archive project and of this approximately 80% are from local photographers.
-
- Donald Ewen Morrison, one of Western Isles Libraries' mobile Library Assistants, was awarded the CILIP Mobile Library Champion award for 2013.
 - Bookbug – Sessions held at Lionacleit, Shawbost and Stornoway libraries, offered in English and Gaelic - over 472 children and families attended sessions from April to November 2013.
 - Summer Reading Challenge, 'Creepy House' – 191 children registered to take part with 126 completing the challenge – keeping literacy levels high over the summer break..
 - Faclan Schools Programme supported by Awards for All funding with 1045 children and 113 adults attending events.
 - GLAIF funding support for new Gaelic Bookbug Outreach post
 - An e-book service was launched on 6 August and offers fiction and information e-books for both adults and children
 - The last element of the implementation of the new Library Management System (LMS) was completed at Tarbert Community Library and all sites are now live.
-
- The Comhairle's SQA Accredited Centre continues to operate successfully with External Verifier reports remaining positive and highlighting examples of good practice.
 - New contracts for the Modern Apprenticeship and Employability Fund National Training programmes have been secured for 2014/15.
 - The revised HILLS Service was successfully introduced in January 2014 and funding for OHMEET has been confirmed on an ongoing basis.
 - Employability and Rural Skills sessions continue in the Nicolson Institute with 24 pupils participating.
 - Increase in employability activity – 42 trainees on OHMEET this year to date (13 in 2013/14), 7 HILLS trainees in part-time work placements (2 in 2013/14)
 - Increase in certification levels in both CBAL and adult literacies
 - Increase in participation levels in Gaelic learning
 - At the Awards Ceremony in the Town Hall in November participant achievement in the DofE was recognised with 36 full awards and 55 section certificates presented.
 - All learning material has now been uploaded on the Learn Pro E-Learning system and all Health and Social Care staff have been added to the database in preparation for commencement of E-Learning.
-
- All service users now have a personal file which is fronted by a traffic light risk assessment in relation to service user and home environment. The file also includes a Care and Support Plan, relevant Risk Assessments and Guidance.

- The monitoring and Scheduling IT system has proved a success in Stornoway and Broadbay and has demonstrated potential for long term efficiencies and service improvements .
- Approximately 90 Home Care staff have now obtained SVQ level 2 in Health and Social Care via Lews Castle College.
- Care at Home Grades have improved to 3 for Quality Care and Support, 4 for Quality of Staffing and 3 for Quality of Management and Leadership, from 2, 2, 2 in the last 3 years.
- Successful implementation of Overnight Care provision redevelopment.
- The Department operated within balanced budgets during the last year .

PLANNING CONTEXT

- Joint working with NHS Western Isles
- Scottish Government funding restraints
- Local funding restraints
- Impact of the increasing ageing population and reduction in the working age population in the Western Isles
- The Comhairle's Corporate Strategy 2012-17
- Single Outcome Agreement (SOA) 2013-23
- Outer Hebrides Community Planning Partnership
- Joint working with NHS Western Isles Regarding Mental Health Services redesign
- Change Fund
- Delivery of Capital/Infrastructure projects such as HLF, Harris House, St Brendan's Care Home and Hospital (NGS led), Ardseileach Core and Cluster, replacement for Dun Berisay and Dun Eisdean
- Care at Home transformational Change Programme
- Joint Strategic Commissioning
- Personalisation and Self Directed Support
- SDS Act
- Care Inspectorate
- Audit Scotland
- Community Justice reform
- Health and Social Care Integration
- Health and Social Care Bill
- CLD Regulations
- Curriculum for Excellence Implementation Plan 2013/14: Community learning and development (CLD) addendum
- Safeguarding
- Operational and Strategic Risk Management
- Business Continuity Risk Management
- Supported Self Evaluation
- Building Resilience for Housing Support
- Career Pathways Project
- Building Community Capacity
- Reducing the need for Mainland Placements
- Scottish Social Services Council (SSSC) Compliance and CPD; qualifications of staff
- Going Further: The National Strategy for Scotland's Museums and Galleries
- Archives and Records Management Service Quality Improvement Tool (ARMS)
- Accreditation Scheme (nationally agreed standards for Museums)
- Public Library Quality Improvement Matrix (PLQIM) developed by the Scottish Library and Information Council (SLIC)
- Udal Project
- Lews Castle Museum and Archive Business Plan

STAKEHOLDERS

Internal

- Other departments of the Comhairle.
- Members
- Officers
- Staff
- Trade Unions

External

- Service Users
- carers
- Voluntary Organisations
- Locality Planning Groups
- User representative groups
- NHS Western Isles
- Northern Constabulary
- Scottish Government and Government Agencies
- Care Inspectorate
- Audit Scotland
- COSLA
- ADSW
- HMIE
- Health Improvement Scotland
- HHP
- Lews Castle College
- Health and Safety Executive
- Northern Community Justice Authority
- MAPPA
- Citizens and Communities
- Nicolson Institute
- Heritage Lottery Fund
- National Museums Scotland
- The British Museum
- Scottish Book Trust
- Comunn na Gàidhlig
- Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS)
- Historic Scotland
- Scottish National Heritage (SNH)
- Library members
- Comainn Eachdraidh
- An Lanntair
- Scottish Library & Information Council (SLIC)
- SSSC
- Outer Hebrides Community Planning Partnership

Service Profiles

- **Adult Services**
- **Care at Home**
- **Care Homes for Older People**
- **Cultural and Information Services (Libraries and Heritage)**
- **Learning and Development**

Business Unit SWOT

Community Resources

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> • Performance in contract delivery ~ Solution: Continue to monitor progression against contract targets and milestones • The department has an innovative, experienced and committed workforce ~ Solution: Continue to develop engagement and consultation with the staff group to maximise the involvement of staff and encourage them to contribute to organisational development. ~ Solution: Empower staff to develop solutions to problems and issues they encounter • Library resources ~ Solution: Continue to develop the Library as a venue for learning ~ Solution: Develop the new Library Management System • CLD Regulations ~ Solution: Ensure timescales for three year Action Plan are met • Quality standards frameworks frame our approaches to training and service delivery ~ Solution: Ensure that key staff are, where appropriate, made available and are familiar with quality standards frameworks and they are utilised within the supervisory framework ~ Solution: Ensure Departmental Training Plan links clearly with Quality Standards • Partnership with British Museum ~ Solution: Continue to work closely with the British Museum and investigate further opportunities for the new museum • We have a strong voluntary sector and culture of volunteering ~ Solution: Encourage volunteering to support key business activity ~ Solution: Work closer and more effectively with our voluntary sector colleagues; supporting them to input effectively to our business ~ Solution: Continue to recognise the contribution of volunteers • Effective local partnerships ~ Solution: Ensure partnership working is encouraged and maintained ~ Solution: Continue to engage and effectively partner with our communities and look to utilising the strengths therein 	<ul style="list-style-type: none"> • Service User participation in service events, service design, etc ~ Solution: Develop and implement a Departmental Communication Strategy • HLF Project ~ Solution: Monitor allocation of project resources to reduce impact on service delivery • Revenue costs of ageing buildings and the quality of the environment. ~ Solution: Undertake feasibility studies into reducing costs and improving the environment • Stornoway Library Building ~ Solution: Work with partners to further develop libraries as a venue for accessing health information and learning. ~ Solution: Identify opportunities for increasing income and or sharing costs. ~ Solution: Work with partners to increase access to libraries. • Reliance on external and short term funding. ~ Solution: Identify opportunities for service redesign to mainstream provision • Risk Management within the Department ~ Solution: Ensure that all staff are contributing to the assessment and management of risk ~ Solution: Embed Risk Management within management structures and review at DMT/SMT meetings • Limited staff resource locally and difficulties in relation to recruitment. ~ Solution: Work towards alternative business models; ensuring good use of agencies, locum staff when staffing numbers drop. Look to maximising use of partnerships, including contracting mainland organisations and maximising community capacity. • Reliance on Mainland service provision. ~ Solution: Look to encourage National and local organisations to develop services on the Island ~ Solution: Ensure that service provision is continually reviewed and innovative approaches are considered. • Current financial restraints. ~ Solution: Explore areas for service redesign ~ Solution: Effective budget monitoring and control ~ Solution: Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working • Performance Management within the Department ~ Solution: Work with all service areas to develop effective performance indicators and targets.

	<ul style="list-style-type: none"> ~ Solution: Review and develop existing departmental systems to embed self evaluation and performance management. 		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #0070C0; color: white; padding: 5px;">OPPORTUNITIES</th> <th style="background-color: #0070C0; color: white; padding: 5px;">THREATS</th> </tr> </table>	OPPORTUNITIES	THREATS
OPPORTUNITIES	THREATS		
EXTERNAL	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top; padding: 5px;"> <ul style="list-style-type: none"> • Changes in government agendas, combined with spending restrictions. <ul style="list-style-type: none"> ~ Solution: Consider innovative methods of sharing resources with other organisations / partners / departments to improve service user outcomes and reduce overall input, minimise waste and duplication. ~ Solution: Continue work on enhancing joint working and integration with Health and the voluntary sector. • HLF Project <ul style="list-style-type: none"> ~ Solution: Work with partners to identify opportunities to maximise the benefits of the project. • Social media. <ul style="list-style-type: none"> ~ Solution: Develop the use of technology in relation to information exchange with partners, staff and service users. ~ Solution: Ensure that Social media technology is considered when developing communication strategies. • Developments in technology. <ul style="list-style-type: none"> ~ Solution: Ensure that technological advances are considered in the context of service change and delivery to review methods of working and increase efficiency/effectiveness • Development of a National Strategy for public libraries in Scotland. </td> <td style="width: 50%; vertical-align: top; padding: 5px;"> <ul style="list-style-type: none"> • Stornoway Library Building <ul style="list-style-type: none"> ~ Solution: Work with partners to further develop libraries as a venue for accessing health information and learning. ~ Solution: Work with partners to increase access to libraries. ~ Solution: Identify opportunities for increasing income and or sharing costs. • Requirement for SSSC registration, re-registrations and the monitoring of complaints and conduct <ul style="list-style-type: none"> ~ Solution: Monitoring and reporting on SSSC registrations, re-registrations and CPD ~ Solution: Monitor staff PVG ~ Solution: Introduce a policy on registration responsibilities. • Welfare reform <ul style="list-style-type: none"> ~ Solution: Develop learning interventions to support adults in accessing the new benefits system ~ Solution: Work with partners to develop the Comhairle's Work Club • Current financial restraints. <ul style="list-style-type: none"> ~ Solution: Explore areas for service redesign ~ Solution: Ensure effective budget monitoring and control ~ Solution: Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working. ~ Solution: Maximise external funding opportunities. ~ Solution: Utilise national mechanisms to support continued service delivery. • Reduction in Capital funding for maintenance and improvements. <ul style="list-style-type: none"> ~ Solution: Effective engagement with the Comhairles' Asset Management Policy • Remote/rural issues, including geographic spread of service users adds to complications and costs of service delivery <ul style="list-style-type: none"> ~ Solution: Ensure service provision is reviewed in partnership with stakeholders, aiming to maximise local approaches, community capacity and partnership working • Demographics - an ageing population requiring services. <ul style="list-style-type: none"> ~ Solution: Ensure that we have efficient processes that prioritise services to those with the greatest needs. ~ Solution: Effective workforce management strategy and planning, working with Health and other key partners to make effective use of available staff and community resources </td> </tr> </table>	<ul style="list-style-type: none"> • Changes in government agendas, combined with spending restrictions. <ul style="list-style-type: none"> ~ Solution: Consider innovative methods of sharing resources with other organisations / partners / departments to improve service user outcomes and reduce overall input, minimise waste and duplication. ~ Solution: Continue work on enhancing joint working and integration with Health and the voluntary sector. • HLF Project <ul style="list-style-type: none"> ~ Solution: Work with partners to identify opportunities to maximise the benefits of the project. • Social media. <ul style="list-style-type: none"> ~ Solution: Develop the use of technology in relation to information exchange with partners, staff and service users. ~ Solution: Ensure that Social media technology is considered when developing communication strategies. • Developments in technology. <ul style="list-style-type: none"> ~ Solution: Ensure that technological advances are considered in the context of service change and delivery to review methods of working and increase efficiency/effectiveness • Development of a National Strategy for public libraries in Scotland. 	<ul style="list-style-type: none"> • Stornoway Library Building <ul style="list-style-type: none"> ~ Solution: Work with partners to further develop libraries as a venue for accessing health information and learning. ~ Solution: Work with partners to increase access to libraries. ~ Solution: Identify opportunities for increasing income and or sharing costs. • Requirement for SSSC registration, re-registrations and the monitoring of complaints and conduct <ul style="list-style-type: none"> ~ Solution: Monitoring and reporting on SSSC registrations, re-registrations and CPD ~ Solution: Monitor staff PVG ~ Solution: Introduce a policy on registration responsibilities. • Welfare reform <ul style="list-style-type: none"> ~ Solution: Develop learning interventions to support adults in accessing the new benefits system ~ Solution: Work with partners to develop the Comhairle's Work Club • Current financial restraints. <ul style="list-style-type: none"> ~ Solution: Explore areas for service redesign ~ Solution: Ensure effective budget monitoring and control ~ Solution: Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working. ~ Solution: Maximise external funding opportunities. ~ Solution: Utilise national mechanisms to support continued service delivery. • Reduction in Capital funding for maintenance and improvements. <ul style="list-style-type: none"> ~ Solution: Effective engagement with the Comhairles' Asset Management Policy • Remote/rural issues, including geographic spread of service users adds to complications and costs of service delivery <ul style="list-style-type: none"> ~ Solution: Ensure service provision is reviewed in partnership with stakeholders, aiming to maximise local approaches, community capacity and partnership working • Demographics - an ageing population requiring services. <ul style="list-style-type: none"> ~ Solution: Ensure that we have efficient processes that prioritise services to those with the greatest needs. ~ Solution: Effective workforce management strategy and planning, working with Health and other key partners to make effective use of available staff and community resources
<ul style="list-style-type: none"> • Changes in government agendas, combined with spending restrictions. <ul style="list-style-type: none"> ~ Solution: Consider innovative methods of sharing resources with other organisations / partners / departments to improve service user outcomes and reduce overall input, minimise waste and duplication. ~ Solution: Continue work on enhancing joint working and integration with Health and the voluntary sector. • HLF Project <ul style="list-style-type: none"> ~ Solution: Work with partners to identify opportunities to maximise the benefits of the project. • Social media. <ul style="list-style-type: none"> ~ Solution: Develop the use of technology in relation to information exchange with partners, staff and service users. ~ Solution: Ensure that Social media technology is considered when developing communication strategies. • Developments in technology. <ul style="list-style-type: none"> ~ Solution: Ensure that technological advances are considered in the context of service change and delivery to review methods of working and increase efficiency/effectiveness • Development of a National Strategy for public libraries in Scotland. 	<ul style="list-style-type: none"> • Stornoway Library Building <ul style="list-style-type: none"> ~ Solution: Work with partners to further develop libraries as a venue for accessing health information and learning. ~ Solution: Work with partners to increase access to libraries. ~ Solution: Identify opportunities for increasing income and or sharing costs. • Requirement for SSSC registration, re-registrations and the monitoring of complaints and conduct <ul style="list-style-type: none"> ~ Solution: Monitoring and reporting on SSSC registrations, re-registrations and CPD ~ Solution: Monitor staff PVG ~ Solution: Introduce a policy on registration responsibilities. • Welfare reform <ul style="list-style-type: none"> ~ Solution: Develop learning interventions to support adults in accessing the new benefits system ~ Solution: Work with partners to develop the Comhairle's Work Club • Current financial restraints. <ul style="list-style-type: none"> ~ Solution: Explore areas for service redesign ~ Solution: Ensure effective budget monitoring and control ~ Solution: Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working. ~ Solution: Maximise external funding opportunities. ~ Solution: Utilise national mechanisms to support continued service delivery. • Reduction in Capital funding for maintenance and improvements. <ul style="list-style-type: none"> ~ Solution: Effective engagement with the Comhairles' Asset Management Policy • Remote/rural issues, including geographic spread of service users adds to complications and costs of service delivery <ul style="list-style-type: none"> ~ Solution: Ensure service provision is reviewed in partnership with stakeholders, aiming to maximise local approaches, community capacity and partnership working • Demographics - an ageing population requiring services. <ul style="list-style-type: none"> ~ Solution: Ensure that we have efficient processes that prioritise services to those with the greatest needs. ~ Solution: Effective workforce management strategy and planning, working with Health and other key partners to make effective use of available staff and community resources 		

Service Profile: Adult Services

Description:

Adult Services provides a range of accommodation and support for adults with learning disabilities, mental health problems, sensory impairment, complex care support and autism and older people. The Services: Daycare; Care at Home; Housing Support; and Care Home are spread across the Western Isles and all are registered with the Care Inspectorate.

We aim to deliver against individual personal plans which outline the range of needs that people have and what is important to them. All of our resources encourage service users to participate fully and as independently as possible.

Outputs:

24 hour accomodation
Respite support
Care and Community Support
Adult protection

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
CS: Work with Third Sector and other key partners, engage with local communities to influence and shape the development and design of services that contribute to improved health and wellbeing.	Senior Operating Officer, Adult Services	01/04/2014	31/03/2016	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Provide respite residential day services which assist people to be active, independent and supports access to services. (Adult Services)	Senior Operating Officer, Adult Services	01/04/2014	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities (Adult Services).	Senior Operating Officer, Adult Services	01/04/2014	31/03/2016	Operating
CS: Work positively with external audit and inspection agencies (Adult Services).	Senior Operating Officer, Adult Services	01/04/2014	31/03/2016	Operating
Develop a Service Improvement Plan for Adult Services	Senior Operating Officer, Adult Services	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS015: (IO7) Percentage of Care Inspectorate Action Plans returned (Adult Services)	%	100	N/A	N/A	N/A	N/A
SCS016: (LO7) Percentage of Adult Services staff compliant with SSSC registration renewal requirements	%	100	N/A	N/A	N/A	N/A
SCS017: (LO7) Percentage of Quality Assurance Audits completed (Adult Services)	%	100	N/A	N/A	N/A	N/A
SCS: (LO7) Percentage of Adults satisfied with Adult Services	%	100	N/A	N/A	N/A	N/A
SCS018: (LO7) Percentage of SSSC registrations completed for Adult Services staff entering Vocational Qualification Training.	%	100	N/A	N/A	N/A	N/A
SCS019: (LO7) Percentage of Care Inspectorate self assessment and annual returns completed (Adult Services)	%	100	N/A	N/A	N/A	N/A

Service Profile: Care at Home

Description:

Our overall aim is to deliver Community Care services for adults to enable people to live as independently as possible in their local community.

Our objective is to provide a high quality support service that enables service users to remain at home safely, for as long as possible.

Outputs:

Through the provision of care at home support, enabling people in the community to remain at home.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.5 Provide community based care services, focusing particularly on the elderly, vulnerable people and family carers, including technology to improve communication and services.				
Implement provision of Community Meals	Service Manager (Adult Care & Support)	01/04/2014	31/03/2016	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Implement service quality assurance protocol (L&H)	Home Care Manager (L&H)	01/04/2014	31/03/2016	Operating
Implement service quality assurance protocol (U&B)	Home Care Manager (U&B)	01/04/2014	31/03/2016	Operating
Ensure all staff have up to date handbooks including winter planning, risk assessments, PPE's, policies and procedures.	Service Manager (Adult Care & Support)	01/04/2014	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities (L&H)	Home Care Manager (L&H)	01/04/2014	31/03/2016	Operating
CS: Self evaluation, including comparisons with other local authorities (U&B)	Home Care Manager (U&B)	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
Percentage of service user support plan reviews undertaken (U&B)	%	100	100	100	100	100
SCS021: (LO7) Percentage of service users who have a Quality assurance visit by a Care Co-ordinator (U&B)	%	100	100	100	100	100
Percentage of service user support plan reviews undertaken (L&H)	%	100	90	100	100	100
SCS027: (LO7) Percentage of service users who have a Quality assurance visit by a Care Co-ordinator (L&H)	%	100	100	100	100	100
SCS: (LO7) Percentage of Adults satisfied with Care at Home and Housing Support	%	90	N/A	N/A	N/A	N/A

Service Profile: Care Homes for Older People

Description:

The Care Homes Service provides a range of services for older people and people with Dementia. The Services: Care Homes; Daycare; Respite Care; and Housing Support are spread across the Western Isles and all are registered with the Care Inspectorate.

Our aim is to:

Provide a high standard of personal and social care in a residential setting;

To have a person centred Care Plan that all service users and carers are encouraged to participate in fully and to help each person to be as independent as possible;

Make each person coming in for day care feel welcome and encourage them to feel part of the Home's community;

Provide a relaxed and homely atmosphere where everybody will be treated with dignity and respect at all times;

Value each person's ethnic background, language, culture and faith and care for them in accordance with their beliefs, including the opportunity to pursue them if they so wish; and

Work with each person to preserve their safety and dignity while being aware that responsible risk taking is a normal part of a person's life.

Outputs:

24 hour accommodation
Respite Support
Day Care Support

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities (Care Homes for Older People).	Older Persons Care Home Manager	01/04/2014	31/03/2016	Operating
CS: Work positively with external audit and inspection agencies (Care Homes for Older People).	Older Persons Care Home Manager	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS032: (LO7) Percentage of Quality Assurance Audits completed (Care Homes)	%	100	N/A	N/A	N/A	N/A
SCS: (LO7) Percentage of Adults satisfied with Care Homes for Older People	%	100	N/A	N/A	N/A	N/A
SCS033: (LO7) Percentage of Care Home staff compliant with SSSC registration renewal requirements	%	100	N/A	N/A	N/A	N/A
SCS034: (LO7) Percentage of SSSC registrations completed for Care Home staff entering Vocational Qualification Training.	%	100	N/A	N/A	N/A	N/A
SCS035: (LO7) Percentage of Care Inspectorate Action Plans returned (Care Homes)	%	100	N/A	N/A	N/A	N/A
SCS036: (LO7) Percentage of Care Inspectorate self assessment and annual returns completed (Care Homes)	%	100	N/A	N/A	N/A	N/A
SCS037: (LO7) Percentage of bed occupancy within residential services	%	100	N/A	N/A	N/A	N/A

Service Profile: Cultural and Information Services (Libraries and Heritage)

Description:

Libraries and Heritage (museum, archive and archaeology services) provide equitable access to resources/artefacts/historic records and collections that promote reading, information, and acquisition of knowledge for leisure and learning. Services are promoted through advice, activities and programmes that encourage increased participation, and sustain community identity and confidence in Gaelic language, culture and heritage. Services are provided across the Western Isles.

Outputs:

Access to:

A Library Service that provides reading and literacy materials, local studies and Gaelic materials, information and advice through the lending of materials, staff advice and guidance, and free access to IT and the Internet;

An accredited Museum Service with unique collections representing a cross-section of island life and culture. It also disseminates the Islands' culture and heritage through exhibitions, access and learning and interpretative programmes;

An Archaeology Service with responsibility for advice on the handling of archaeological matters within the planning process and wider community advice and guidance in all works pertaining to the management, conservation, preservation, research, interpretation and promotion of the historic environment of the Western Isles; and

An Archives Service (previously Tasglann nan Eilean Siar) that will enhance the preservation, accessibility and presentation of the unique historic records of the Outer Hebrides. This forms the

Primary Strategic Priority:

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.6 Promote lifelong learning.				
Meeting Digital Inclusion, Health and Well-being, Literacy and Learning agendas (Libraries)	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.				
CS: Develop the Udal Archaeology Project in North Uist as a lynchpin project for raising the profile of Archaeology in the Outer Hebrides and progressing the concept of an Archaeology and Environmental Research Centre in North Uist - for the economic benefit of the local communities and the Outer Hebrides.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
CS: Deliver the Lews Castle Museum and Archive Project and ensure the benefits of the project are dispersed across the Outer Hebrides.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Develop a strategic approach to the development of Archaeology and the Historic Environment in the Outer Hebrides	Principal Officer - Cultural and Information Services	01/04/2015	31/03/2016	Operating

Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Undertake customer satisfaction surveys and publish the results (Cultural and Information Services).	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Undertake a procurement exercise for new Mobile Libraries.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Develop partnership working and accountability arrangements to underpin service delivery quality improvements.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Develop a Management Information system for Libraries and Heritage to provide live data which will be utilised to proactively manage services.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Deliver a three year Strategic Plan and Action Plan for the Library Service.	Principal Officer - Cultural and Information Services	01/04/2015	31/03/2016	Operating

Local Outcome: 7.1.3 Have in place a programme of continuous improvement.

Meeting national library sector agendas and standards and engagement with Public Library Quality and Improvement Matrix	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating
Meeting national museum and archive sector agendas and standards through Accreditation	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS: Percentage of adults satisfied with libraries (Local Survey)	%	95	N/A	N/A	N/A	N/A

Service Profile: Learning and Development

Description:

Community Learning & Development (CLD)

The CLD Service provides services across the 3 priority areas for Community Learning and Development Services in Scotland i.e. Achievement through Learning for Adults, Achievement through Learning for Young People and Community Capacity Building.

Accredited Training & Skills (AT&S)

The Accredited Training and Skills Service aims to provide qualified, skilled and experienced employees on a continuous basis to meet the human resource requirements of employers in the Outer Hebrides.

Adult Learning and Employability (AL&E)

The Adult Learning and Employability Service and provides adult learning opportunities, employability programmes for the unemployed, including those with significant barriers to employment, to maximise their chances of securing employment.

Outputs:

Young people participating on National Training Programmes including "Modern Apprenticeships" and "Employability Fund Skills Training"

Adults participating on initiatives that support the long-term unemployed back into employment

People facing significant barriers to employment participating in employability skills programmes

Scottish Vocational Qualifications (SVQ) available through a Scottish Qualifications Authority (SQA) Approved Centre

Adult learning opportunities available in the community

Capacity Building training provided to voluntary groups

Literacy and numeracy learning

English for Speakers of Other Languages (ESOL) learning

Active youth councils

Gaelic language learning available in the community

Gaelic Family Learning

Information and educational support provided to young people

Activities delivered to young people through the medium of English and Gaelic

Young people involved in Pointers Youth Centre activities and committee

Young people have access to accredited youth awards such as the Duke of Edinburgh's Award

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.1 Provide employment, study and training opportunities for young people and women returning to work.				
Manage and develop the Comhairle's SQA Accredited Centre	Community Education & Training Manager	01/04/2014	31/03/2016	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.1.5 Develop new and creative industries.				
CS: Support the development and delivery of training and accreditation in new and creative industries (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 2.1.7 Provide greater support to enable people of working age to gain employment.				
Manage and deliver adult employability programmes tailored to identified local need.	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Provide a range of youth work interventions that contribute towards the delivery of a Curriculum for Excellence and the enhancement of interpersonal skills.	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 3.1.3 Promote a renewed focus on vocational training and joint working with partners to deliver courses and training that meet local demand from students and employers.				
Provide employers with support in delivering vocational training and access to SVQ's.	Community Education & Training Manager	01/01/2014	31/03/2016	Operating
Local Outcome: 3.1.6 Promote lifelong learning.				
CS: Develop and deliver community based adult learning and adult literacy (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
CS: Continue to provide English for Speakers of Other Languages (ESOL) for migrants (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
CS: Deliver programme of family learning including Gaelic learning (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 4.1.2 Develop training and career pathways within Health and Social Care.				
CS: In partnership with NHS, Scottish Social Services Council and UHI, develop and deliver a programme of training that will lead to a validated professional qualification in Health and Social Care (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 5.1.3 Provide training and employment and opportunities for young people.				
CS: Work with Skills Development Scotland to develop training and employment opportunities for young people (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 5.1.4 Increase the level of youth engagement in decision making.				
CS: Continue support for Youth Councils (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 5.1.5 Support the Third Sector throughout the Outer Hebrides.				
CS: Support Third Sector in providing community Services	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Self evaluation, including comparisons with other local authorities (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating
CS: Work positively with external audit and inspection agencies (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS038: (LO7) Percentage of Gaelic Family Learning Learners achieving one or more of their learning outcomes per annum	%	80	80	80	80	80
SCS039: (LO7) Number of HILLS participants receiving support	#	6	6	6	6	6
SCS040: (LO7) Percentage of participants in Gaelic Youth Work activities who achieve one or more of their learning outcomes per annum	%	85	85	85	85	85
SCS: Percentage of leavers on Modern Apprenticeship Programme achieving target qualifications	%	60	60	60	60	60
SCS041: (LO7) Percentage of young people participating in accredited youth work achieving their award or part of an award per annum	%	75	75	75	75	75
SCS042: (LO7) Percentage of young people accessing planned youth work through Pointers Youth Cafe achieving one or more learning outcomes	%	80	80	80	80	80
SCS043: (LO7) Percentage of Community Based Adult Learning learners achieving one or more of their learning outcomes per annum	%	80	80	80	80	80
SCS051: (LO7) Percentage of returned Exit Questionnaires that rate Employability Fund training Good or Better	%	80	80	80	80	80
SCS062: (LO7) Percentage of returned Exit Questionnaires that rate Modern Apprenticeship Training Good or Better	%	80	80	80	80	80
SCS044: (LO6) Number of participants in Gaelic Youth Work activities per financial year	#	50	50	50	50	50
SCS Percentage of leavers on Employability Fund programme achieve positive outcomes	%	50	50	50	50	50

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS045: (LO7) Percentage of young people participating in non accredited youth work achieving one or more of their learning outcomes per annum	%	80	80	80	80	80
SCS046: (LO5) Number of Young People Participating in Accredited Youth Work per financial year	#	550	550	550	550	550
SCS047: (LO3) Number of Adult Literacy and Numeracy Learners per financial year	#	80	80	80	80	80
SCS050: (LO7) Percentage of Health & Social Care staff achieving target SVQ qualification through CNES Approved Training Centre	%	80	80	80	80	80
SCS048: (LO7) Percentage of HILLS leavers gaining a partial or full qualification	%	50	50	50	50	50
SCS049: (LO7) Number of young people accessing planned youth work through Pointers Youth Cafe per financial year	#	170	170	170	170	170
SCS052: (LO7) Number of young people participating in Non Accredited Youth Work	#	500	500	500	500	500
SCS053: (LO7) Percentage of participants on Capacity Building training events achieving one or more learning outcomes per annum	%	80	80	80	80	80
SCS054: (LO7) Percentage of completers on OHMEET programme entering employment, education or training	%	50	50	50	50	50
SCS055: (LO7) Number of participants supported on OHMEET programme	#	10	10	10	10	10
SCS056: (LO3) Number of ESOL Learners per financial year	#	25	25	25	25	25
SCS058: (LO6) Number of Gaelic Family Learners per financial year	#	25	25	25	25	25

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS059: (LO7) Percentage of adults participating in literacy and numeracy provision achieving one or more of their learning outcomes per annum	%	80	80	80	80	80
SCS060: (LO7) Percentage of Community Groups supported who have achieved one or more community capacity building outcomes	%	75	75	75	75	75
SCS061: (LO7) Percentage of adults participating in ESOL provision achieving one or more of their learning outcomes per annum	%	80	80	80	80	80
SCS057: (LO3) Percentage of Completers on Modern Apprenticeship Programme achieving target qualifications	%	80	80	80	80	80
SCS063: (LO7) Percentage of HILLS leavers entering employment, education or training	%	50	50	50	50	50
SCS064: (LO7) Number of Community Based Adult Learners per financial year	#	500	500	500	500	500

SOCIAL AND COMMUNITY SERVICES DEPARTMENT - Social and Partnerships Services

OUR MISSION

The aim of Social and Partnerships Services is to provide effective, efficient and well planned locally based services with our partners that provide improved outcomes for individuals and the communities we serve.

The service's key strategic objectives are:

- To be a service which is responsive to the needs of service users, carers, the public and other stakeholders, delivering a range of services within their local communities;
- To deliver effective Assessment and Care Management;
- To be a listening service which provides customer and stakeholder satisfaction ;
- To be an excellent service, aiming for continuous improvement which is cost effective and provides Best Value ;
- To be a service which values its staff and partners with a continually improving skill base within our workforce partnerships and volunteers;
- To communicate effectively with all service users, staff and stakeholders and provide good quality public information; and
- To be a service committed to working best practice and maximising our partnerships, with the aim of increasing the health, safety and well-being of our communities.

OUR VALUES

- Valuing people
- Providing leadership
- Working together
- Providing the highest quality service
- Being inclusive
- Supporting the Health and Well-being of our populations

RECENT ACHIEVEMENTS

- Mental Health Officer training completed and additional capacity being utilised .
- Recruitment to aid in the implementation of Self-directed Support complete.
- Uptake of Direct Payments exceeding expectations.
- Mainland Placements reviews complete and Panel engaged in addressing the care management and financial challenges.
- Recruitment to the service improvement officer post assisting in the progressing of self -evaluation and associated service improvement.
- Work streams meeting to address the development of the Integration Scheme as detailed in the Public Bodies (Joint Working) (Scotland) Act 2014.
- Transport redesign has been implemented. Positive outcomes for service users are being recorded.
- Ardseileach Core and Cluster Project re-tendered in October 2014 .
- Planned consultation for the redesign of Home Care commenced in October.
- Unscheduled Care teams continue to work effectively in managing crisis and unplanned care in Lewis .
- Roll out of CallConfirmLive! continues and planned to complete by end 2014.
- Harris House Care Home occupied in August 2014. Successful resettlement of all service users and staff within this new facility has taken place. Positive outcomes are being reported. Formal opening of the new facility took place November 2014.
- Outline Business Case submitted to Scottish Government in relation to St Brendan's Project by NHS Western Isles. A number of project groups continue to deliver this joint project with NHS Western Isles , with a Full Business Case being progressed.
- Positive partnership work with schools continues to support the delivery of Curriculum for Excellence (CfE) including a joint CfE planning event with good community and school representation.
- Over 460 young people have participated in accredited youth work this year including 290 enrolments on DofE Awards.
- Youth Legacy Ambassadors from Lewis took part in Commonwealth events and volunteered with Young Scot at the Commonwealth Games in July.
- An Education Scotland inspection of Community Learning & Development partners in Uist received positive results.
- 64 young people have been or are being supported towards a Modern Apprenticeship .
- 43 young people supported into employment locally through the Youth Employment Scotland Fund .
- A total of 52 employees have or are being supported in SVQs in Health and Social Care through the Comhairle's Approved Training Centre.
- 125 learners have accessed community learning Classes and 58 accessing Adult Literacy and Numeracy provision.
- 35 participants have or are being supported through the OHMEET programme to date and the Grow 2Work programme, jointly run by HILLS and Lews Castle College, is at capacity and supporting trainees into workplaces.
- Over the summer the Pop Up Museum engaged with the public at Shows and the Heb Celt Festival promoting the service and gathering new and local stories and content.
- 85% of content for the new galleries at the new Museum and Archive have now been submitted to the designers .
- The Conservation Programme for the new museum and archive is well under way . 200 objects are on target for conservation in the new gallery spaces.
- A pest management programme has been implemented at the Marybank Depository – this is part of regular collections care activities to keep the collection safe.
- A Training & Skills Programme has been running on a wide range of issues such as Copyright, Accreditation, cataloguing & exhibitions. There was also a series of training events organised in conjunction with Comunn Eachdraidh Nis.
- Co-partnership activities creating pathways for regeneration and a stronger Heritage Network were a priority; the Heritage Team worked with Economic Development, Kildonan Museum and Taigh Chearsabhagh on a funding application for the development of museum space and storage solutions.
- Exhibition Gairm nan Gàidheal – The Call of the Gael - held with Proseact nan Ealan in the Museum Gallery at Sgoil Lionacleit.
- Scottish Government funding has been received for 'Dr You' project in partnership with NHS Western Isles and a range of community health organisations to establish health resources and information at all library branches and on the Mobile Libraries.
- 224 children participated in the Tesco Bank Summer Reading Challenge .
- Sports Hubs officers in post.
- Uist and Barra Community Sports Hub building under construction at Liniolate due to be completed in December.
- Early opening of ISL gaining a positive response from users .
- Scottish Swimming reviewing qualifications to enable more pre-school delivery.
- The Criminal Justice Service continues to evidence positive performance data through the Northern Community Justice Authority.
- Moving Forward: Making Changes sex offender training for case managers completed .

PLANNING CONTEXT

- Local funding restraints
- The Public Bodies (Joint Working)(Scotland) Act 2014
- The Social Care (Self-directed Support)(Scotland) Act 2013
- Impact of the increasing ageing population and reduction in the working age population in the Western Isles
- The Comhairle's Corporate Strategy 2012-17
- Single Outcome Agreement (SOA) 2013-23
- Outer Hebrides Community Planning Partnership
- Mental Health Services redesign
- Change Fund
- Highlands and Islands Regional Sports Partnership agreement
- Northern Community Justice Authority
- Delivery of Capital/Infrastructure projects such as HLF, Harris House, St Brendan's Care Home and Hospital (NGS led), Ardseileach Core and Cluster, replacement for Dun Berisay and Dun Eisdean
- Care at Home transformational Change Programme
- Joint Strategic Commissioning
- Personalisation and Self Directed Support
- Community Justice reform
- Health and Social Care Integration
- Care Inspectorate
- Audit Scotland
- Safeguarding
- Operational and Strategic Risk Management
- Business Continuity Risk Management
- Supported Self Evaluation
- Building Resilience for Housing Support
- Career Pathways Project
- Building Community Capacity
- Reducing the need for Mainland Placements
- SSSC Compliance and CPD; qualifications of staff
- Home Care Redesign
- Joint Health and Social Care Workforce Development Programme
- Community Meals developments
- Overnight Care provision redevelopment
- Community Day Care redesign
- Demographic changes and projections
- Financial settlements and limitations
- Shifting the balance of care
- Challenging health statistics
- Workforce Development requirements

STAKEHOLDERS

Internal

- Staff
- Members
- Other sections and departments of the Comhairle.
- Trade Unions

External

- Service Users; current and potential
- Carers
- Voluntary Organisations
- Locality Planning Groups
- User representative groups
- NHS Western Isles
- Northern Constabulary
- Scottish Government and Government Agencies
- Care Inspectorate
- Audit Scotland
- COSLA
- ADSW
- HMIE
- Health Improvement Scotland
- HHP
- Lews Castle College
- Health and Safety Executive
- Scottish Court Service
- Scottish Prison Service
- Northern Community Justice Authority
- MAPPA
- Scottish Government and Government Agencies
- Citizens and Communities
- Comainn Eachdraidh
- Schools
- SSSC
- Sportscotland
- Outer Hebrides Community Planning Partnership

Service Profiles

- **Assessment, Care Management and Adult Protection**
- **Criminal Justice Social Work, Community Safety and Substance Abuse Services**
- **Sport and Health**
- **Strategic Commissioning & Partnership Services**

Business Unit SWOT

Social and Partnerships Services

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> • There are well established partnerships with user groups, volunteers, partners and communities <ul style="list-style-type: none"> ~ Solution: Undertake Gap analysis in relation to provision and work with relevant stakeholders to build community capacity ~ Solution: Continue to engage and effectively partner with our communities and look to utilising and develop the strengths therein ~ Solution: Develop relationship with voluntary sector in relation to outcomes based Commissioning and integration. ~ Solution: Encourage volunteering and partnership working to support key business activity and encourage recruitment ~ Solution: Ensure participation framework use is reflected in Community engagement • High levels of service quality reflected in feedback from audit, regulation and QA activities <ul style="list-style-type: none"> ~ Solution: Look to identify areas for improvement and develop/monitor action plans ~ Solution: Develop any learning points identified and share positive practice • Local partnerships can be responsive to meet needs <ul style="list-style-type: none"> ~ Solution: Commissioning Strategy to underpin and support this responsiveness ~ Solution: Develop use of contracting to formalise partnership working ~ Solution: Work to develop Outcomes based commissioning based on gap and needs analysis • Service change is supported by effective consultation and Impact assessments <ul style="list-style-type: none"> ~ Solution: Look to embed use participation strategy which maximises opportunity and use of service user, staff and stakeholder participation in relation to service change • Staff expertise and knowledge of local area, culture <ul style="list-style-type: none"> ~ Solution: Ensure staff recognition via Performance appraisal • Developing Self Evaluation approaches within the Department <ul style="list-style-type: none"> ~ Solution: Ensure that key staff are, where appropriate made available and are familiar with relevant standards frameworks and they are utilised within the supervisory framework ~ Solution: Ensure that all staff understand their role within achieving service and Departmental actions, targets and required Quality Standards ~ Solution: Develop Management Information 	<ul style="list-style-type: none"> • Business Risk Management needs developing within the department <ul style="list-style-type: none"> ~ Solution: Risk Management requires to be embedded within management structures, to be reviewed at DMT/SMT/Team meetings and supervisions. Ensuring all staff are contributing to the assessment and management of risks and the Management team have oversight of Departmental risks and progress in relation to addressing them. • Reliance on Mainland service provision can add costs and limit service flexibility <ul style="list-style-type: none"> ~ Solution: Ensure that service provision for current mainland placements is regularly reviewed • Contract Management is Robust <ul style="list-style-type: none"> ~ Solution: Look to develop services on the Island to repatriate current Mainland Placements and prevent future mainland Placements • Strategic Outcome focussed Commissioning needs to be developed within the department <ul style="list-style-type: none"> ~ Solution: Develop Contract Management Framework ~ Solution: Developing strategic commissioning strategies and frameworks, jointly with key partners, or as a department as appropriate ~ Solution: Look to map future provision requirements in relation to outcomes and need to proactively consider service developments and capacity building. • Performance management requires further development <ul style="list-style-type: none"> ~ Solution: Work with all service areas to develop valuable performance management information ~ Solution: Review and develop the departmental systems to embed self evaluation. • Outcome focussed assessment, review and care planning needs development. <ul style="list-style-type: none"> ~ Solution: Develop Outcome focussed assessment framework and ensure effective QA to feed into performance appraisal and training. • Limited staff resource locally can lead to a business continuity weakness; loss of small numbers of staff can be critical to business, also difficulties in relation to recruitment. <ul style="list-style-type: none"> ~ Solution: Work towards effective Business Continuity Plans; ensuring good use of agencies, locum staff when staffing numbers drop. Look to maximising use of partnerships, including contracting mainland organisations and maximising community capacity.



<p>Systems to support the assessment and proactive management of Quality within the Department</p> <ul style="list-style-type: none"> • Customer satisfaction levels are high ~ Solution: Drill down into this to investigate the exceptions ~ Solution: look to increase opportunities in relation 'point of contact' feedback 	<p>~ Solution: Look to effective use of technology to maximise staff efficiency</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXTERNAL</p> <ul style="list-style-type: none"> • National reform and the associated opportunities to shape local solutions <ul style="list-style-type: none"> ~ Solution: Build on existing practice to inform service redesign ~ Solution: Prioritise health improvement activities for medium/long term benefits ~ Solution: Continue work on enhancing joint working and integration with Health and the voluntary sector. • Use of Social media and other technologies mean the communication with service users/public can be increasingly effective <ul style="list-style-type: none"> ~ Solution: Ensure that Social media and technology are considered when developing communication strategies or communicating with service users and the public • Current financial restraints upon the organisation mean funding for available services will be constrained. <ul style="list-style-type: none"> ~ Solution: Explore areas for service redesign, which will improve efficiency and effectiveness. ~ Solution: Maximise opportunities to enhance services with external provision and income generation ~ Solution: Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working ~ Solution: Effective budget monitoring and control • Developments in technology mean that methods of working can be more efficient, including information exchange, collaborative working, remote working, etc. <ul style="list-style-type: none"> ~ Solution: Ensure that technological advances are considered in the context of service change and delivery to review methods of working and increase efficiency/effectiveness • Innovative approaches and solutions to issues sought <ul style="list-style-type: none"> ~ Solution: Ensure opportunities to skill staff up are maximised through change programmes and experiential learning ~ Solution: Utilise and empower staff to develop solutions to problems and issues they encounter 	<ul style="list-style-type: none"> • Reduction in capital funding for maintenance and improvements and related impact on user/customer experience/aspiration. <ul style="list-style-type: none"> ~ Solution: Effective council asset management ~ Solution: Consider approach to internal assets and investigate potential for partnerships in relation to assets • Current financial restraints upon the organisation mean funding for available services will be constrained. <ul style="list-style-type: none"> ~ Solution: Maximise income generation activities ~ Solution: Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working. ~ Solution: Effective budget monitoring and control • Remote/rural issues, including geographic spread of service users adds to complications and costs of service delivery or access to services <ul style="list-style-type: none"> ~ Solution: Investigate how technology may assist in providing solutions. ~ Solution: Ensure service provision is reviewed, in partnership with stakeholders, aiming to maximise local approaches, community capacity and partnership working • Declining number of family carers <ul style="list-style-type: none"> ~ Solution: Look to proactively identify requirements for service developments to meet future needs ~ Solution: Support carers by the use of carers assessments, signposting and support provision • Demographics - an ageing population requiring services.. It is projected that 17% of females and 22% of males over 85 will suffer dementia in the next decade. <ul style="list-style-type: none"> ~ Solution: Prioritise health improvement activity as a preventative measure ~ Solution: Address the opportunities afforded through the Public Bodies Bill ~ Solution: Effective workforce management strategy and planning ~ Solution: Look to develop services, maximizing the use of technology to increase effectiveness ~ Solution: Ensure that we have efficient processes that prioritise services to those with the greatest needs. ~ Solution: Ensure effective multi-agency work, backed up by training and awareness. ~ Solution: Develop partnership work in conjunction with the development and embedding of dementia services, including effective assessment of needs and early intervention. • Ageing workforce, outward migration and skills drain making it difficult to recruit appropriate, suitably skilled or experienced staff to meet the

	<p>needs of our services.</p> <ul style="list-style-type: none">~ Solution: Service Redesign looking to expand the use of contracts~ Solution: Work with Local and National partners to develop strategies to increase the appeal of working in the Western Isles, specifically for our services.~ Solution: Look to identify succession planning strategies and opportunities where possible~ Solution: Deliver the career pathways project <p>• Loss of key staff</p> <ul style="list-style-type: none">~ Solution: Ensure that business continuity is maintained by the use of locum or agency staff and / or the temporary redeployment of staff to manage priority needs~ Solution: Look to maximise use of Process Mapping and develop Departmental knowledge management strategy
--	---

Service Profile: Assessment, Care Management and Adult Protection

Description:

Local authorities have a duty under Section 12A of the Social Work (Scotland) Act 1968 to assess a person's community care needs and decide, in light of that assessment, whether to arrange any services and if so which services. Provision of assistance is based on a detailed assessment of the individual's care needs and takes into account of their preferences. The local authority then decides, having regard to the results of that assessment, whether the needs of the person being assessed call for the provision of any such services. Two Assessment and Care Management Teams covering Lewis and Harris and Uist and Barra carry out this function on behalf of the Comhairle nan Eilean Siar.

The Comhairle's statutory duties are undertaken in respect of Adult Support and Protection Services as required by the Adult Support and Protection (Scotland) Act 2007. These include needs assessment and direct service provision for people with complex mental health and learning disability needs and reviewing, monitoring and care managing complex care and support packages. The service also provides specialist advice and support to other professionals in respect of the Comhairle's statutory duties, including issues such as Guardianship and related local authority statutory responsibilities in terms of the Adults With Incapacity (Scotland) Act 2000, along with duties within the Mental Health (Care & Treatment)(Scotland) Act 2003.

The Lead Officer - Mental Health and Adult Protection is one of a number of a Mental Health Officers (MHO) who carry out statutory MHO duties on behalf of the local authority.

Our objectives are: quality; customer satisfaction; safety; within timescales; high standards; and user involvement.

Outputs:

ASSESSMENT AND CARE MANAGEMENT:

- Referrals
- Signposting
- Advice and Guidance
- Single Shared Assessment
- Carers Assessment
- Inter-Agency Liaison
- Care Plans
- Case Work
- Purchasing/Arranging Service Delivery
- Care Co-ordination and Management
- Care Plan Monitoring
- Reviews

ADULT SUPPORT AND PROTECTION:

- Awareness Raising
- Safeguarding of Vulnerable Adults
- Mental Health Officer Services
- Inter-Agency Liaison
- Staff and Stakeholder Training
- Risk Assessment and Management
- Guardianship Orders
- Community Treatment Orders

Other:

- Budget Monitoring and Management

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

- 4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.5 Provide community based care services, focusing particularly on the elderly, vulnerable people and family carers, including technology to improve communication and services.				
Further develop and embed in practice the Outcome Focussed Assessment and Care Management Framework across all service areas.	Assessment and Care Management Team Leader	01/04/2015	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop and embed in practice the framework for Self-Evaluation and File Audit which reflects the Care Inspectorate requirements for Joint Inspection of Health and Social Care Services.	Assessment and Care Management Team Leader	01/04/2015	31/03/2016	Operating
Contribute to the development of a comprehensive Self-directed Support Framework and the establishment of a policy framework and local guidance for the provision of Direct Payments.	Assessment and Care Management Team Leader	01/04/2015	31/03/2016	Operating
Contribute to a review and prioritisation of policies and guidance related to Assessment and Care Management, including financial assessment, in anticipation of Health and Social Care Integration.	Assessment and Care Management Team Leader	01/04/2015	31/03/2016	Operating
Develop Service Improvement and Training Plans for Assessment and Care Management and Adult Support and Protection services.	Assessment and Care Management Team Leader	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS065: (LO7) Percentage of Adults satisfied with Assessment and Care Management.	%	90	N/A	N/A	N/A	N/A

Service Profile: Criminal Justice Social Work, Community Safety and Substance Abuse Services

Description:

The Criminal Justice Service is responsible for ensuring the effective management and supervision of offenders within the Western Isles as directed by National Standards. Partnership working is key with the overall aim being to reduce re-offending thus making communities safer.

The Service is a key partner within the Northern Community Justice Authority (NCJA) in its aim to reduce offending and increase community safety and public protection.

The term Community Safety refers to "...the common thread that creates a healthy, caring community where people can live, work and visit in safety without fear of risk or harm."

(Definition: Outer Hebrides Community Safety Partnership.)

The Comhairle is the lead agency of the multi-agency Outer Hebrides Community Safety Partnership (OHCSPP) which is tasked with delivering local and national Community Safety priorities.

The first OHCSPP strategic assessment was carried out in 2007 through which the following five local safety priorities were identified:

- * Personal Safety
- * Safe Children and Places
- * Sustainable Crime Reduction
- * Clean and Safe Environment
- * Public Reassurance

In May 2012 these priorities were reaffirmed by the full OHCSPP as being the key safety concerns.

The OHCSPP encompasses the activities of the accident prevention and awareness group 'Safetywise' and leads on a variety of awareness raising campaigns. The two CnES staff leading on community safety are the S&CS Policy Officer and Antisocial Behaviour Officer. Between them they coordinate the development of the Western Isles Domestic Abuse Forum, are responsible for the Stornoway CCTV Network, oversee and implement the actions to tackle antisocial behaviour, co-write the joint Comhairle/NHS Western Isles Sexual Health and Blood Borne Viruses annual strategy and facilitate all partnership meetings.

In recent years the OHCSPP has adopted the principles contained within the National Intelligence Model (NIM) to ensure that all issues are tackled on an intelligence-led basis. Through analysis of available statistical data NIM provides us with a more comprehensive overview of prevalent community safety issues and helps us to identify gaps in provision, emerging patterns, recurring themes, and to prepare ourselves for factors which may have an impact on community safety.

The OHCSPP reports directly to the Outer Hebrides Community Planning Partnership.

Community Safety:

Project Management

Identifying need via tactical assessments

Generic safety awareness - raising

Facilitation of local training initiatives

Joint agency working

Coordination of local safety related Forums.

Production of on - line safety advice resources

CCTV management

Substance Abuse Services provide counselling, support and accountability in relation to Substance Abuse, including testing. Working with prescribing partners, they form a robust partnership to assist the diversion and prevention of substance abuse. This service supports Criminal Justice, Community Safety and Healthcare services work in relation to substance abuse and its implications.

Outputs:

Criminal Justice:
 Diversion from Prosecution
 Structured Deferred Sentence
 Supervised Attendance Orders
 Probation Orders
 Community Service Orders
 Restriction of Liberty Orders
 Drug Treatment & Testing Orders
 Parole / Non Parole Licence
 Supervised Release Orders
 Extended Sentence
 Life Licence
 Voluntary Throughcare
 Community Payback Orders

Substance Abuse Services:
 Counselling
 Substance Testing
 support services and planning
 Referral to rehabilitation and treatment services

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

- 4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.
- 5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop and embed in practice the framework for Self-Evaluation and File Audit across Criminal Justice Social Work, Anti-Social Behaviour and Substance Misuse Services which reflects National Standards and Outcomes; Alcohol and Drug Partnership requirements and the standards set by Community Justice Authority or Care Inspectorate.	Criminal Justice Services Manager	01/04/2015	31/03/2016	Operating
Develop and Implement / Review Service Improvement and Training Plans for Criminal Justice Social Work, Anti-Social Behaviour and Substance Misuse services.	Criminal Justice Services Manager	01/04/2015	31/03/2016	Operating
Further implement and develop CCTV governance framework, maintenance agreement and procurement processes in line with the Corporate Asset Management Plan	Criminal Justice Services Manager	01/04/2015	31/03/2016	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Implement actions and contribute to relevant public protection groups relating to the Criminal Justice Social Work, Anti-Social Behaviour and Substance Misuse Services specifically relating to MAPPA processes, MARAC, schools safety delivery, publicity campaigns and safety groups.	Criminal Justice Services Manager	01/04/2015	31/03/2016	Operating
Implement and review service user involvement questionnaires inclusive of service user satisfaction which will feed into the service improvement plans across Criminal Justice Social Work, Anti-Social Behaviour and Substance Misuse Services.	Criminal Justice Services Manager	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS066: (LO7) Percentage of Adults satisfied with Criminal Justice	%	90	N/A	N/A	N/A	N/A

Service Profile: Sport and Health

Description:

The Sport and Health Service is responsible for creating a supported infrastructure for the development of sport and implementation of the national health improvement agenda. The Service works in partnership with local and national agencies to instigate and enhance sport and physical activity opportunities available to the population of the Outer Hebrides. The Service operates the Comhairle's sports facilities and delivers the sports development responsibilities, encompassing outdoor learning. Comhairle commitment is used to lever-in significant external funding and resources to deliver the Active Schools Network and Outdoor Learning, assist in the improvement of the sports infrastructure and meet the demands of supporting the personnel to sustain and enhance clubs and activities. This service meets the Comhairle's statutory duty to provide sports related leisure services.

Outputs:

Access to a range of sports facilities and associated services
 Slàinte Mhath membership scheme
 Club accreditation awards for community sports clubs
 Coach, instructor and player pathway agreements with National Governing Bodies and local partners
 Sustainable enhancements to the sports infrastructure
 Western Isles Team competing at the biennial International Island Games
 Extra Curricular physical activity, sport and outdoor learning clubs, including holiday clubs
 Curricular related programmes, projects and festivals
 Generic and sports specific training of school staff and volunteers
 School pupils achieving the national swim award
 Work in partnership with Health Board to provide initiatives which improve the health and wellbeing of the Island populations
 Operation of the adventure Activity Licence

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Work with partners including Scottish Swimming, CnES Education and Children's Services Department and others to review local implementation of national 'Learn To Swim' and 'Triple S' programmes in line with new guidelines to be rolled out in 2015.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Participate in developing the Western Isles Physical Activity and Sport Strategy to completion.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2016	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Work with partners to implement a Western Isles Physical Activity & Sport Strategy	Sports Development Services Manager	01/04/2014	31/03/2016	Operating
Progress Community Sports Hubs in Liniclate and Stornoway.	Sports Development Services Manager	01/04/2014	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Work with partners to develop elite sport in the Outer Hebrides.	Sports Development Services Manager	01/04/2015	31/03/2017	Operating
Work with partners to develop health improvement activities targeted at specialist client groups including GP Exercise Referral Programme and Cardiac Rehabilitation.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Enhance customer service / satisfaction process and reporting measure	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2016	Operating
Develop Service Improvement Reporting for Sports Development Services.	Sports Development Services Manager	01/04/2015	31/03/2016	Operating
Develop Service Improvement Plan enhancing reporting processes to utilise customer information data aimed at improving services.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2016	Operating
Participate in Local Government Benchmarking Framework project linked to 'How Good Is Our Culture And Sport' self-evaluation process.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS: Number of Slàinte Mhath! Memberships.	#	2,000	2,100	2,200	2,300	2,400
SCS: Number of Attendances at Sports facilities	#	292,000	292,500	293,000	293,500	294,000

Service Profile: Strategic Commissioning & Partnership Services

Description:

This service will lead on the development of the integration agenda, strategic commissioning, partnerships, performance and project management functions for the Social and Community Services Department. The Service will drive improved performance through partnership with internal and external service providers, users, Care Inspectorate and appropriate stakeholders.

Outputs:

The service will develop and manage partnerships and contracts through robust commissioning and engagement and lead on;

Business Planning,

Service Improvement Planning.

Strategic leadership and operational support for performance management and project development.

Strategic Leadership and support for Case administration, finance and IT systems to ensure maximum efficiencies and compliance with statutory responsibilities.

Management of the Mainland Placement Panel;

The Mainland Placement Panel was set up to ensure that people throughout the Western Isles receive an equitable service and that each care placement or housing support service continues to meet service users needs and that control is maintained over the costs in relation to mainland placements.

Management of Comhairle involvement in joint Health and Social care commissioning of services from Voluntary Sector ; The Community Health and Social Care Partnership was set up to meet local needs through planning, priority setting and contributing to the overall priorities of partner agencies and enhance the quality of care for service users There were nine national priorities identified for Partnerships to deliver better outcomes for people in the Western Isles . Local measures were identified from the community Care Outcome Framework.

The CHaSCP expects voluntary organisations to apply for funding on an annual basis and give detailed information regarding the service that they will deliver, who and how many people will benefit, their financial information and also provide monitoring reports before the next stage of funding is released

Management of commissioning from Independent Care Homes;

The Comhairle currently purchase 71 care home places from 3 Independent Care Homes. Two of the care homes are registered to provide nursing care and the other is register as a residential care facility. We have negotiated a fee with the local providers and have a contract with them.

Management of Administrative Support function for the Department;

The Administrative function within the department supports both the business and administrative sides of the department and staff are based at various sites across the Western Isles .

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
--------	---------------	------------	-----------	-------------

Local Outcome: 4.1.5 Provide community based care services, focusing particularly on the elderly, vulnerable people and family carers, including technology to improve communication and services.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Contribute to the implementation of the Public Bodies Scotland Implementation Plan	Head of Social and Partnership Services	01/04/2015	31/03/2016	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Contribute to the development of a Joint Strategic Plan.	Head of Social and Partnership Services	01/04/2015	31/03/2016	Operating
Roll out outcome focused standard contract framework to support departmental procurement and commissioning.	Strategic Commissioning and Partnerships Manager	01/04/2015	31/03/2016	Operating
Development of an options appraisal regarding older people's residential care.	Strategic Commissioning and Partnerships Manager	01/04/2015	31/03/2016	Operating
Revise the Financial Assessments process in line with COSLA guidance and Comhairle approval.	Strategic Commissioning and Partnerships Manager	01/04/2015	31/03/2016	Operating
Development of Personalisation and Self Directed Support within S&CS to address legislative policy.	Strategic Commissioning and Partnerships Manager	01/04/2015	31/03/2016	Operating
Develop customer satisfaction arrangements across the Department so all service areas have mechanisms for measuring customer satisfaction effectively.	Strategic Commissioning and Partnerships Manager	01/04/2015	31/03/2016	Operating
Development of Service Improvement Plans for Commissioning and Partnership Services.	Strategic Commissioning and Partnerships Manager	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
SCS: (LO7) Percentage of Adults satisfied with Social and Community Services (Local Survey)	%	90	N/A	N/A	N/A	N/A
Number of Self-directed Support Option 1 recipients (Direct Payment)	#	100	120	N/A	160	180