



Comhairle nan Eilean Siar

Management Plan by Department

Period: 14/15 - 18/19

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 Daycentre 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 (CEATS) 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 approx. 80% is 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.
SQA Awards presented to 69 candidates including 65 CNES Staff.
The Comhairle's SQA Approved Centre has gained accreditation to deliver the Certificate in Work Readiness and the Introduction to Workplace Skills.
The Comhairle, in partnership with Cothrom and Lews Castle College, successfully tendered for and implemented the new Employability Fund.
The Failte Café supported 12 adult learners with additional support needs to progress to volunteering.
62 young people across the Western isles were supported through the Get Ready For Work Programme with 67% achieving a positive outcome.
Accredited qualifications continue to be delivered through the Learning Shop with approval gained for a SQA qualification in IT. The Learning Shop has also introduced a Learning for Life programme.
There has been an increase in the number of young people accessing and achieving accredited youth awards and an increase in the number of accredited Community Based Adult Learning Classes .
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 2012-2017
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 <ul style="list-style-type: none"> ~ Continue to monitor progression against contract targets and milestones • The department has an innovative, experienced and committed workforce <ul style="list-style-type: none"> ~ Continue to develop engagement and consultation with the staff group to maximise the involvement of staff and encourage them to contribute to organisational development. ~ Empower staff to develop solutions to problems and issues they encounter • Library resources <ul style="list-style-type: none"> ~ Continue to develop the Library as a venue for learning ~ Develop the new Library Management System • CLD Regulations <ul style="list-style-type: none"> ~ Ensure timescales for three year Action Plan are met • Quality standards frameworks frame our approaches to training and service delivery <ul style="list-style-type: none"> ~ Ensure that key staff are, where appropriate, made available and are familiar with quality standards frameworks and they are utilised within the supervisory framework ~ Ensure Departmental Training Plan links clearly with Quality Standards • Partnership with British Museum <ul style="list-style-type: none"> ~ 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 <ul style="list-style-type: none"> ~ Encourage volunteering to support key business activity ~ Work closer and more effectively with our voluntary sector colleagues; supporting them to input effectively to our business ~ Continue to recognise the contribution of volunteers • Effective local partnerships <ul style="list-style-type: none"> ~ Ensure partnership working is encouraged and maintained ~ 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 <ul style="list-style-type: none"> ~ Develop and implement a Departmental Communication Strategy • HLF Project <ul style="list-style-type: none"> ~ Monitor allocation of project resources to reduce impact on service delivery • Revenue costs of ageing buildings and the quality of the environment. <ul style="list-style-type: none"> ~ Undertake feasibility studies into reducing costs and improving the environment • Stornoway Library Building <ul style="list-style-type: none"> ~ Work with partners to further develop libraries as a venue for accessing health information and learning. ~ Identify opportunities for increasing income and or sharing costs. ~ Work with partners to increase access to libraries. • Reliance on external and short term funding. <ul style="list-style-type: none"> ~ Identify opportunities for service redesign to mainstream provision • Risk Management within the Department <ul style="list-style-type: none"> ~ Ensure that all staff are contributing to the assessment and management of risk ~ Embed Risk Management within management structures and review at DMT/SMT meetings • Limited staff resource locally and difficulties in relation to recruitment. <ul style="list-style-type: none"> ~ 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. <ul style="list-style-type: none"> ~ Look to encourage National and local organisations to develop services on the Island ~ Ensure that service provision is continually reviewed and innovative approaches are considered. • Current financial restraints. <ul style="list-style-type: none"> ~ Explore areas for service redesign ~ Effective budget monitoring and control ~ Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working • Performance Management within the Department <ul style="list-style-type: none"> ~ Work with all service areas to develop effective performance indicators and targets. ~ Review and develop existing departmental systems to embed self evaluation and performance



		management.	
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Changes in government agendas, combined with spending restrictions. <ul style="list-style-type: none"> ~ Consider innovative methods of sharing resources with other organisations / partners / departments to improve service user outcomes and reduce overall input, minimise waste and duplication. ~ Continue work on enhancing joint working and integration with Health and the voluntary sector. • HLF Project <ul style="list-style-type: none"> ~ Work with partners to identify opportunities to maximise the benefits of the project. • Social media. <ul style="list-style-type: none"> ~ Develop the use of technology in relation to information exchange with partners, staff and service users. ~ Ensure that Social media technology is considered when developing communication strategies. • Developments in technology. <ul style="list-style-type: none"> ~ Ensure that technological advances are considered in the context of service change and delivery to review methods of working and increase efficiency/effectiveness 	<ul style="list-style-type: none"> • Reduction in numbers of volunteers <ul style="list-style-type: none"> ~ Effective volunteering strategies, including working with the voluntary sector to encourage volunteers • Stornoway Library Building <ul style="list-style-type: none"> ~ Work with partners to further develop libraries as a venue for accessing health information and learning. ~ Work with partners to increase access to libraries. ~ Identify opportunities for increasing income and or sharing costs. • Difficult to recruit appropriate, suitably skilled or experienced staff to meet the needs of our services. <ul style="list-style-type: none"> ~ Look to widening the recruitment pool ~ Work with Local and National partners to develop strategies to increase the appeal of working in the Western Isles, specifically for our services. ~ Consider opportunities within integration and partnership working ~ Ensure that business continuity is maintained by the use of locum or agency staff and conspiring the temporary redeployment of staff to manage priority needs <ul style="list-style-type: none"> ~ Monitor and embed the Departmental Training Policy focusing on staff development and implement the Career Pathway project. • Requirement for SSSC registration, re-registrations and the monitoring of complaints and conduct <ul style="list-style-type: none"> ~ Monitoring and reporting on SSSC registrations, re-registrations and CPD ~ Monitor staff PVG ~ Introduce a policy on registration responsibilities. • Welfare reform <ul style="list-style-type: none"> ~ Develop learning interventions to support adults in accessing the new benefits system ~ Work with partners to develop the Comhairle's Work Club • Current financial restraints. <ul style="list-style-type: none"> ~ Explore areas for service redesign ~ Ensure effective budget monitoring and control ~ Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working. ~ Maximise external funding opportunities. ~ Utilise national mechanisms to support continued service delivery. • Reduction in Capital funding for maintenance and improvements. <ul style="list-style-type: none"> ~ 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"> ~ Ensure service provision is reviewed in partnership with stakeholders, aiming to maximise local approaches, community capacity and partnership working

	<ul style="list-style-type: none">• Increased number of elderly people living with dementia.<ul style="list-style-type: none">~ Develop partnership work in conjunction with the development and embedding of dementia services, including effective assessment of needs and early intervention.~ Ensure effective multi-agency work, backed up by training and awareness.• Increase in elderly people requiring services<ul style="list-style-type: none">~ Investigate potential for developing contracting with the voluntary and private sector and provide increased support at home, look at developing community capacity• Demographics - an ageing population requiring services.<ul style="list-style-type: none">~ Ensure that we have efficient processes that prioritise services to those with the greatest needs.~ Effective workforce management strategy and planning, working with Health and other key partners to make effective use of available staff and community resources• Declining number of family carers<ul style="list-style-type: none">~ Work in partnership with Health and voluntary sector partners to increase number of available carers~ Support carers by use of effective Carers Strategy
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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
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Work with NHS to improve access for service users to preventative health care and healthy living. (Adult Services)	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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.				
Provide community based adult care services	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Consult on and plan for transition to Core & Cluster Development	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Redesign Day Services	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Strategic Objective: 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 (Adult Services).	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Develop a Management Information system for Adult Services to provide live data which will be utilised to proactively manage services.	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
CS: Work positively with external audit and inspection agencies (Adult Services).	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating
Develop a Service Improvement Plan for Adult Services	Senior Operating Officer, Adult Services	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
Percentage of Care Inspectorate Action Plans returned (Adult Services)	%	100	N/A	N/A	N/A	N/A
Percentage of Adult Services staff compliant with SSSC registration renewal requirements	%	100	N/A	N/A	N/A	N/A
Percentage of Quality Assurance Audits completed (Adult Services)	%	100	N/A	N/A	N/A	N/A
Percentage of SSSC registrations completed for Adult Services staff entering Vocational Qualification Training.	%	100	N/A	N/A	N/A	N/A
(LO7) SPI3: SW (New) - Net Residential Costs Per Week for Older Persons (Over 65)	£	0	0	N/A	N/A	N/A
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
Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Work with partners to ensure assessed level of client needs are agreed and monitored	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Work with partners to ensure assessed level of client needs are agreed and monitored	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Strategic Objective: 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.				
Provide respite care for family carers and Care at Home to meet assessed client needs	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Provide respite care for family carers and Care at Home to meet assessed client needs	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Implement provision of Community Meals (L&H)	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Implement provision of Community Meals (U&B)	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				
CS: Undertake customer satisfaction surveys and publish the results (L&H)	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Implement service quality assurance protocol	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Implement service quality assurance protocol	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Develop a Management Information system for Care at Home to provide live data which will be utilised to proactively manage services.	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Develop a Management Information system for Care at Home to provide live data which will be utilised to proactively manage services.	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Increase levels of contracts for Home Care Staff (L&H)	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Increase levels of contracts for Home Care Staff (U&B)	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Ensure all staff have up to date handbooks including winter planning, risk assessments, PPE's, policies and procedures	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Ensure all staff have up to date handbooks including winter planning, risk assessments, PPE's, policies and procedures	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
CS: Undertake customer satisfaction surveys and publish the results (U&B)	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.				
CS: Work positively with external audit and inspection agencies	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
CS: Self evaluation, including comparisons with other local authorities.	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
CS: Work positively with external audit and inspection agencies	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
CS: Self evaluation, including comparisons with other local authorities.	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating
Develop a Service Improvement Plan for Care at Home (L&H)	Home Care Manager (L&H)	01/04/2014	31/03/2015	Operating
Develop a Service Improvement Plan for Care at Home (U&B)	Home Care Manager (U&B)	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
Percentage of Care and Personal Plans up to date (L&H)	%	100	N/A	N/A	N/A	N/A
Percentage of Care and Personal Plans up to date (U&B)	%	0	N/A	N/A	N/A	N/A
Percentage of service users who have a Quality assurance visit by a Care Co-ordinator (U&B)	%	100	N/A	N/A	N/A	N/A
Percentage of service users who have a Quality assurance visit by a Care Co-ordinator (L&H)	%	100	N/A	N/A	N/A	N/A
Percentage of Staff receiving Supervision in 6 month period (U&B)	%	100	N/A	N/A	N/A	N/A
Percentage of Handling Assessments up to date (L&H)	%	100	N/A	N/A	N/A	N/A
Percentage of Staff Appraisals completed (U&B)	%	100	N/A	N/A	N/A	N/A
(LO7) SPI3: SW1 - Older Persons (Over65) Homecare Costs per Hour	£	0	0	0	0	N/A
Percentage of Bi-Annual Service User reviews undertaken on time (U&B)	%	100	N/A	N/A	N/A	N/A
Percentage of Staff Appraisals completed (L&H)	%	100	N/A	N/A	N/A	N/A
Percentage of Bi-Annual Service User reviews undertaken on time (L&H)	%	100	N/A	N/A	N/A	N/A
Percentage of Handling Assessments up to date (U&B)	%	100	N/A	N/A	N/A	N/A
Percentage of Staff receiving Supervision in 6 month period (L&H)	%	100	N/A	N/A	N/A	N/A
(LO7) SPI3: SW3 - Percentage of people 65+ with intensive needs receiving care at home	%	0	0	0	0	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
Strategic Objective: 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.				
Provide personal and social care in residential settings.	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Manage the transition to the new Harris House	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				
CS: Undertake customer satisfaction surveys and publish the results (Care Homes for Older People).	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Implement new door security and safety systems at Dun Berisay and Dun Eisdèan	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Develop a Management Information system for Care Homes to provide live data which will be utilised to proactively manage services.	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Embed the new Participation Strategy	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Strategic Objective: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services.				
Establish the Business Case for provision of a new Older Persons Social Care Service at St Brendan's	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
CS: Work positively with external audit and inspection agencies (Care Homes for Older People).	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Develop a Service Improvement Plan for Care Homes	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating
Undertake a formal review of Care Home provision at Trianaid and TACUN	Older Persons Care Home Manager	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
Percentage of Quality Assurance Audits completed (Care Homes)	%	100	N/A	N/A	N/A	N/A
Percentage of Care Home staff compliant with SSSC registration renewal requirements	%	100	N/A	N/A	N/A	N/A
Percentage of SSSC registrations completed for Care Home staff entering Vocational Qualification Training.	%	100	N/A	N/A	N/A	N/A
Percentage of Care Inspectorate Action Plans returned (Care Homes)	%	100	N/A	N/A	N/A	N/A
Percentage of Care Inspectorate self assessment and annual returns completed (Care Homes)	%	100	N/A	N/A	N/A	N/A
Percentage of bed occupancy within residential services	%	95	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:

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.

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
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 6.1.1 Develop nature, cultural and heritage tourism.				
CS: Develop a Historic Environment Strategy to raise the profile of sustainable management of historic environment and increase heritage tourism.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	Operating
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	31/03/2015	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	31/03/2015	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				
CS: Undertake customer satisfaction surveys and publish the results (Cultural and Information Services).	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	Operating
Develop a three year Strategic Plan and Action Plan for the Library Service.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	Operating
Undertake a procurement exercise for new Mobile Libraries.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	Operating
Develop partnership working and accountability arrangements to underpin service delivery quality improvements.	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	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	31/03/2015	Operating
Develop a strategic approach to the development of Archaeology in the Outer Hebrides in partnership with HIE	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Meeting national museum and archive sector agendas and standards through Accreditation	Principal Officer - Cultural and Information Services	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) SPI3: C&L3 - Cost per museum visit	£	0	0	0	0	N/A
(LO7) SPI3: C&L2 - Cost Per Library Visit	£	0	0	0	0	N/A
(LO7) SPI3: C&L5c - Percentage of adults satisfied with museums and galleries	%	0	0	0	0	N/A
(LO7) SPI3: C&L5a - Percentage of adults satisfied with libraries	%	0	0	0	0	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.

Employment Development and Support (ED&S)

The Employment Development and Support Service provides 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

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
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Strategic Objective: 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	31/03/2015	Operating
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Strategic Objective: 2.1.5 Develop new and creative industries.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 3.1.6 Promote lifelong learning.				
CS: Develop and deliver community learning and adult literacy (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2015	Operating
CS: Continue to provide English for Speakers of Other Languages (ESOL) for migrants (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2015	Operating
CS: Deliver programme of family learning including Gaelic learning (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
Strategic Objective: 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	31/03/2015	Operating
CS: Work positively with external audit and inspection agencies (Learning and Development).	Community Education & Training Manager	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
Percentage of Gaelic Family Learning Learners achieving one or more of their learning outcomes per annum	%	85	N/A	N/A	N/A	N/A
Number of HILLS participants receiving support	#	20	N/A	N/A	N/A	N/A
Percentage of participants in Gaelic Youth Work activities who achieve one or more of their learning outcomes per annum	%	85	N/A	N/A	N/A	N/A
Percentage of young people participating in accredited youth work achieving their award or part of an award per annum	%	75	N/A	N/A	N/A	N/A
Percentage of young people accessing planned youth work through Pointers Youth Cafe achieving one or more learning outcomes	%	80	N/A	N/A	N/A	N/A
Percentage of Community Based Adult Learning learners achieving one or more of their learning outcomes per annum	%	85	N/A	N/A	N/A	N/A
(LO6) Number of participants in Gaelic Youth Work activities per financial year	#	50	N/A	N/A	N/A	N/A
Percentage of young people participating in non accredited youth work achieving one or more of their learning outcomes per annum	%	80	N/A	N/A	N/A	N/A
(LO5) Number of Young People Participating in Accredited Youth Work per financial year	#	550	N/A	N/A	N/A	N/A
(LO3) Number of Adult Literacy and Numeracy Learners per financial year	#	80	N/A	N/A	N/A	N/A
Percentage of HILLS leavers gaining a partial or full qualification	%	50	N/A	N/A	N/A	N/A
Number of young people accessing planned youth work through Pointers Youth Cafe per financial year	#	170	N/A	N/A	N/A	N/A

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
Percentage of Health & Social Care staff achieving target SVQ qualification through CNES Approved Training Centre	%	80	N/A	N/A	N/A	N/A
(LO7) Percentage of returned Exit Questionnaires that rate Employability Fund training Good or Better	%	80	N/A	N/A	N/A	N/A
Number of young people participating in Non Accredited Youth Work	#	500	N/A	N/A	N/A	N/A
Percentage of participants on Capacity Building training events achieving one or more learning outcomes per annum	%	80	N/A	N/A	N/A	N/A
Percentage of completers on OHMEET programme entering employment, education or training	%	50	N/A	N/A	N/A	N/A
Number of participants supported on OHMEET programme	#	10	N/A	N/A	N/A	N/A
(LO3) Number of ESOL Learners per financial year	#	40	N/A	N/A	N/A	N/A
(LO3) Percentage of Completers on Modern Apprenticeship Programme achieving target qualifications	%	80	N/A	N/A	N/A	N/A
(LO6) Number of Gaelic Family Learners per financial year	#	50	N/A	N/A	N/A	N/A
Percentage of adults participating in literacy and numeracy provision achieving one or more of their learning outcomes per annum	%	85	N/A	N/A	N/A	N/A
Percentage of Community Groups supported who have achieved one or more community capacity building outcomes	%	75	N/A	N/A	N/A	N/A
Percentage of adults participating in ESOL provision achieving one or more of their learning outcomes per annum	%	85	N/A	N/A	N/A	N/A

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) Percentage of returned Exit Questionnaires that rate Modern Apprenticeship Training Good or Better	%	80	N/A	N/A	N/A	N/A
Percentage of HILLS leavers entering employment, education or training	%	50	N/A	N/A	N/A	N/A
(LO7) Number of Community Based Adult Learners per financial year	#	600	N/A	N/A	N/A	N/A

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

- Call Confirm Live has been implemented on a Phased implementation basis. This has demonstrated the potential for efficiencies and improved available performance management data .
- Overnight Care Provision has been redeveloped and the new delivery model implemented successfully, including procurement of new vehicles to support Business Continuity.
- The provision of Community Day Care has been reviewed and transport needs to support service change identified and developed in partnership with colleagues in Education and Children's Services . This has been progressed to procurement stage.
- The provision of a Community Meals service has been progressed to procurement stage for meal provision.
- Development of a Draft Joint Commissioning Strategy with NHS Western Isles .
- Development of a contracting framework for use within the Department, in consultation with CIPFA, Scotland Excel and Procurement Section of the Comhairle.
- Participation in Health Improvement Scotland's consultation on and development of Draft Quality Indicators for Joint Inspection of Services for Adults to ensure the effectiveness of collaborative working between health , social work and social care services for adults, building on experience of multi-agency inspections and the proposals for the integration of health and social care systems.
- Introduction of enhanced procedures to ensure that service users/potential service users and/or their representatives are provided, at the initial point of engagement in the assessment process, with comprehensive information on the Comhairle's charging policy for all care home services .
- Local agreements reached with private, independant and third sector Care Home providers utilising the National Care Home Contract Framework.
- All Social Workers in the Assessment and Care Management team have now been trained as Council Officers .
- 100% assessment in external evaluation by Institute of Qualified Lifeguards
- Development of Social Media presence in two sites, with over 800 customers regularly engaged with Facebook pages
- Consolidation of 'Slàinte Mhath' scheme- maintaining membership levels in difficult economic climate ; the project was used by Audit Scotland in October 2013 as an example of good practice nationally.
- Delivered Inclusive Sport event in partnership with NHS Health Promotion
- Provided support for the participation of the Western Isles Island Games team at the NatWest Island Games in Bermuda. Most successful Games for WIIGA since joining the International Island Games Association in 2004 – 4 Gold; 2 Silver; and 4 Bronze medals.
- Working with multi agency group to develop a Physical Activity & Sport Strategy for the Western Isles.
- Staff trained to deliver Sportscotland's Positive Coaching Scotland Programme in the Western Isles . This is a cultural change programme designed to create a positive environment for young people in sport, focusing on using sport to help and the development of their life skills.
- Expansion of the CCTV network in Stornoway and development of partnership agreements to ensure ongoing maintenance of the network
- Multi-Agency Risk Assessment Conference (MARAC) is now being implemented to improve the safety of Domestic Violence victims, and the Criminal Justice service is a key partner
- Recent Quality Assurance exercise carried out by the Northern Community Justice Authority rate Western Isles criminal justice social work reports as the highest quality of the 7 local authorities for the second year running.

The Department operated within balanced budgets during the last year.

PLANNING CONTEXT

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 2012-2017
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
Health and Social Care Public Bodies Bill
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.
SDS Act
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"> ~ Undertake Gap analysis in relation to provision and work with relevant stakeholders to build community capacity ~ Continue to engage and effectively partner with our communities and look to utilising and develop the strengths therein ~ Develop relationship with voluntary sector in relation to outcomes based Commissioning and integration. ~ Encourage volunteering and partnership working to support key business activity and encourage recruitment ~ 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"> ~ Look to identify areas for improvement and develop/monitor action plans ~ Develop any learning points identified and share positive practice • Local partnerships can be responsive to meet needs <ul style="list-style-type: none"> ~ Commissioning Strategy to underpin and support this responsiveness ~ develop use of contracting to formalise partnership working ~ 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"> ~ Ensure staff recognition via Performance appraisal • Developing Self Evaluation approaches within the Department <ul style="list-style-type: none"> ~ Ensure that key staff are, where appropriate made available and are familiar with relevant standards frameworks and they are utilised within the supervisory framework ~ Ensure that all staff understand their role within achieving service and Departmental actions, targets and required Quality Standards ~ Develop Management Information Systems to 	<ul style="list-style-type: none"> • Business Risk Management needs developing within the department <ul style="list-style-type: none"> ~ 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"> ~ Ensure that service provision for current mainland placements is regularly reviewed . ~ Contract Management is Robust ~ 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"> ~ Develop Contract Management Framework ~ Developing strategic commissioning strategies and frameworks, jointly with key partners, or as a department as appropriate ~ 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"> ~ Work with all service areas to develop valuable performance management information ~ 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"> ~ 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"> ~ 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. ~ Look to effective use of technology to maximise staff efficiency



<p>support the assessment and proactive management of Quality within the Department</p> <ul style="list-style-type: none"> • Customer satisfaction levels are high ~ Drill down into this to investigate the exceptions ~ look to increase opportunities in relation 'point of contact' feedback 	
<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"> ~ Build on existing practice to inform service redesign ~ prioritise health improvement activities for medium/long term benefits ~ 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"> ~ 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"> ~ Explore areas for service redesign, which will improve efficiency and effectiveness. ~ Maximise opportunities to enhance services with external provision and income generation ~ Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working ~ 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"> ~ 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"> ~ Ensure opportunities to skill staff up are maximised through change programmes and experiential learning ~ 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"> ~ Effective council asset management ~ 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"> ~ maximise income generation activities ~ Maximise efficiency of practice, look to minimise waste in systems, practice and all areas of working. ~ 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"> ~ Investigate how technology may assist in providing solutions. ~ 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"> ~ Look to proactively identify requirements for service developments to meet future needs ~ 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"> ~ Prioritise health improvement activity as a preventative measure ~ Address the opportunities afforded through the Public Bodies Bill ~ Effective workforce management strategy and planning ~ Look to develop services, maximizing the use of technology to increase effectiveness ~ Ensure that we have efficient processes that prioritise services to those with the greatest needs. ~ Ensure effective multi-agency work, backed up by training and awareness. ~ 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 needs of our services. <ul style="list-style-type: none"> ~ Service Redesign looking to expand the use of contracts ~ Work with Local and National partners to develop strategies to increase the appeal of

	<p>working in the Western Isles, specifically for our services.</p> <ul style="list-style-type: none">~ Look to identify succession planning strategies and opportunities where possible~ Deliver the career pathways project <p>• Loss of key staff</p> <ul style="list-style-type: none">~ 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~ Look to maximise use of Process Mapping and develop Departmental knowledge management strategy
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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
Strategic Objective: 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.				
Continue to embed framework to develop Case Management of all Mainland Placements	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Develop Outcome Focussed assessment framework and embed personalised Care Management and Case Planning	Assessment and Care Management Team Leader	01/04/2014	31/03/2016	Operating
Ensure on going, comprehensive and structured outcomes training for A&CM staff and provider services	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Strengthen representation and joint working with NHS WI in relation to Adult Protection	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Develop structured rolling programme of Adult Protection awareness raising and training for A&CM staff, providers and partners	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.				
Establish a Programme of Self-Evaluation	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Team file audits quarterly	Assessment and Care Management Team Leader	01/04/2014	31/03/2016	Operating
To review all A&CM guidance and policies	Assessment and Care Management Team Leader	01/04/2014	31/03/2016	Operating
Development of a Service Improvement Plan Assessment, Care Management and Adult Protection	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.				
Develop services to ensure meeting & exceeding care Inspectorate requirements	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Develop the Service Performance Management Culture	Assessment and Care Management Team Leader	01/04/2014	31/03/2015	Operating
Develop a Management Information System for Assessment and Care Management and Adult Protection, to provide live data which will be utilized to proactively manage services.	Assessment and Care Management Team Leader	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) SPI3: SW2 - Direct payments spend on adults 18+ as a % of total social work spend on adults 18+	%	20	0	0	0	N/A
(LO7) SPI3: %age of Adults satisfied with Assessment and Care Management.	%	89	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
Strategic Objective: 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.				
In association with national partners, RoSPA and key local partners, Coastguard and RNLI undertake a coastal safety investigation of established 'incident hot-spots' by investigating (using NIM) incidences which necessitated emergency services call-out.	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Develop a partnership programme of activity within secondary schools promoting personal safety, including key themes of domestic violence and online abuse.	Criminal Justice Services Manager	01/04/2014	31/03/2016	Operating
Strategic Objective: 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.				
Substance misuse Service to contribute information to the ADP about service delivery to maintain standards and contribute towards strategic co-ordination of services and gaps in service	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Undertake an analysis of benefits and value of CCTV network to respective partners within the network	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.				
Programme of Self Evaluation relating to Lscmi and High Risk Offenders to be put in place and delivered upon – improvements from Self Evaluation Questionnaire informing service action plan	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Develop a Programme of Criminal Justice Social Work Self Evaluation , including audit of files and Criminal Justice Social Work Reports.	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Embed evaluation and management information use into supervision, SDA and team meetings	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Programme of service user feedback to be implemented to inform service improvement in Substance misuse services	Criminal Justice Services Manager	01/04/2014	31/03/2016	Operating
Development of a Service Improvement Plan for Criminal Justice, Community Safety and Substance Abuse Services	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.				
Develop a Management Information System for Criminal Justice Social Work, Community Safety and Substance Abuse Services, to provide live data which will be utilized to proactively manage services.	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Develop a Management Information System for Criminal Justice, Community Safety and Substance Abuse Services, to provide live data which will be utilized to proactively manage services.	Criminal Justice Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.5 Work with partners to provide shared and integrated services.				
Strengthen the CCTV network by establishing a formal and robust governance arrangement in relation to finance and partnership arrangements, including Data-Protection responsibilities	Criminal Justice Services Manager	01/04/2014	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) SPI3: %age of Adults satisfied with Criminal Justice	%	89	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:

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
Strategic Objective: 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 CnES Education Department to re-assess school swimming provision	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2017	Operating
Pool Plant Upgrade – prepare plan and facilitate delivery of island wide programme.	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2017	Operating
Implement Positive Coaching Scotland (PCS) workshops.	Sports Development Services Manager	01/04/2014	31/03/2017	Operating
Strategic Objective: 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.				
Integrate outdoor learning into Active Schools and the Physical Activity and Sport Action Plan.	Sports Development Services Manager	01/04/2014	31/03/2017	Operating
Strategic Objective: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Re-design class activity programmes aimed at maintaining/enhancing 'Slàinte Mhath' membership numbers	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Prepare and launch Facebook presence at two additional sites	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2016	Operating
Participate in developing the Western Isles Physical Activity and Sport Strategy to Draft stage	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2015	Operating
Strategic Objective: 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	31/05/2015	Operating
Progress Community Sports Hubs in Linciate and Stornoway.	Sports Development Services Manager	01/04/2014	31/03/2017	Operating
Facilitate preparation of the Outer Hebrides Legacy 2014 with officer steering group and lead on Sports Related Outcomes.	Sports Development Services Manager	01/04/2014	31/03/2015	Operating
Address the opportunities offered by the Youth Sports Programme	Sports Development Services Manager	01/04/2014	31/03/2017	Operating
Strategic Objective: 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 a Management Information System for sports, to provide live data which will be utilized to proactively manage services.	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2015	Operating
Development of a Service Improvement Plan for Sports	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2017	Operating
Development of a Service Improvement Plan Sports and Health	Sports Development Services Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.				
Analyse the 'How Good Is Our Culture and Sport' self-evaluation framework and identify priorities for implementation	Sports Facilities Manager - Lewis and Harris	01/04/2014	31/03/2015	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) SPI3: C&L5d - Percentage of adults satisfied with leisure facilities	%	87	0	0	0	N/A
(LO7) SPI3: C&L4 - Cost of Parks & Open Spaces per 1,000 Populations	£	4,640	0	0	0	N/A
(LO7) SPI3: C&L1 - Gross cost per attendance at Sports facilities	£	7	0	0	0	N/A
(LO7) SPI3: C&L5b - Percentage of adults satisfied with parks and open spaces	%	89	0	0	N/A	N/A

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 Independant 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
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Strategic Objective: 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
Implement the joint Commissioning Strategy, encompassing the reduction and diversion from mainland placements for adults	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2017	Operating
Contribute to the implementation of the Public Bodies Scotland Implementation Plan	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Development of personalisation and Self Directed Support within S&CS to address the legislative priority	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Strategic Objective: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Development of a outcomes focussed standard contract framework to support departmental on Island and mainland procurement and commissioning.	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2015	Operating
Development of an Options appraisal regarding older persons residential care	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Strategic Objective: 7.1.3 Have in place a programme of continuous improvement.				
Ensure the existing centrally managed Departmental service support functions are integrated into service redesigns and Business Continuity Processes areas	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Map and Develop Customer satisfaction arrangements across the Department so all service areas have mechanisms for measuring customer satisfaction effectively	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Contribute to the implementation of a corporate Project Management framework	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Develop a Management Information System for Strategic Commissioning and Partnership Services, to provide live data which will be utilised to proactively manage services.	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Development of a Service Improvement Plan for Strategic Commissioning and Partnership Services	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2015	Operating
Support development of Management Information Systems across the Department	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating
Support development of Service Improvement Plans across the Department	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2015	Operating
Strategic Objective: 7.1.4 Report regularly and publicly the performance of services.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Support Service Managers to develop and implement procedures and systems to address the emerging performance requirements of scrutiny and the external landscape	Strategic Commissioning and Partnerships Manager	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	14/15	15/16	16/17	17/18	18/19
(LO7) SPI3: SW4 - Percentage of Adults satisfied with social care or social work services	%	89	N/A	N/A	N/A	N/A