

DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD (“IJB”)

ISSUED UNDER SECTION 26(1) OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014

Direction: Adult Social Work	Direction to: Shetland Islands Council (SIC)	Overall Budget allocated by IJB for Direction: £ 7,908,490
Reference Number: 1.1	Relevant Function(s): Adult Social Work	Review Date: March 2027
IJB Report(s) Reference Number: CC-10-26		
Date Direction issued/authorised by IJB: 18 March 2026	Date Direction takes effect: 1 April 2026	Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction: Supersedes Direction 1.1 (IJB Report Ref. CC-24-25-F)
Purpose of Direction		
To deliver a trauma informed Adult Social Work service to the Shetland public including the assessment of social need, care management, Mental Health assessment, support and intervention, Adult Support and Protection and an Out of Hours Social Work Service.		
Accountability and Governance		
Governance arrangements are in place as detailed in the social work and social care governance framework. Reporting to Social Work Governance Group, Joint Governance Group and IJB Audit Committee.		

Overarching Directions to Function(s)

- Screening of Referral to establish whether or not a social work response is required
- Provision of assessment of social need and care management as a result of assessment
- Provision of Mental Health assessment, support and intervention
- Provision of Adult Support and Protection
- Provision of an Out of Hours Social Work Service

Relevant Links:

- [Service Plan](#)
- [Joint Strategic Plan](#)
- [SDS Policy](#)

Directions	Outcomes and key actions	Performance Monitoring and Indicators	Challenges & Opportunities – inc. Risks and Finance
<p>Adult Support & Protection (AS&P)</p> <p>Deliver statutory duties under Adult Support and Protection (Scotland) Act 2007 via Social Work/Council Officer roles</p>	<p>To protect adults from harm by delivery of statutory duties</p> <p>Continue to embed new Inter-Agency Adult Support and Protection procedures.</p> <p>Continue to embed streamlined paperwork and processes. Undertake file readings part of the ongoing quality assurance process. Continue undertaking work alongside the Lead Officer for Public Protection to</p>	<p>Monitoring:</p> <ul style="list-style-type: none"> • Ongoing quality assurance on the work undertaken under the act. • Quality assure improvements made following the implementation of the improvement plan following Scotland wide inspection (actions across Shetland Partnership, including Social Work, 	<p>Opportunities:</p> <p>Streamlined paperwork and processes will ensure that staff have sufficient capacity to undertake the Council Officer role and fully deliver on statutory duties.</p> <p>Shetland Public Protection Committee and the Adult Support and Protection Sub-Group will ensure</p>

	<p>improve learning from lived experience.</p> <p>Continue developing a trauma informed approach to adult support and protection processes starting at the front door.</p>	<p>Shetland Public Protection Committee, Police and NHSS) via the Adult Support and Protection Quality Assurance Sub-Group.</p> <ul style="list-style-type: none"> • Adult Support and Protection data set. 	<p>services continue to strive for best practice.</p> <p>Challenges:</p> <p>Capacity within staff teams.</p>
<p>Deliver statutory duties under the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity (Scotland) Act 2000 via the Social Work and Mental Health Officer (MHO) roles</p>	<p>Create a more stable MHO workforce, via training and recruitment of MHOs to build sustainable provision.</p> <p>Continue the review of the Adult's with Incapacity procedures in line with potential changes to the legislation to ensure guidance remains up to date.</p>	<p>Monitoring:</p> <p>Continue to offer training opportunities across Social Work teams on an annual basis and monitor uptake.</p> <p>Team Leader for Mental Health in Adult Social Work post to lead on monitoring the sustainability of the MHO service.</p>	<p>Opportunities:</p> <p>Commitment to offering MHO training on an annual basis with consideration given to training more than one Social Worker to become an MHO each year should there be increased interest.</p> <p>Team Leader for Mental Health in Adult Social Work created to lead the MHO part of the service ensuring best practice and building on sustainability.</p> <p>Challenges:</p> <p>MHO shortage is a National issue.</p> <p>Inability to train and/or recruit MHOs at a level which will sustain the service will result in a</p>

			reliance on agency staff in order to ensure that statutory functions can be fulfilled.
<p>To deliver an 'asset based' approach to needs assessment, whereby the assessment of need starts from the premise of what a person is able to do for themselves, then works outwards to statutory provision.</p>	<p>Objectives:</p> <p>To support delivery of the IJB's ambitions:</p> <p>Ambition 1: Fair and accessible support for our communities.</p> <p>Ambition 2: Prevention, early intervention and maximised wellbeing</p> <p>Ambition 3: Sustainable models of care</p> <p>Services support people to maintain independence as far as possible, supported by their networks, community and statutory provision, where necessary. Using a Good Conversations approach to assessment ensures an asset based approach, with further development this will be a consistent approach across the Health and Social Care Partnership.</p>	<p>Monitoring:</p> <ul style="list-style-type: none"> • Continued roll out of "Good Conversations" training in place following successful train the trainer training. Continued monitoring to be undertaken to ensure sufficient update of training and implementation of learning to be undertaken by trainers and through the quality assurance of Understanding You assessments. • Numbers of older people and those with disabilities or long-term conditions able to remain at home or in a homely setting in their community: <p>Performance Indicators:</p> <ul style="list-style-type: none"> ○ NI-1 Percentage of adults able to look after their health very well or quite well 	<p>Opportunities:</p> <p>Asset based assessment is embedded within Understanding You assessments.</p> <p>Challenges:</p> <p>Workforce challenges may create difficulties in enabling staff to be released to both deliver and attend Good Conversations training.</p> <p>Turnover of staff may impact on consistency should training not be readily available.</p>

		<ul style="list-style-type: none">○ NI-2 Percentage of adults supported at home who agree that they are supported to live as independently as possible○ NI-3 Percentage of adults supported at home who agree they had a say in how their help, care or support was provided○ NI-7 Percentage of adults supported at home who agree that their services had an impact in improving or maintaining their quality of life○ NI 12 Emergency admission rate per 100,000 population○ NI-14 Emergency readmissions to hospital with 28 days of discharge (per 1000 discharges)○ NI-19 Number of days people spend in hospital when they are ready to	
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		<p>be discharged (per 1000 population)</p> <ul style="list-style-type: none"> ○ Delayed discharges profile(CH-DD-01/CH-DD-02) 	
<p>Self-Directed Support (SDS)</p> <p>To deliver/provide information on the 4 Options within Self-directed Support (SDS), which allows people to choose how their support is provided, and gives them as much control as they want of their individual budget.</p>	<p>Objectives:</p> <p>To ensure that individuals accessing social care in Shetland have choice and control over the support they access via SDS.</p> <p>Begin review of the new SDS policy, pending formal review in 2027, to ensure that it remains fit for purpose and is providing those who access support via a process which is transparent, equitable, sustainable, choice driven and outcomes focusses.</p>	<p>Monitoring</p> <p>Quality assurance of Understanding You assessments, resource allocation tools, support plans and reviews to ensure outcomes are being identified and met.</p> <p>Budget monitoring.</p>	<p>Opportunities:</p> <p>Significant work already undertaken to develop and implement the new SDS policy which included engagement with those who use services and key stakeholders.</p> <p>New processes to be built into the new social work recording system.</p> <p>Challenges:</p> <p>Capacity within services may limit the choices available to individuals accessing support.</p> <p>Current Information system does not support gathering of robust data, as it does not enable reporting on all 4 Options.</p>

<p>Surge Planning</p> <p>Provide a service that is able to manage (predictable) changing demand across the year, and respond to unexpected increases in demand by improving use of data, and using multi-disciplinary winter planning group to support move from Winter Plan to “Surge Plan”, based on Business Impact Assessment and understanding from Business Continuity Planning process.</p>	<p>Up to date Business Impact Assessment and Business Continuity Plan in place – this is reviewed at least annually, and in response to any relevant incidents.</p> <p>Management of service level, and escalation to Directorate level, risk register.</p>	<p>Management data in weekly and quarterly reporting used to inform service planning for staffing across year. Gaps or concerns reported via risk register.</p>	<p>Opportunities:</p> <p>Business Impact Assessment and Business Continuity Plan has been tested in recent years and both are fit purpose placing</p> <p>The move towards “surge planning” will ensure winter readiness.</p> <p>Challenges:</p> <p>Workforce pressures across the system alongside challenging demographics has created additional challenges in time of unpredictable changing demand and/or major incidents.</p>
<p>Unpaid Carers</p> <p>Provide support for unpaid carers through the implementation of the Carers Act (Scotland) 2016.</p>	<p>Note this work and associated development is detailed within the Unpaid Carers Direction.</p> <p>While Adult Social Work have a significant role in supporting Unpaid Carers, it is recognised that action is required across the Health and Social Care system, and the wider Shetland Partnership, to have a meaningful impact on Unpaid Carer experience, outcomes and inequalities.</p>	<p>Please see Unpaid Carers Direction.</p>	<p>Please see Unpaid Carers Direction.</p>

<p>Community Led Support (CLS)</p> <p>Support “Community First Approach” by progressing the roll out of the Community Led Support approach.</p> <p>Support system improvement by exploring and sharing how best to focus support on improving people’s quality of life, with an emphasis on early intervention and prevention and tackling inequalities.</p> <p>Understand barriers, and work with partners to explore solutions, to people being able to be connected within and between communities. Current focus community transport arrangements.</p>	<p>Support improved health, wellbeing and social outcomes for all people in Shetland by engaging in trusted partnerships with local communities and having good conversations with people – see Shetland Partnership Plan for community outcomes.</p> <p>Use of Living Well Hubs, and access to Community Led Support in other localities. Engage in partnership approach to identifying assets and barriers, finding solutions and supporting effective connections. Consider and implement the recommendations set out in the evaluation.</p>	<p>Ongoing evaluation to be undertaken while recommendations are considered and implemented.</p>	<p>Opportunities:</p> <p>Through further evaluation of the roll out of CLS it will be possible to assess the success of the approach and help inform where future resource may be best utilised.</p> <p>It will be possible to better understand the value of CLS and determine whether roll out to further areas of Shetland should be considered/prioritised.</p> <p>Challenges:</p> <p>Competing priorities may create difficulties in terms of prioritising evaluation work.</p> <p>Fiscal and workforce pressures across the system may mean that statutory provision will require prioritisation.</p>
<p>Financial wellbeing, fuel poverty and social isolation / loneliness</p> <p>Work with wider Shetland Partnership to identify people in need, and at risk, and provide or enable appropriate support.</p>	<p>To prevent individuals suffering avoidable harm due to financial situation, fuel poverty or social isolation/ loneliness</p> <ul style="list-style-type: none"> Note work with Community Planning 	<p>Monitoring:</p> <p>Continue to evaluate numbers of individuals accessing support to manage finances via Adult Social Work and the Living Well HUB in terms of access to fuel vouchers, access to foodbank</p>	<p>Opportunities:</p> <p>Living Well HUBs enable individuals to access support in their own communities without</p>

	<p>and Development under the Community Ethos strand of Shifting the Balance of Care will help to inform this work on strategic level</p> <ul style="list-style-type: none"> • Staff access to Good Conversations and Money Worries training will help day-to-day interactions 	and referrals to Citizens Advice Bureau for support.	<p>having to access Adult Social Work directly.</p> <p>Partnership working across services and teams to ensure as wide a reach as possible.</p> <p>Challenges:</p> <p>Ensuring those with the most need are identified and offered with appropriate support while resources are finite.</p>
Care Assurance	Continued development of an Independent Reviewing Officer role, currently going through the job evaluation process, within Adult Social Work to ensure robust quality assurance across social care and social work services.	<p>Monitoring:</p> <p>New role to be supported and monitored by the Executive Manager of Adult Social Work.</p>	Budget challenges hampering creation of a new role.
Implementation of the Replacement Social Work and Social Care Recording System	Implementation of the replacement system commenced in 2025 with full implementation planned for early 2027.	<p>Monitoring:</p> <p>The implementation will be closely monitored across the system to ensure milestones and timescales met as planned.</p>	<p>Opportunities:</p> <p>The replacement system, once in place, will support the work of the team through streamlined processes.</p> <p>The replacement system will support improved data and create new</p>

			<p>opportunities for gathering data.</p> <p>Challenges:</p> <p>The implementation of the new system is a significant piece of work which will create pressure for key members of staff.</p>
<p>AI Transcription Technology for Social Work</p>	<p>Project board currently in place in order to support the exploration of the potential benefits of and options available to implement an AI transcription tool to be used across social work services.</p>	<p>Monitoring:</p> <p>To be taken forward by the project board.</p>	<p>Opportunities:</p> <p>The potential opportunities of the implementation of such a tool may be significant with data suggesting the potential time saved could be up to six hours per user per week.</p> <p>Challenges:</p> <p>This remains a relatively new area therefore close monitoring and expertise required via the project board.</p>