DIRECTION FROM THE SHETLAND ISLANDS INTEGRATION JOINT BOARD ("IJB")

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

Direction: Community Care Resources	Direction to: Shetland Islands Council (SIC)	Overall Budget allocated by IJB for Direction: £18,241,020
Reference Number: 1.4 **IJB Report(s) Reference Number:** CC-24-25	**Relevant Function(s):** Community Care Resources (residential care, care at home, day care)	**Review Date:** March 2026
Date Direction issued/authorised by IJB: 29 May 2025	**Date Direction takes effect:** 1 April 2025	**Does the Direction supersede, amend or revoke an existing Direction? If yes, include reference number of existing Direction:** Supersedes Direction 1.4 (IJB Report Ref. CC-17-24-F)

Purpose of Direction
Continue to look for opportunities to shift the balance of care and promote individual choice. Apply principles of Self-Directed Support for all elements of care. Contribute to the delivery of local priorities that support the community to have improved health and wellbeing, lead healthy lives that maintain independence and allow people to contribute to society in a positive way through the Joint Strategic Plan 2025-2028; Council corporate plan 'Our Ambition 2021-2026'; Shetland's Partnership Plan and the National Health and Wellbeing Outcomes.

Accountability and Governance
Quality Grades from Care Inspectorate are reported to Joint Governance Group and SIC Audit Committee. Improvement plan activity and impact reported to IJB with any related issues in relation to Best Value, Capital and Revenue expenditure and service plans and charges for Council services.

Overarching Directions to Function(s)

- Provide Residential Care for long term and short breaks (respite)
- Provision of Day Services/Day Opportunities
- Provision of Care at Home service
- Provision of Domestic service
- Provide Meals on Wheels

Directions	Outcomes and key actions	Performance Monitoring and Indicators	Challenges & Opportunities – inc. Risks and Finance
Maintain high quality services which meet the needs and outcomes of service users	The assessment of need for Community Care Services takes an increasingly 'assets based' approach. It starts from a consideration of what an individual can do for themselves and works outwards towards statutory provision promoting choice and control though Self Directed Support. The service supports staff to be mobile, flexible and working to their maximum skill set across the service working closely with GP's and Community Nurses to ensure that needs are met in line with the wishes and aspirations of service users. An emphasis is maintained on how best to improve people's wellbeing with a focus on early intervention and preventative services; utilising emerging technology to support people to live independently at home.	Monitoring: 1. Assessments completed by target date, 2. Outcomes being met on With You For You assessments, 3. Reviews completed within time limits, 4. Percentage of adults with intensive care needs receiving care at home (NI-18) 5. Proportion of last 6 months of life spent at home or in a homely setting (NI-15) 6. Care Inspectorate Grades (NI-17) 7. Undertake and feedback on pilot and training in one care home	Community/service user expectations Workforce capacity - recruitment Identify and engage in training opportunities to support quality care for people with complex needs Aging population requiring more dynamic and/or intensive care in both residential and community settings. Building on success of international recruits and reviewing potential for overcoming common challenges, such as

	Increase recruitment of Modern Apprentices Engage in pilot for Value based recruitment Maintaining recording system integrity and explore developments for increased staff use and new operations. Providing clear and accessible information about the services and associated costs and potential financial support to those accessing them	8. Ensure engagement with ICT systems and audits to provide assurance 9. Updated service agreements and information	extended holidays to return home Shortage of rentable/ affordable housing for new recruits from off island, ultimately leading to preferred candidates withdrawing, particularly those on lower salaries Incorrect data leading to misinformed decision making Ability to identify areas requiring differing levels of resources and respond quickly
Residential Care Services	Build on success of King Erik House and Bruce Hall. Explore opportunities to provide more 'very supported independent living' by repurposing smaller residential care homes. Thus, allowing more personalised care environments and company.	People are able to live independently in a homely setting in their community. NI-2 People have more choices in their care and feel safer. NI 3 & 9	Community/ service user expectations Requires investment but more economical in longer term Reduced spaces for residential care in some localities Reduced staff required. Residents own their space – less conflict between resident's needs and behaviours.

Day Care Services/Day Opportunities	• Explore different ways of using Day Care staff (as per Yell doing outreach and social activities) • Support increased access to and availability of "Day Opportunities" to better meet needs of Shetland population	Unpaid carers feel supported to continue in their caring role (NI-8) 5% reduction in care at home visits for clients attending extended day care service Resources are used effectively and efficiently in the provision of health and social care services.	Workforce capacity - Recruitment Building on success of international recruits and reviewing potential for overcoming common challenges, such as extended holidays to return home. Service User/Unpaid carer expectations Community/Third Sector capacity Availability of transport to utilise 'non-centre' based activities within the community.
Care at Home	Continue reconfiguration of services and workforce to support increased care support at home, including overnight, and decrease use of residential care services. Ongoing monitoring of provision for those with critical and substantial need.	Maintain or improve core suite indicators NI-15, 18 and balance of long term (decrease), short term and respite (maintain or increase) use. People, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community Resources are used effectively and efficiently in the provision of health and social care services to ensure resources	Community/service user expectations Workforce capacity - recruitment Building on success of international recruits and reviewing potential for overcoming common challenges, such as extended holidays to return home.. Efficient resource allocation

		are not being allocated for longer than necessary	Unmet needs due to the service reaching its capacity

People being disempowered to self-care. |
| Domestic | Ongoing monitoring of provision for those with critical and substantial need. | People, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community

Resources are used effectively and efficiently in the provision of health and social care services to ensure resources are not being allocated for longer than necessary | Efficient resource allocation

Unmet needs due to the service reaching its capacity

People being disempowered to self-care. |
| Meals on Wheels

People receiving Meals on Wheels experience benefits of enhanced nutritional support and resultant decreased impact on frailty. | Monitor changes to uptake following increased Meals on Wheels charges, use learning from above to understand wider impacts.

Explore other providers external to CCR

Explore development of a kitchen able to accommodate required numbers | Monitoring impact of changes in Meals on Wheels charges. | Workforce capacity - recruitment

Using a kitchen not fit for purpose given the numbers and complexities of meals required. |

Shifting Balance of Care

This Direction links to the following Shifting Balance of Care work streams:

Programme Ref	Description
PJR0008	Social Care - Business Processes
PJR0010	Social Care - workforce/staffing
PJR0020	Models of Care - Accommodation/Housing - Residential Care Model