

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: £20,803,100
Reference Number: 1.4	Relevant Function(s): Community Care Resources (residential care, care at home, day care)	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 1.4 (IJB Report Ref. CC-24-25-F)
Purpose of Direction		
To continue the provision of Community Care Resources services, as detailed and in accordance with any statutory / regulatory obligations, where applicable, and aiming to meet both national and local targets. 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

Relevant Links:

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

Directions	Outcomes and key actions	Performance Monitoring and Indicators	Challenges & Opportunities – inc. Risks and Finance
<p>Maintain high quality services which meet the needs and outcomes of service users</p>	<p>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 through Self-Directed Support.</p> <p>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</p>	<p>Monitoring:</p> <ul style="list-style-type: none"> • Assessments completed by target date, • Outcomes being met on ‘With You, For You assessments.’ • Reviews completed within time limits, • Percentage of adults with intensive care needs receiving care at home (NI-18) • Proportion of last 6 months of life spent at home or in a homely setting (NI-15) 	<p>Community/service user expectations</p> <p>Workforce capacity to undertake growing numbers of assessments required in rural locations.</p> <p>Confidence and skills set of assessors.</p> <p>Capacity to identify and engage in training opportunities to support quality care for people with complex needs</p> <p>Aging population requiring more dynamic and/or</p>

	<p>wellbeing with a focus on early intervention and preventative services; Being able to flex down as effectively as we flex up to support sustainability.</p> <p>Access Leadership Training opportunities for staff working as people managers to upskill and drive consistency across the services as promotion brings new duties and responsibilities.</p> <p>Increase recruitment, and engagement of modern apprenticeships, international recruits, schools, community, careers and employment events.</p>	<ul style="list-style-type: none"> Care Inspectorate Grades (NI-17) <p>8. Review survey data before and after pilot.</p> <p>Percentage of Senior Social care Workers/ Managers completing leadership or other identified training.</p> <p>Numbers of modern apprentices and events to promote working for CCR attended.</p>	<p>intensive care in both residential and community settings.</p> <p>Ability to care for complex needs in small units</p> <p>Confidence to withdraw services where assessed need no longer exists.</p> <p>More robust leadership structure in Care setting.</p> <p>The financial cost of backfilling the SSCW with SCW's out ways the benefits.</p> <p>Confident, staff who understand leadership responsibilities and staff who feel supported and valued in their work.</p> <p>Shortage of rentable/ affordable housing for new recruits from off island, ultimately leading to preferred candidates withdrawing, particularly those on lower salaries. Value based recruitment</p>
--	---	--	---

	<p>Continued involvement and participation in Value Based recruitment, with a view to extending across CCR services.</p> <p>Maintain accurate records and identify opportunities for streamlining and sharing of data to reduce repetition or unused collation.</p> <p>Increased documentation, accountability and auditing of medication processes.</p> <p>Prioritise urgent purchases of equipment and furniture.</p> <p>Develop a rolling programme of replacement of furniture.</p>	<p>Increased numbers of applicants and new recruits where value-based recruitment is offered.</p> <p>Review of data and recording systems – reduced time spent on data collection and review.</p> <p>Reduction in errors and ability to identify and track issues quickly.</p> <p>Confidence in processes</p>	<p>may attract Islanders who already have accommodation in Shetland but previously felt underqualified.</p> <p>Incorrect data leading to misinformed decision making.</p> <p>Repetition of tasks and time wasted.</p> <p>Additional tasks for staff</p> <p>Clear documents evidencing compliance to policy.</p> <p>Reduced risk to people using our service</p> <p>Initial high costs leading to cost efficiencies</p> <p>Increased reliability of essential equipment.</p> <p>Quality of setting.</p>
--	---	---	--

	<p>Providing clear and accessible printed and electronic information about the services we offer, associated costs and potential financial support to those accessing them.</p>	<p>More efficient forecasting of costs enabling savings on bulk buying.</p> <p>Reduction in breakdowns due to aged or damaged equipment / furniture- resulting in more costly emergency purchases.</p> <p>Updated service agreements and information including brochures and on line data</p>	<p>People supported to understand their options in their own time along with associated costs, reducing complaints and poor experiences.</p>
<p>Residential Care Services</p>	<p>Take an active role on the Sustainable Model of Social Care Programme, which seeks to deliver a model of sustainability following research and consultation.</p>	<p>People are able to live independently in a homely setting in their community. NI-2</p> <p>People have more choices in their care and feel safer. NI 3 & 9</p> <p>People can be confident in a care structure that is fit for future and that public monies are being spent in a considered and transparent manner</p>	<p>New models of care securing high levels of person-centred care for increasingly complex needs that it robust in terms of staffing and facilities.</p> <p>Predestined ideas and lack of innovation.</p> <p>Community/ service user expectations and need for clear communication to limit concerns.</p> <p>Requires investment but more economical in longer term</p>

			<p>Ability to forecast future need accurately.</p> <p>Opportunity to learn from other areas and shape to meet Shetlands needs.</p>
Day Care Services/Day Opportunities	<ul style="list-style-type: none"> • 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. • Increase shared day care activities such as dances or Bocca tournaments. • Share learning from successful and busy day care settings with those less subscribed to. 	<p>Unpaid carers feel supported to continue in their caring role (NI-8)</p> <p>Resources are used effectively and efficiently in the provision of health and social care services.</p> <p>Increased shared events. Increased wellbeing for those attending day care and those that care for them.</p>	<p>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</p> <p>Community/Third Sector capacity</p> <p>Availability of transport to utilise ‘non-centre’ based activities within the community.</p> <p>Development of new activities to meet peoples more complex needs</p>
Care at Home	<p>Take an active role on the Sustainable Model of Social Care Programme, which seeks to deliver a model of sustainability following research and consultation.</p>	<p>People can be confident in a care structure that is fit for future and that public monies are being spent in a considered and transparent manner</p>	<p>New models of care securing high levels of person-centred care for increasingly complex needs that it robust in</p>

	<p>Improved monitoring and review of services provided increasing capacity to provide provision for those with critical and substantial need.</p>	<p>People, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</p> <p>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</p>	<p>terms of staffing and facilities. Predestined ideas and lack of innovation.</p> <p>Community/ service user expectations and need for clear communication to limit concerns.</p> <p>Requires investment but more economical in longer term</p> <p>Ability to forecast future need accurately.</p> <p>Opportunity to learn from other areas and shape to meet Shetlands needs.Community/service user expectations</p> <p>Workforce capacity - recruitment</p> <p>Efficient resource allocation</p> <p>Unmet needs due to the service reaching its capacity</p>
--	---	--	---

			People being disempowered to self-care.
Domestic	Review of domestic support to ensure provision is in line with eligibility criteria and is the most efficient and effective method of meeting assessed need.	<p>People, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</p> <p>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</p>	<p>Efficient resource allocation</p> <p>Unmet needs due to the service reaching its capacity and/ or lack of successful recruitment.</p> <p>People being disempowered to self-care.</p>
<p>Meals on Wheels</p> <p>People receiving Meals on Wheels experience benefits of enhanced nutritional support and resultant decreased impact on frailty.</p>	<p>Ongoing monitoring of provision for those with critical and substantial need.</p> <p>Review of meals on wheels to ensure provision is in line with eligibility criteria and is the most efficient and effective method of meeting assessed need.</p>	<p>Instigate or take part in discussions with other parties regarding the provision of Meals on Wheels.</p> <p>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</p>	<p>Workforce capacity - recruitment</p> <p>Using a kitchen not fit for purpose given the numbers and complexities of meals required.</p> <p>People being disempowered to prepare their own meals.</p>