



POLICY AND RESOURCES COMMITTEE

June 2025

OUTCOME DELIVERY PLANS

Report by Chief Officer Partnership Services and Community Care

PURPOSE

- 1.1 The purpose of the Report is to present the half-year progress of the 2024/25 Departmental Strategic Priorities for the Health and Social Care Directorate.

EXECUTIVE SUMMARY

- 2.1 This Report provides a summary of the 2024/25 progress achieved regarding the strategic priorities aligned to the department. An update on departmental key areas of strategic risk is included, progress on the strategic outcomes and the resources identified to implement the business plan.
- 2.2 Strategic risk is aligned with the Corporate Strategy 2022-2027. For the 2024/25 period, there were two departmental key areas of strategic risk identified with a High rating. Both risks were rated as Medium after risk actions have been implemented. The 2025/26 Business Plan, approved at the April series of meetings, includes the progression of actions relating to service developments across the two financial years. Strategic risk is monitored on Interplan and reported externally via the Comhairle's website. Graphical representation of the department's strategic risk is provided in section 6.
- 2.3 The 2024/25 business plan was aligned to two strategic priorities, and six service areas within the department contribute to the achievement of three strategic outcomes. Progress on the outcome delivery plans is detailed in the main body of the report in section 7.
- 2.4 Full detail in regard to business plan progress for the Health and Social Care Directorate can be viewed at: [Service Business Plan Progress Reports](#). In line with Audit Scotland's recommendations, Elected Members are also encouraged to access the Comhairle's online performance monitoring and reporting system, Interplan, which contains all departmental Business Plans. Interplan can be accessed at: [Interplan](#).

RECOMMENDATION

- 3.1 It is recommended that the Comhairle notes the summary of the progress of the 2024/25 Departmental Outcome Delivery Plan for the Health and Social Care Department.

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Background Papers:	None

IMPLICATIONS

- 4.1 The following implications are applicable in terms of the Report.

Resource Implications	Implications/None
Financial	There are no financial implications associated with this Report
Legal	There are no legal implications associated with this Report
Staffing	There are no staffing implications associated with this Report
Assets and Property	There are no asset and property implications associated with this Report
Strategic Implications	Implications/None
Risk	Risk Management associated with the Health and Social Care Directorate's Business Plan is identified at section 6 of the Report
Equalities	There are no identified equality issues within this Report
Corporate Strategy	The Health and Social Care Directorate's Business Plan is aligned with the Corporate Strategy 2022-27.
Environmental Impact	There are no identified environmental impacts within this Report
Consultation	There is no consultation associated with this Report. The Business Plan and the quarterly progress updates are published on the Comhairle's webpages.

BACKGROUND

- 5.1 Noting that quarterly reporting on business plan progress is available through Interplan, this Report is designed to provide Members with a summary of progress achieved in relation to the strategic priorities that the department is aligned to. The Report includes an update on departmental key areas of strategic risk, progress on the strategic outcomes that the department contributes to, and the resources identified to implement the business plan.
- 5.2 The Corporate Strategy has four strategic priorities and 20 strategic outcomes.

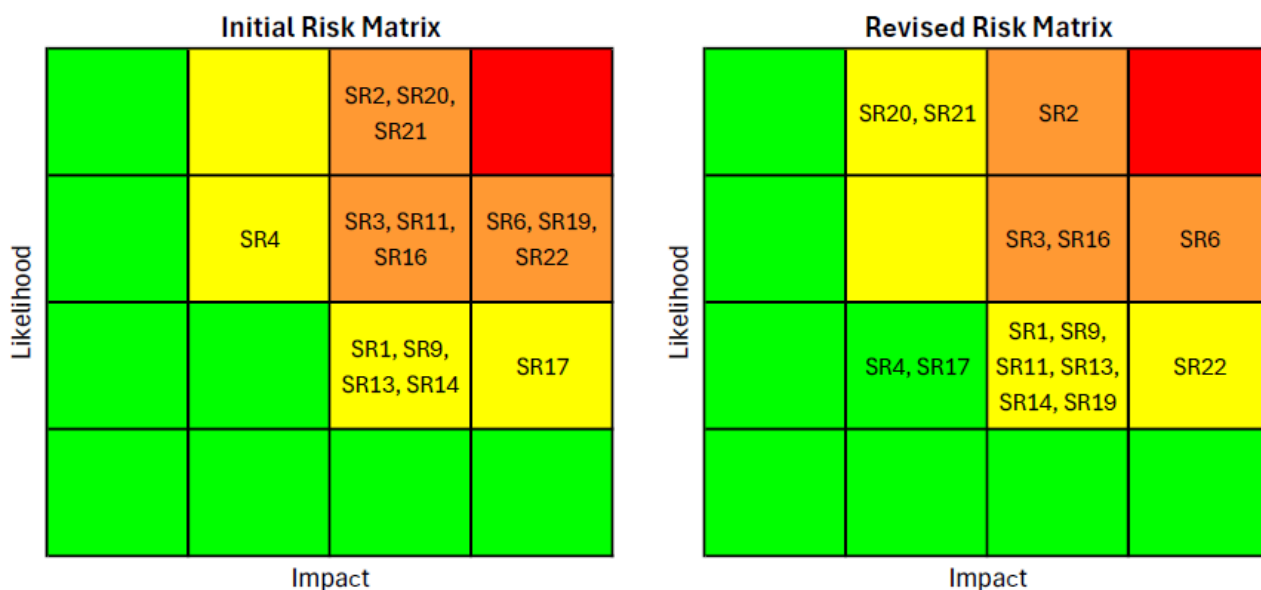
RISK MANAGEMENT

- 6.1 The Comhairle has identified 15 strategic threats, one of which is specific to the Health and Social Care Directorate: *SR6 Fail to ensure that appropriate Social Care Services are available for the people of the Outer Hebrides*. The risk rating for SR6 noted as an escalating matter in the previous reporting period has remained as a High risk, after risk actions have been implemented. The closure announcement for the HC-One operated nursing home and the loss of the 38 nursing home placements to the local system is of significant concern and has required the Department to instigate service developments to mitigate the immediate impact as far as possible.
- 6.2 The Departmental operational risk register previously categorised 5 risks at the High category. These related to budgetary provision, managing the demand for services, capacity of services, delayed discharge and workforce matters. The risk relating to the National Care Service although reduced will continue to be monitored through the Departmental and corporate processes.
- 6.3 This progress summary informed the current Departmental Business Plan. As detailed in the 2025/26 Business Plan, three of the Departmental risks have been evaluated at High or Extreme after mitigating actions at the end of this reporting period. Two of these related to the financial projections for the Integration Joint Board and the capacity of the social work and social care workforce. The third risk relating to people at risk of harm has been mitigated in terms of the transition of the Blàr Buidhe staff and residents to Bremner Court service and the improvements made by the Department in terms of Adult Support and Protection performance.

- 6.4 The full risk register details can be accessed via the [Interplan Risk Management Module](#).

STRATEGIC RISK MATRICES - September 2024

THREATS



OUTCOME DELIVERY PLANS

- 7.1 The department is aligned to two Strategic Priorities and contributes to the fulfilment of three Strategic Outcomes and progress on the Outcome Delivery Plans are reported below under each of these.

Priority 1.1: Strengthen the local economy.

Outcome 1.1.2 Digital investment delivers outcomes for the community.

- 7.2 The consolidation of the work on the Eclipse social work system has enabled the information handling, reporting and scrutiny processes associated with statutory duties to be significantly enhanced. The system supports the consistent application of core social work processes such as the Adult Support and Protection procedures, fundamental for Public Protection considerations. The recording of multi-disciplinary decisions, adherence to timeframes and the documenting of management oversight were shared as evidence to support the extremely positive follow up report published in January. The inspection was led by the Care Inspectorate Police Scotland and Health Improvement Scotland.

Priority 3.1: Support resilient communities and quality of life.

Outcome 3.1.2. People receive the care and support they need to live healthy and independent lives.

- 7.3 During this period, the Care Inspectorate undertook a follow up visit at Seaforth House and provided positive feedback confirming that all requirements have now been met. The service continues to work closely with the established network of multi-disciplinary teams providing clinical and professional support. The valued support of residents' family and friends is helping to extend the range of activities and events to offer a variety of supports for residents to participate in activities that reflect their interests and enhance the social interaction within the home and wider community.
- 7.4 The scrutiny activity at the end of the calendar year and into the first quarter also demonstrated the positive impact Comhairle services are having on individuals and communities. The Barra Day Care Service was described as 'sector leading' and the Ardseillich inspection produced grades of good and very good. Notable achievements have been made to promote choice for individuals and the

commitment and skills of the workforce. These positive developments build on the previously reported positive inspection reports for care at home services.

Outcome 3.1.4: Our communities are safe, inclusive, and resilient.

- 7.5 As stated previously, the progress review of the Partnership's Adult Support and Protection services concluded very positively. The associated Report stated that the significant improvement made was of the standard to receive the highest level of award for 6 out of the 7 areas inspected. The national challenge of enabling engagement with individuals with lived experience of being subject to Adult Support and Protection referral was the area where good progress was found and one to develop further. All inspections thematic or regulatory are available on the Care Inspectorate website.
- 7.6 A major focus of activity in this period was concluding the planning and preparation for the transition of residents and staff to the Comhairle Bremner Court Service due to the closure of the HC-One home in Stornoway. The transition was undertaken on 30 April to facilitate the implementation of all requirements to support residents and the workforce. The detailed transition plan was managed and led by operational and senior officers. Being able to provide on-island alternative services for residents and retain the potentially displaced workforce within health and social care has been the fundamental driver for the approach taken and this has been successfully achieved.
- 7.7 The consistent challenges being encountered during this period relate to workforce recruitment, service capacity and financial limitations. With the closure notification of the 38-bedded care home, admissions have been suspended, and this has had an immediate impact on the health and social care system. The reduction in capacity has reduced the ability to offer long term or interim placements for patients delayed in hospital. The recruitment challenges persist across a range of services, and work continues to promote job offers and alternative approaches to support individuals to enter the social care career pathway.

RESOURCING THE PLAN

Financial Performance

- 8.1 As previously reported, following the November 2024 cyber-attack on Comhairle systems, alternative monitoring approaches have been operational to ensure business continuity for services and commissioned services. This has incorporated the available financial planning information and service data. Monitoring of the Departmental resources is subject to routine reporting to the Integrated Corporate Management Team and the Integration Joint Board. The scale of the Integration Joint Board structural deficit is the focus of the agenda at Board level and work to address the resultant service issues will continue into the summer period.

Workforce Planning

- 9.1 The Departmental Workforce Plan continues to be implemented, mirroring the five pillars of the National Workforce Strategy for Health and Social Care. Due to the service developments in this reporting period, interim management arrangements have been facilitated, and a refresh of the workforce plan will be undertaken by July 2025. The on-going recruitment issues are inevitably the greatest challenge for the Department. The capacity of social care services to meet the demographic challenges of supply and demand is central to the operational and strategic planning of the Department.

CONCLUSION

- 10.1 This Report provides a summary of progress of the 2024/25 Departmental Outcome Delivery Plans for the Health and Social Care Directorate. The Report is for noting.