

EAST AYRSHIRE COUNCIL

CABINET – 21 OCTOBER 2009

SWIA PERFORMANCE INSPECTION ACTION PLAN

Report by Director of Educational and Social Services

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet approval of the action plan prepared in response to the Social Work Inspection Agency (SWIA) Performance Inspection of Social Work Services.

2. BACKGROUND

- 2.1 In 2008, SWIA carried out a Performance Inspection of Social Work Services in East Ayrshire. The primary purpose of SWIA Performance Inspections is to provide independent assurance that services are well managed, safe and fit for purpose. The inspection of services in East Ayrshire was undertaken as part of a planned programme of performance inspections of all 32 Councils in Scotland.
- 2.2 The Inspection report was published in June 2009 and contained 15 recommendations where improvement was required.

3. THE INSPECTION

- 3.1 The inspection looked at how Social Work services were organised and delivered within East Ayrshire. An extensive self evaluation was submitted. Inspectors read a wide selection of material about the local authority and the social work services it provided or commissioned. Questionnaires were issued to staff, service users, carers and stakeholders. An audit of case files based on a comprehensive sample across the service was undertaken. A two week fieldwork phase was undertaken during which the Inspection Team was based within the Council. During this period Inspectors spoke to service users, their carers and people who were responsible for delivering or arranging services. They met with representatives from a range of organisations and groups as well as elected members and other stakeholders. In addition they also visited locations from where Social Work services were provided.
- 3.2 SWIA utilises a 10 point Performance Inspection Model (PIM) in conjunction with a 6 point evaluation scale. The PIM and East Ayrshire's performance in relation to each of the areas for evaluation is detailed below:

Outcomes for people who use services	Adequate
Impact on people who use our services	Good
Impact on staff	Adequate
Impact on the community	Very Good
Delivery of key processes	Adequate
Policy and service development, planning and performance management	Good

Management and support of staff	Adequate
Resources and capacity building	Good
Leadership and direction	Adequate
Capacity for improvement	Good

- 3.3 The inspectors found that the majority of people who responded to the surveys or who they met during the fieldwork phase agreed that the services they received were reliable and of good quality. People were positive about the difference these services had made to their lives.
- 3.4 The inspectors found a number of examples of good practice, including creative involvement of service users in service development. They praised our achievements in working towards a shift in the balance of care from institutionally based to community based care. They commented on the good joint working arrangements in place across a number of services and care groups. Partnership working with health was considered a key strength. Good progress on performance management and service improvement through best value reviews were highlighted.
- 3.5 The inspection also highlighted areas where improvement was required including the educational attainment of looked after children, pathway planning processes, access to employment, further education and providing suitable accommodation for young people leaving care. Action was required in ensuring that the national standards for mental health services are monitored and reviewed, and in ensuring that performance is improved in undertaking carer assessments. Further improvement was also required in relation to the quality of assessments in permanency planning, adoption and fostering work.
- 3.6 SWIA acknowledged the challenge facing social work in East Ayrshire in sustaining levels of services within available resources and in the face of increasing pressures and demand and acknowledged the council's activity in trying to tackle this issue through the Review of Social Work Sustainability
- 3.7 Overall the inspection concluded that although Social Work services will continue to face challenges in relation to capacity issues, the strong commitment to partnership working and the positive regard with which Social Work is held within the council and by external agencies indicated that there was optimism that the present momentum for continued improvement would be sustained.

4. THE PERFORMANCE INSPECTION ACTION PLAN

- 4.1 The Council is required to develop an action plan setting out how it will tackle the recommendations set out in the report. The action plan requires to be agreed with SWIA who will subsequently review progress in a follow up inspection in summer 2010.
- 4.2 Work has been led by the Head of Service Community Care and the Head of Service Children and Families and Criminal Justice in conjunction with the senior management team within Social Work to develop an action plan which

responds constructively and appropriately to the recommendations. This has been agreed with SWIA subject to approval by elected members.

4.3 A copy of the action plan is attached. Key areas include:

- Improved Performance Reporting with an increased focus on Outcomes for people who use services
- Improved support to carers including focused work through the carers action plan
- Improved Communication within and about the function of the service
- Improvement in workload management arrangements and associated time intervals for service
- Improvement in key processes including assessment and care plans.
- Promotion of leadership and continuous professional development at all levels across the service

5. FUTURE INSPECTION ACTIVITY

5.1 Further to the Crerar Review of Scrutiny arrangements, SWIA is being merged with the Care Commission and the element of HMIE which is responsible for inspection of child protection arrangements. Work is being undertaken within the new shadow organisation the Social Care and Social Work Improvement Service (SCSWIS) to develop a new proportionate approach to inspection. This means that there will not be another round of full performance inspections, but a greater focus on promoting improvement through greater partnership working and an increased reliance on self evaluation.

6. FUTURE SELF EVALUATION ACTIVITY

6.1 A key component of the inspection process was the Self Evaluation Questionnaire (SEQ) which was submitted to SWIA in advance of the fieldwork phase utilising the PIM framework. As noted in 5.1 above future inspection arrangements will place greater reliance upon self evaluation.

6.2 East Ayrshire's corporate approach to self evaluation is centred upon the EFQM model. Within the SWIA Performance Inspection Report, Social Work's use of the model was highlighted as a good practice example.

6.3 The Performance Inspection model (PIM) is derived from EFQM. As part of its preparations for proportionate inspection SWIA has developed the PIM from a performance inspection tool into a performance improvement tool. A SWIA Guide to Supported Self Evaluation was published in January 2009 and includes a diagram mapping the areas for evaluation to EFQM. An electronic tool is under development to support our approach to improvement in conjunction with SWIA it is proposed that from 2009/10 Social Work utilises this model rather than the standard EFQM model. This parallels arrangements within Educational Services where the QMIE model (also derived from EFQM) is utilised.

7. FINANCIAL IMPLICATIONS

7.1 The action plan includes a note of the substantial commitment of the council in supporting the service through the social work sustainability programme.

8. PERSONNEL IMPLICATIONS

8.1 Elements of the action plan support the commitment of the Council in recruiting and retaining a confident and competent Social Work workforce.

9. POLICY/LEGAL IMPLICATIONS

9.1 The inspection action plan has been considered and agreed by the Corporate Management Team. There are no specific policy implications.

10. COMMUNITY PLANNING IMPLICATIONS

10.1 Social Work plays a significant role in the delivery of community planning objectives. The actions detailed in the action plan will further strengthen Social Work's contribution in particular to the "Improving Health and Wellbeing" and "Promoting Community Safety" themes.

11. RISK MANAGEMENT

11.1 Effective Social Work services across functions contribute to the management of risk, for individuals, communities and the Council.

12. RECOMMENDATIONS

12.1 It is recommended that Cabinet approve:

- (i) the action plan; and
- (ii) the use of the SWIA Guide to Self Evaluation

Graham Short
Executive Director of Educational and Social Services

25 September 2009

LIST OF BACKGROUND PAPERS

SWIA Performance Inspection 2009
SWIA Improvement Action Plan
SWIA Guide to Self Evaluation

IMPLEMENTATION OFFICER:

Eddie Fraser: Head of Service Community Care
Susan Taylor: Head of Service, Children and Families and Criminal Justice

EAST AYRSHIRE COUNCIL

DEPARTMENT OF EDUCATIONAL AND SOCIAL SERVICES

OUR SWIA PERFORMANCE INSPECTION ACTION PLAN

SEPTEMBER 2009



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DEPARTMENT OF EDUCATIONAL AND SOCIAL SERVICES
SWIA PERFORMANCE INSPECTION 2009 – ACTION PLAN**

	RECOMMENDATION	ACTION	LEAD OFFICER	TIMESCALE	PROGRESS/COMMENTS (as at 18 September 2009)
Key outcomes for people who use services					
1	<p>Social work services should build on existing systems to improve the range, quality and consistency of the information they collect about outcomes for all people who use services and their carers.</p> <p>These outcomes should be embedded in all social work service plans and used to consider the range and quality of the services.</p>	<ul style="list-style-type: none"> A framework document will be developed, setting out our approach across social work services to adopting an outcomes based approach at strategic, management and practice level. Use of the Swift system will be further developed to ensure that outcomes are recorded at an individual level, creating improved capacity for the reporting of both management and performance information. We will ensure that existing planning and performance frameworks and systems explicitly reflect an outcomes focus and expand the range of reporting to demonstrate improved outcomes for the community care client groups e.g. people with physical disability; sensory impairment; substance misuse; mental health; dementia. 	<p>Head of Service (Comm Care + C&F/CJ) + Planning & Development Manager</p> <p>Resource manager + Snr. Managers</p> <p>Planning & Development Manager</p>	<p>October 2009</p> <p>March 2010</p> <p>March 2010</p>	<p>Single Shared Assessment tool for all adult community care groups has been reviewed and revised to identify and record community care outcome measures for individual service users. The review of SSA tool and associated guidance will be completed by end October 2009 and available electronically by the end of November 2009.</p> <p>New Service Plans for Community Care and Children and Families and Criminal Justice for 2009/10 have been developed in accord with the corporate approach.</p> <p>The 2008/09 Social Care Mental Health Benchmarking pilot survey will take place week of 5th to 11th October. This will target our understanding of service delivery and outcomes.</p> <p>Through Mental Disorder Homecare review, information on outcomes are being specifically considered.</p>

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		<ul style="list-style-type: none"> A new reporting framework, based on outcomes, will be developed at a service planning level. 	<p>Planning & Development Manager / Community Health Partnership facilitator</p>	<p>March 2010</p>	<p>The new CHP and Alcohol drug partnership arrangements will support more detailed outcome reporting. With clear links to Community plan and Single Outcome agreement</p> <p>Both Community Care and Children and Families and Criminal Justice Service Plans contain specific actions relating to outcomes focussed performance management and reporting. This includes our work in developing a comprehensive suite of performance indicators in relation to the implementation of the CORVU system.</p> <p>The Community Care Service Plan 2009/10 (which is underpinned by service unit workplans) incorporates a commitment to implementing the National Community Care Outcomes Framework (CCOF) through its incorporation into the SOA, and the Improving Health and Wellbeing Action Plan and associated Local Improvement Targets.</p>
		<ul style="list-style-type: none"> We will review recording and reflective policy, procedural and practice guidance to ensure a more outcomes focussed approach. 	<p>Service manager (core services)</p>	<p>Dec 2009</p>	

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		<ul style="list-style-type: none"> We will develop commissioning action plans for each service which will reflect an outcomes focussed approach. We will develop a stronger focus on outcomes within our contract management arrangements. 	Contracts/commissioning/ Complaints manager	Feb 2010	In progress
			Contracts/commissioning/ Complaints manager	Feb 2010	In progress
Impact on people who use services and other stakeholders					
2	<p>Social work services should improve its performance both in the number of carers assessments recorded and completed and in achieving the outcomes for carers which result from these assessments.</p>	<ul style="list-style-type: none"> As part of our new structural arrangements, a lead officer will be identified to lead strategically on the carers agenda. An evaluation of a pilot undertaken in East Ayrshire will be completed. This involved a person centred approach to resourcing carers, and will inform future practice. Based on this evaluation, a revised approach to resourcing carers will be developed in partnership with carers. As part of the “Getting it Right for Every Child” developments in East Ayrshire, a new approach to recording a child’s assessment and plan will be introduced. As part of these arrangements, specific practice guidance will be introduced in respect of young carers. 	<p>Head of Service (Comm Care)</p> <p>Snr Manager (AWS) + Planning & development manager</p> <p>Snr. Manager C&F Localities</p>	<p>Dec 2009</p> <p>Dec 2009</p> <p>March 2011</p>	<p>The need to improve our performance in relation to Carers Assessments has been reflected in our draft Carers Action Plan in which it has been identified as a key priority. The Plan was developed in partnership with Carers. The consultation period has closed and the final draft will be submitted for political approval in the Autumn 2009. It will include an explicit commitment to increasing the number of carers’ assessments undertaken and range of activity in this respect.</p> <p>The review of the SSA tool will assist in the identification of carers’ needs and the recording of outcomes in relation to carers.</p> <p>An implementation plan is in place to progress East Ayrshire’s multi agency integrated assessment framework. The roll out and multi agency training will begin in the Autumn of 2009 in the south of the authority. Specific practice guidance in respect of young carers will support staff in</p>

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		<ul style="list-style-type: none"> • A refreshed approach to public information material will be developed, ensuring that information is targeted on resourcing carers. • Review of staff learning, development and training needs 	<p>Lead Officer for Carers</p> <p>Lead Officer for Carers/Training Manager</p>	<p>March 2011</p> <p>March 2011</p>	<p>undertaking the assessment and planning with each child.</p>
Impact on people who use services and other stakeholders					
3	<p>Social work services should engage with children and young people more effectively in planning their care and make sure that reviews are properly conducted.</p>	<ul style="list-style-type: none"> • We will develop a more child centred approach to care planning for accommodated children and young people in conjunction with the Scottish Institute for Residential Childcare (SIRCC). • Practice guidance will be developed in respect of care leavers which will support staff in completing the integrated assessment and planning approach. • We will develop age appropriate materials for younger children to augment current "Having your Say" reports • We will develop a system to collate the views of young people through LAAC Review meetings 	<p>Snr. Manager AWS + Service Manager, Corporate Parenting</p> <p>Service Manager, Corporate Parenting</p> <p>Service Manager, Corporate Parenting</p> <p>Service Manager, Corporate Parenting</p>	<p>December 2009</p> <p>December 2009</p> <p>December 2009</p> <p>January 2010</p>	<p>Actively being worked on by residential staff and SIRCC</p> <p>Workshop held and materials being developed with Who Cares? Scotland and young people</p>

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		<ul style="list-style-type: none"> We will refine the monthly care planning monitoring report for accommodated children and young people. 	Service Manager, Corporate Parenting	December 2009	
Impact on staff					
4	The department of Educational and Social Services should continue to develop ways in which communication with staff be developed further	<ul style="list-style-type: none"> We will revisit and review existing communication strategies within the Department of Educational and Social Services. With staff involvement and engagement, we will develop the communication strategy to ensure it is simple, easily understood and can be implemented across all aspects of the service. Implement, monitor and review the effectiveness of the approach adopted, with involvement of the social work workforce. We will continue to promote the development of the Local Practitioner Forum. We will work with Staff and Trade Union in respect The Unison/BASW Manifesto for Social Work A work plan will be developed to implement the PR Strategy for social work covering the period 2009/2011 	<p>Head of Service (Comm Care + C&F/CJ)</p> <p>Head of Service (Comm Care + C&F/CJ)</p> <p>Head of Service (Comm Care + C&F/CJ)</p> <p>Service Manager, Corporate Parenting and Corporate Public Relations</p>	<p>Dec 2009</p> <p>Dec 2009 and regular review.</p> <p>Dec 2009</p> <p>November 2009</p>	<p>Social Work Communication Strategy approved by SW Committee Jan 07 and updated in 2008</p> <p>Text messaging for the personal care workforce (600+) is being introduced on 5th October 2009. This will improve communication with the largest group of front line staff who have no access to email.</p> <p>The forum is established and a Chair and Vice chair have been appointed.</p> <p>Report will be brought to JCC by Trade Unions</p> <p>In August 2009 we presented a report to Cabinet on development of a Public Relations Strategy, to promote an understanding on social work. The targeted</p>

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					audience is elected members, partners and the public. Staff will be actively involved in implementing this strategy as key champions
Delivery of key processes					
5	Social work services must introduce a more systematic workload management process and make sure that all teams have the capacity to prioritise and manage the demands for their service. Information on workloads should be subject to robust management monitoring.	<ul style="list-style-type: none"> • Management Information systems will be improved to provide managers clear concise information on workload management • Capacity issues will be addressed through the Review of Social Work sustainability. • The Swift system will be developed to support the prioritisation of workloads 	<p>Resource Manager + Snr. Managers</p> <p>Head of Service (Comm Care + C&F/CJ)</p> <p>Resource Manager</p>	<p>Nov 2009</p> <p>March 2010 and continuous monitoring and improvement.</p> <p>Oct 2009</p>	<p>Initial arrangements have been implemented to provide improved information to managers at all levels.</p> <p>Revised structural arrangements take account of the span of control of and will ensure improved managerial support to Team Managers and homecare managers</p> <p>Agreement has been reached within Children and Families to recruit over establishment if necessary to maintain staffing levels within the overall approved resource allocation</p> <p>Case priority now being recorded on Swift will assist front line managers with workload management.</p>
6	Social work services needs to increase the number of reports that are submitted to the children's reporter within expected timescales, with targets and a clear plan, subject to regular monitoring and review, to address this	<ul style="list-style-type: none"> • A new reporting arrangement will be devised between social work and SCRA to ensure accurate reporting of time intervals data. 	<p>Snr. Manager C&F Localities</p>	<p>Oct 2009</p>	<p>We have established a time intervals working group within Social Work comprising of operational, performance and resource staff to tackle our performance in this area.</p>

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	<p>issue.</p>	<ul style="list-style-type: none"> A new monitoring and reporting arrangement will be implemented, with direct reporting to the Head of Service and supported by the corporate Corvu system. 	<p>Snr. Manager C&F Localities</p>	<p>Jan 2010</p>	<p>Regular liaison meetings have been established between the Authority Reporter, Chair of the Children's Hearing and Senior Manager (Children & Families). Time interval standards are a key priority for this meeting</p> <p>A new reporting arrangement is being devised – to both the Senior Manager (C&F) and to the Head of Service (C&F and CJ).</p> <p>Revised guidance is currently being developed for staff.</p> <p>Training and development sessions have been developed for all staff and are currently being implemented</p> <p>A mapping exercise has taken place to identify strengths and areas for improvement in existing processes and systems.</p> <p>Specific managers have been allocated overall lead of co-ordinating time intervals activity.</p> <p>Specific administrative staff have been nominated to support new processes and systems.</p> <p>All managers have been briefed on time intervals standards and their roles/responsibility.</p>
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		<ul style="list-style-type: none"> • Management structures are being strengthened which will allow for closer scrutiny and quality assurance of assessments and care plans 	Head of Service (C&F/CJ)	Sept – Dec 2009	<p>and presented to review conferences</p> <p>An electronic process has been devised to assist the completion of chronologies of significant events, to be used to inform assessments</p> <p>The establishment of an initial response team in the north of the authority has strengthened the quality of assessments</p> <p>A job shadowing and implementation plan is in place to establish an initial response team in the south of the authority</p> <p>A recruitment strategy has been developed to attract suitably qualified and experienced managers to vacant posts.</p>
9	Social work services must ensure that more detailed review records for looked after children are completed.	<ul style="list-style-type: none"> • Admin processes will be reviewed to ensure that detailed professional considerations informing decision making will be recorded in minutes of reviews for looked after children. • We will review current capacity for independent 	Head of Service (Resources + C&F/CJ)	March 2010	Arrangements for minuting LAAC Review meetings will be considered within the review of admin. support
			Head of Service (C&F/CJ)	March 2010	

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		chairing of LAAC Review meetings for children and young people.			
Policy and service development, planning and performance management					
10	Social work services should develop systems to audit, review and update their policies, procedures and guidance documents for staff.	<ul style="list-style-type: none"> • A proportionate and risk assessed audit of all existing policies, procedures and practice guidance for staff will be undertaken. • A revised and updated “house” style for social work will be developed, ensuring that each policy, procedure and practice guidance document clearly indicated: - <ul style="list-style-type: none"> - Approved by - Date implemented - Date to be reviewed - Lead officer (designation) 	Resource Manager + Snr/Serv Managers Attached Solicitor/ Snr Managers	March 2011 Dec 2009	
11	Social work services should ensure that an action plan is developed to monitor and review the National Standards for the Mental Health Officer service, with agreed timescales for implementation.	<ul style="list-style-type: none"> • The service action plan for MHO`s will be further developed to fully encompass implementation, monitoring and review of national standards. • Contracts for all MHOs will be put in place which reflect National Standards. 	Snr. Manager (AWS)	Dec 2009 Dec 2009	Draft action plan completed and arrangements to liaise with HR about process for concluding contract arrangements with reference to unions and staff prior to submission to Cabinet. (draft action plan and contract proposals provided)

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Management and support staff					
12	Systematic leadership development, with appropriate focus on social work services, should be available and undertaken by all senior, middle and first line managers within social work services. This work should link to the social work services workforce plan and EAGER.	<ul style="list-style-type: none"> • A framework document will be produced, outlining our approach to leadership development across the workforce • In conjunction with Human Resources at a corporate level we will develop and implement a systematic programme of leadership and management development for all Social Work managers. 	<p>Head of Service (Comm Care + C&F/CJ)</p> <p>Head of Service (Comm Care + C&F/CJ) Organisational Development Manager</p>	<p>Dec 2009</p> <p>April 2010</p>	<p>The Social Work Training Strategy approved by Cabinet in 2008 reflected the requirement to ensure that appropriate managerial grades were qualified commensurate with registration and regulatory requirements. This has included exploration of various options including the Diploma in Public Service Leadership.</p> <p>Consideration in conjunction with corporate colleagues is being given to the implications of the Framework for Continuous Learning in Social Services (Scottish Government/ SSSC/ IRISS, 2008).</p> <p>At a corporate level (but with input from Social Work) work is being undertaken on the development of a competency framework which will articulate with EAGER.</p>
13	Social work services should ensure that each service area has a training plan that is based on a training needs analysis and links to the training strategy and workforce plan.	<ul style="list-style-type: none"> • Training Plans will be developed for each service area linked to the Training Strategy and to workforce planning arrangements for Community Care and Children and Families and Criminal Justice. 	Snr. Managers + Planning & Development manager	Dec 2009	New Service Plans for 2009/10 have been developed in accord with the corporate approach. Both the Community Care and Children and Families and Criminal Justice plans include sections on workforce planning and actions in relation to the development of

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					<p>workforce plans further to the conclusions of the Review of Social Work Sustainability.</p> <p>The Social Work Training Strategy approved by Cabinet in 2008 maps out the strategic direction in relation to meeting the learning and development needs of our employees - including Post Registration Training and Learning (PRTL) - and ensuring that our workforce meets regulatory and registration requirements.</p> <p>A Training Officer has been identified as the dedicated link officer with each service unit.</p> <p>Link training officers will work with service managers, senior managers and the Training Manager to analyse training needs and develop a Training Action Plan for each area. These will underpin and be a key mechanism for implementation of the Training Strategy.</p> <p>A training needs audit has been undertaken within Community Care Locality Services and a training plan for this service now being developed by Service Managers and the Service's linked Training Officer.</p>
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					Regular progress reports have been presented to Community Wellbeing Review Group and Cabinet.
15	The Council should ensure that full partnership joint financial management information is further developed and that appropriate financial data for all partnership arrangements are regularly submitted to elected members for scrutiny.	<ul style="list-style-type: none"> • The Council and partners with the support of the Scottish Government will utilise the Integrated Resource Framework as a tool to: <ul style="list-style-type: none"> - Map Current Deployment of Resources within partnership arrangements - Seek to identify areas of improved effectiveness and efficiency through Resource Realignment - Develop and implementation action plans for service development • We will Report progress to elected members through: <ul style="list-style-type: none"> - Council scrutiny arrangements - CHP Committee arrangements 	Head of service (Com Care + EHFAM)	March 2011 – with milestone reports	<p>The Council has tasked EHFAM (Alex McPhee) and HOSCC (Eddie Fraser) to participate in partnership arrangements for IRF.</p> <p>First Cut Integrated Resource Framework Resource Alignment complete August 2009.</p> <p>Report to Strategic Alliance/CHP Committee 24 August.</p> <p>Through Pan Ayrshire Partnership arrangements more specific detailed areas of work agreed to scrutinise resource utilisation in respect of: Older People Services (South Ayrshire) Adult Services-complex care (East Ayrshire) Children's services (North Ayrshire)</p>
			Executive Director ESS	Quarterly reports on Social Work Sustainability.	