

**EAST AYRSHIRE COUNCIL**  
**CABINET - 21 OCTOBER 2009**  
**SOCIAL WORK SUSTAINABILITY**

**Report by Executive Director of Educational and Social Services**

**1. PURPOSE OF REPORT**

- 1.1** To advise Cabinet of progress in the Social Work Sustainability Programme and specifically progress towards the initial objectives in the Community Care elements of the programme.
- 1.2** To seek Cabinet approval of the proposed changes to the management arrangements for the Community Care Service, and the resource implications of associated changes.

**2. BACKGROUND**

- 2.1** Cabinet has agreed that a work programme is to be undertaken to modernise working practices and service models within Social Work to address service pressures within the resources available to the Council and our partners. The overall aim is to provide a foundation that will deliver sustainable social work services over the next 5 years.
- 2.2** Previous reports presented to Cabinet, 2 July 2008, 22 October 2008, 4 February 2009, and 3 June 2009, provided detail of the significant service pressures on Social Work, consequential budget implications for the Council and actions being taken.
- 2.3** Four specific workstreams have been identified to be addressed as a matter of priority these are:
- Homecare Services
  - Adult Services
  - Children's Services
  - Administrative and Management Support Services
- 2.4** The report to Cabinet in February 2009 substantially focused on development of the Homecare Service, with an initial report on Administrative support. In June 2009 progress was reported in respect of the Homecare change programme and streamlined management arrangements for Social Work were agreed. At this time outline proposals in respect of adult services and children's services were presented and a timetable for progressing the sustainability programme was agreed. This is summarised in Table 1 below.

**Table 1: Schematic Timeline for key actions**

Action	Outcome	End date
Phase 1 Council wide review of administration and support	Phase 1 of review completed	May 2009
Implement Phase 1 Review of Resource Support	Reduce Administrative Costs	June 2009
Review of Adult Support Models through Community Health Partnership Arrangements	Agreed sustainable framework of service model.	August 2009
Consultation with all stakeholders and Option Appraisal of future models of Adult Day Services	Agreed sustainable framework of service model	August 2009
Consideration of Transition Support Model for young people with complex care needs	Model developed that supports lifelong enablement	October 2009
Kinship Care Strategy	Introduction of East Ayrshire kinship Care Scheme	By end 2009
Fostering and Adoption Recruitment Campaign	Increase Capacity in Corporate Parenting Services	Throughout 2009/10
Revised Management Arrangements in Community Care, Children's Services and Learning Partnerships	Increased effectiveness in service delivery and leadership	August 2009
Second Quarterly Report to cabinet of progress, including detail programme for adult support packages and children's services.	Programme monitoring	August 2009

**2.5** Substantial progress has been made across each of the workstreams. A number of factors have resulted in some slippage in timescales. This has included:

- the need to fully involve people who use services and carers in service redesign
- the need to engage with staff
- the need to respond to changes in the external environment including implications of the Social Work Inspection Agency Performance Inspection of Social Work Services in East Ayrshire and
- the complexity of the interaction between the change programmes
- the complex nature of the programme requiring additional work to be considered.

Progress towards the initial objectives in Community Care elements of the programme, particularly Homecare Services and Adult Services workstreams are outlined within this report, together with proposed future actions.

Reports in respect of Children's Services and Administrative and Management Support Services will be presented to Cabinet in due course.

### 3. HOMECARE

#### 3.1 Change Actions

A programme of change and improvement is being undertaken in Homecare services to deliver high quality sustainable services. The principal themes are:

1. Improved working practices
2. Increased fairness and equity in application of Eligibility Criteria
3. Review of the management and delivery Model

In order to support sustainability across the service targets have been set of a £1.6M overall reduction in expenditure in the home care service from the 2008/2009 outturn. This will be achieved through a reduction of £0.635M in 2009/2010 and a further £0.965M in 2010/2011. This is a challenging objective in an environment where demography demonstrates a service pressure to meet the needs of an increasing number of older people in our communities. It is estimated that to continue delivering the service over the 2 year period without modernisation would have resulted in increased costs of £0.87M above the 2008/2009 baseline.

#### 3.2 Community Care Improving Working Practices

A working group has been established with Trade Unions to consider implementation of revised working practices. This has delivered positive outcomes for the service and due consideration for individual employees within the overall service need.

In February 2009 we identified that of the 646 direct care staff within the Homecare service 589 were employed as Personal Carers on “flexible” contracts. The remaining employees 57 were employed as “non flexible” home carers or Home Helps. It was agreed that to support the service become more responsive to the needs of service users, and to reduce the use of enhanced rates of pay, discussions would take place with employees and trade unions about implementing flexible Personal Carer working arrangements across the service.

Individual interviews have been undertaken with all non flexible personal carers and home helps. All the employees concerned have been offered to move to flexible conditions or alternative roles within the service.

This change in working practice together with introduction of a bank register for existing employees has resulted in significant reduction in use of enhanced rates without a reduction in service. The cumulative significant changes to Period 5 are outlined below:

**Table 2 :**

	<b>2008/2009</b>	<b>2009/2010</b>
Worked hours attracting double time	9,970	1,820
Worked hours attracting time and a half	13,959	2,524

The outcome of these actions is a reduction of over 3,000 paid hours per period with an annual resource release of approximately £0.4m.

### 3.3 Care at Home Equity of Eligibility Criteria

The Home Care Review Team has initiated a programme of support to locality teams to increase capacity for regular review of existing care packages. The programme will continue until June 2010.

By end August 2009 the review team had completed 25% of the programme covering support packages of 402 people. They had identified 669 hours of care per week that is available to direct towards supporting sustainable services. If fully realised this equates to £0.35M per annum

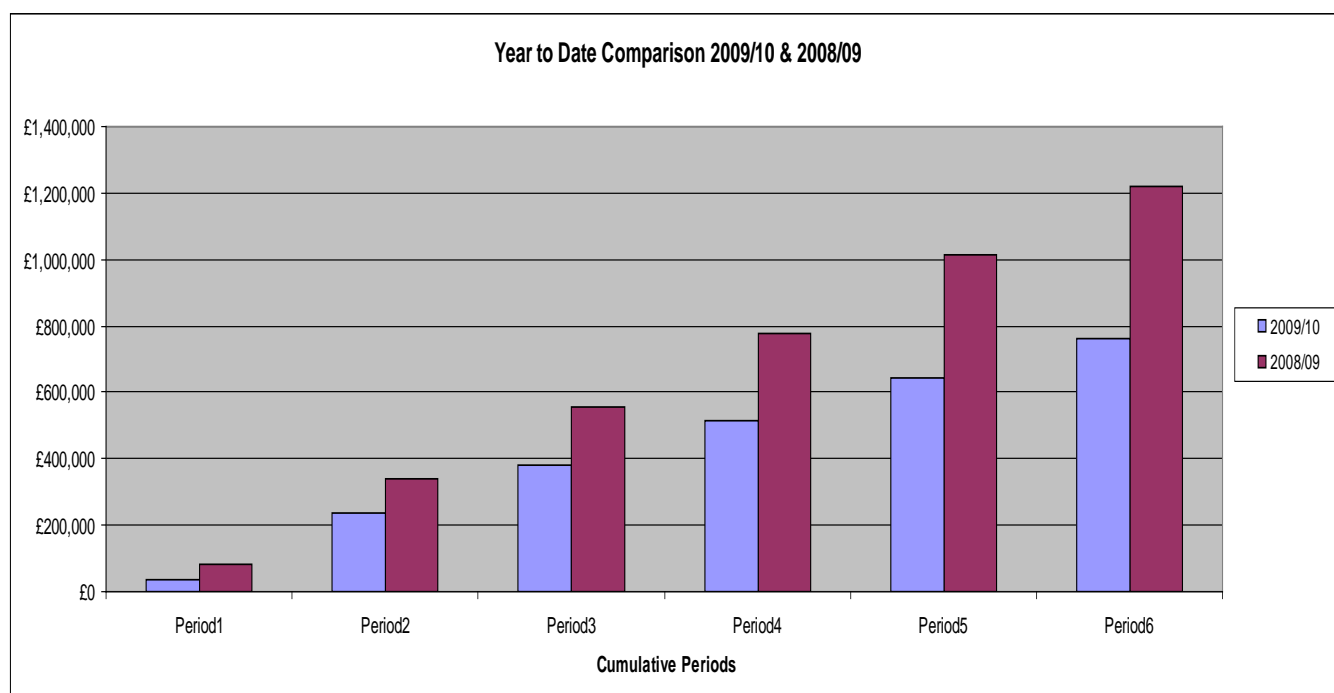
The review programme results in consequential issues in terms of re-allocation of staff duties, as this work is progressed, personal carers are moving to standard arrangements for holiday and sick payments from the previous average working week arrangements.

### 3.4 Progress Towards Objectives

Application of the above actions is delivering significant progress towards sustainability of the service. The table below demonstrates spend by period for 2009/2010 as compared to 2008/2009. (at a 2009/2010 base)

**Table 3 :**

<u>Year</u>	<u>2009/10</u>	<u>2008/09</u>
Period 1	£34,254	£84,218
Period 2	£236,116	£338,984
Period 3	£379,181	£556,018
Period 4	£515,398	£779,572
Period 5	£642,751	£1,013,334
Period 6	£763,688	£1,221,439



It is anticipated that with continued focus on the change programme, the objective of delivering a sustainable, service within the resource target will be achieved within timescale.

### 3.5 Home Care Management Arrangements

Across Scotland there is no consistent management model of home care services. Each Council has developed models to meet local policies and need. In East Ayrshire a programme of consultation has been undertaken in respect of the current delivery model and management arrangements for Homecare to ascertain strengths and areas for improvement

This has involved a questionnaire circulated to stakeholders in order to inform an improvement agenda. This has been verified through a focus group with involvement of, Homecare Staff, Home Care Managers, Service Managers and Trade Unions. The principal issues arising were:

- **The need for dedicated Team Manager resources for Care at Home** – East Ayrshire Social Work over recent years has developed management arrangements for community based services in line with national and local Joint Future policy that sees decision making devolved to as close to the service user as possible. Current arrangements mean that Team managers have responsibility for a wide range of tasks, including:
  - Assessment and Care Management
  - Occupational Therapy Services
  - Income Maximisation and Welfare Benefits
  - Homecare

The devolvement of responsibility has delivered a number of positive outcomes in respect of streamlining decision making but it has also posed significant challenges in respect of support to Homecare services in ensuring management capacity to support both to the large dispersed workforce and also consistency in application of eligibility criteria.

- **The need to reduce the scope of work currently required from Homecare Managers** – The remit of Homecare managers particularly those based in the community is wide and includes:
  - Management of a dispersed workforce (around 40 employees)
  - Monitoring of Homecare Services both directly delivered and commissioned
  - Budget management
  - Assessment and Care Management (around 100 people who use services)

Analysis of activity demonstrates challenges in development of expertise across the different areas and also time management in giving due priority to each area. Homecare managers have become focused on office based activities, as a consequence they can seem remote to the personal carer workforce and also time intervals are not always met in respect of care management tasks.

- **The need to improve communication between Homecare Managers and Personal Carers** – It has been identified by both Homecare Managers and Personal Carers that there is scope for improvement in communication. This has been verified across Social Work from both the Employee Attitude survey and also the SWIA Performance Inspection. In 2002 the Home Care Review introduced, the role of Support Assistant Homecare, to provide a link between the managers and frontline carers. Over time the number of assistants has increased from 6 to 13 (7 permanent and 6 temporary). This has been effective in supporting career progression for some personal carer employees and support to the homecare managers but the current model of service with both the Homecare Managers and Support Assistants being office based does not serve to support effective lines of communication. An additional issue in relation to communication is the variance in working patterns between the homecare managers who (apart from staff linked to community alarms) work office hours and personal carers who work flexibly 7 days per week.
- **The need to improve practice support to personal carers** – The level of complexity of the care and support provided by personal carers has increased significantly over recent years. In 2008/2009 95.3% of our service users over 65 years of age were in need of support with personal care this is an increase from 81.4% in 2005/2006. Our Personal Carers receive high quality induction and training to provide this support including increasingly support to gain SVQ2 in social care. On a day to day basis however we recognise that a more localised management model would provide support and advice to personal carers particularly inexperienced employees.

**3.6** A revised working model for service delivery has been developed to meet the improvement agenda. The revised model will encompass the positive elements of the existing structure, address the principal issues outlined above and support the service to develop a focus on enablement.

The proposed change in management arrangements will see:

- Revision of the wider Community Care management structure to support the Introduction of team manager posts dedicated to Care at Home services and aligned within locality arrangements
- Removal of care management review responsibilities from Homecare managers to support more focus on staff and service management and consequential Reduction in the number of Home care manager posts. This will be accompanied with a move towards more flexible working from homecare managers.
- Development of Support Assistant posts to fulfill the care management tasks released from homecare managers and through this the continued consistent application of the eligibility criteria
- Formalisation of the Resource Assistant post that has supported the development of the bank register
- The office based Support Assistant Home Care role will be replaced by locality based Senior Personal carers with a staff ratio of approximately 1 senior personal carer for every 10 carers. This will be achieved from the existing workforce.

**3.7** Specific proposals in relation to development of the Homecare management arrangements in line with the above proposals are:

- Reduction of the number of Homecare Managers within Community Care from 22.5 to 13

- Establishment of 6 Support Assistant posts to carry out assessment and review functions
- Establishment of 1 Resource Assistant post to support continues operation of the Bank arrangement
- Replacement of the 7 permanent and 6 temporary Support Assistant Homecare posts with 60 Senior Personal Carer Posts
- Deploy 4 Team Manager posts to specifically focus on Social Care Services

## 4. ADULT SERVICES

### 4.1 Change Actions

In adult services Previous reports have highlighted that the service experiences annual service pressures to meet the needs of:

- Young people with disabilities as they progress from school to adult life
- Adults who move from institutional to community settings
- Adults with disabilities who have been cared for by family carers but now require increased support from statutory services

These service pressures result in annual resource pressures to provide care and support packages. For 2009/2010 this was quantified as £1.3M, through phasing of implementation of supports this was reduced to £0.668M, but with a consequential impact on the 2010/2011 budget. In financial year 2010/2011 to provide new services to identified people within current models we have identified pressures of £1.4M.

In summary the resource pressure for 2010/2011 in Adult services is:

Consequences of 2009/10 support	£0.632m
Identified new pressures 2010/2011	£1.400m*

\*By phasing introduction this would be reduced to £0.7m in 2010/2011 but with consequential costs in 2011/2012.

These are the known demands on the service, throughout the year additional demands arise and these are managed within available resources.

It is recognised that it is not realistic to anticipate increased annual resource availability on this scale and it was therefore agreed by Cabinet in June 2009 to support the service through a change programme being undertaken to build on existing good practice and modernise services that provide personalised support, promote independence and are sustainable in the long term.

Undertaking the actions outlined below in setting the service a challenging target to meet identified need through utilisation of current resources and to increase income (ILF etc) is intended to provide the care required for individuals and mitigate the level of additional resources required from Community Planning Partners

The principal themes are:

1. Day Services for people with Learning Disabilities
2. Support Models
3. Accommodation models including Transition

Progress on the themes are detailed below.

## **4.2 Day Services**

Day services are an important element of the supports provided to adults with disabilities. The term day services encompasses a wide range of activities including employment, education, training, social and leisure supports. The Council have allocated £2.5m from the Capital Programme (2010/2011) for improved facilities for people with Learning disabilities and specifically redesign of the service to Replace Hurlford Resource Centre.

Over the summer of 2009 we have undertaken extensive engagement with people who use services, carers and partners in respect of the future shape of day services. This has included:-

- A survey of service users
- 10 focus groups of service users and family carers.
- 2 stakeholder days

A formal independent report of the engagement is being prepared by Heartfelt an organisation experienced in such engagement across Scotland. The emerging themes and priorities are:-

- Increased inclusion with Community Services
- Increased inclusion with Leisure Services
- Development of purposeful college opportunities
- Development of increased employment support

To meet these priorities effective utilisation of capital resources will require to support development of a range of resources that are both specific and integrated with universal services. Examples to consider will be:

- enhancement of the new Sports facility at Queens Drive to provide a centre of excellence in Disability sports that can be utilised on a regular basis by both disabled people from our communities and competitive athletes
- enhancement of community facilities to support people with disabilities alongside others from the local community, more specific details of these proposals will be brought to a future Cabinet.
- Adaptation of existing social work facilities and specifically Balmoral Road and Riverside Resource Centres to meet the requirements of people with the highest level of need.

To support integration and service development the skills of our current day service workforce will be paramount and one of the key resources in effecting change. It is proposed to work with the staff group in developing the detail of new models of working

## **4.3 Support Models**

The report in June 2009 highlighted service and resource pressures in respect of the current models utilised in delivering care and support to people with complex needs. It was recognised at that time that we require to adopt where appropriate a more core and

cluster model of supports and to work with partners to review across the Community Health Partnership how these supports can be resourced. Since then we have:-

- Prepared a report for the Pan Ayrshire Strategic Alliance that has resulted in a working group being established across Ayrshire to consider criteria for joint resourcing between Health and Local Authorities. This group is led by the East Ayrshire Council Head of Service : Community Care
- Developed and been successful in a bid to the Scottish Government that Ayrshire will be a test site for the Integrated Resource Framework with East Ayrshire focusing and receiving national support to consider issues in respect of complex care.
- Undertaken direct communication with frontline staff in respect for the need for a change in culture to deliver care that is personalised and sustainable. This has received a positive response.

From an East Ayrshire perspective it is a requirement that implementation of revised service models and working arrangements through the Integrated Resource Framework (IRF) are in place within a timeline that will impact on the 2010/2011 financial year.

The planned timeline is:

Programme Initiation Document to Scottish Government	Dec. 2009
Organisational Development Plan	Dec. 2009
Detailed Programme Plan	Feb. 2010
Programme Initiation	Apr. 2010

Reports will be brought to Cabinet in December 2009 to detail the IRF Development Plan for East Ayrshire and subsequently in February 2010 with the full Programme Plan.

#### **4.4 Accommodation (Inc. Transition)**

Work has been undertaken with support of Housing colleagues to identify suitable properties to develop core and cluster models. This has included expansion of current provision in Kilmarnock and identification of housing within new build programmes in the South of East Ayrshire.

In respect of transition we are still at formative stages of discussions that will deliver a model that supports the development of independence in a safe and supportive environment.

The review of Accommodation models for adults with learning disabilities reported to Social Work Committee in 2006 identified that the buildings of Kerrmuir and Carrick View no longer meet requirements of the Regulation of Care Act to provide a suitable environment to provide care.

Successful programmes or re-provisioning have now seen all former residents leave these establishments for improved accommodation in Berryknowe or community living.

The buildings continue to attract revenue spend for caretaking and security. It is proposed that the buildings are demolished and that the site is declared surplus to departmental requirements.

## 4.5 Progress Towards Objections

Through the actions outlined at paragraph 4.2, 4.3 and 4.4 it is proposed to set the service a target of realising £1m from existing resources and increased income from Resource Transfer arrangements and Independent Living Fund. This will be targeted towards the pressures identified at para 4.1. It is recognised that additional pressures will require to be managed in relation to needs that arise throughout 2009/2010 and 2010/2011.

The resultant resource gap from scheduled care services for 2010/2011 is £0.4m this is consistent with the previous report to Cabinet in sustainability report of June 2009 when the gap was estimated in the range £0.25m to £0.5m..

## 5. ADMINISTRATIVE AND MANAGEMENT SUPPORT SERVICES

### 5.1 Management arrangements

In June 2009 Cabinet agreed a revised senior management arrangement within Educational and Social services with a particular focus on Community Care and Childrens services. This provides a robust infrastructure and at the same time realised full year efficiencies of £0.186M offset by £0.086M for the previously agreed enhanced Chief Officer arrangement.

At that time it was agreed that Revised Management Arrangements would be progressed in respect of:

- **Learning Partnerships** - A report in respect of Learning partnerships was presented to Cabinet on 16 September 2009.
- **Community Care Services** – Proposals for revised management arrangements for Community Care are outlined at Section 6 below
- **Review of Departmental Performance & Resource Function** - Proposals in respect of Performance and Resource will be brought to Cabinet in due course.
- **Childrens Services** – Proposals in respect of Childrens services will be brought to Cabinet in due course.

## 6 COMMUNITY CARE MANAGEMENT ARRANGEMENTS

6.1 East Ayrshire Community Care Services impact across every community in the Council in terms of service delivery, direct employment and as a purchaser of services.

6.2 Outlined below is operational activity in September 2009 and staff deployed in respect of assessment and care management activity to deliver positive outcomes for people who use services.

**Table 4 : Caseload Activity Summary September 2009**

<b>TEAM</b>	<b>CURRENT CASELOAD</b>	<b>CURRENT KEYWORKER</b>	<b>NEW INVOLVEMENT</b>	<b>INVOLVEMENT ENDED</b>
Acute Health	121	95	231	257
Child and Adult Support Team	109	87	2	8
Learning Disability	200	150	18	5
Mental Health	286	153	40	45
Cumnock Locality	708	446	142	139
Doon Valley	543	275	227	191
Galston Locality	803	593	136	126
Kilmarnock A	605	389	232	185
Kilmarnock B	488	397	121	120
Northern Area	420	260	65	63
<b>TOTAL</b>	<b>4283</b>	<b>2845</b>	<b>1214</b>	<b>1139</b>

In addition to the activity outlined above 703 people are supported through a single Community Alarm service and 721 through the Care Home review service.

- 6.3** The information details that Community Care accept around 300 new referrals every week, as a result even a few weeks delay in allocation of work to a key worker can result in significant numbers of people awaiting assesment. At the end of September 2009, 621 people were pending allocation (approx 2 weeks of total referrals) of these the overwhelming majority are awaiting allocation to occupational therapy. All referrals have been screened and are waiting allocation within the criteria agreed by Social Work Committee in May 2005.
- 6.4** The caseload information provides an insight into the diversity of models applied to meet the needs of individuals. The hospital based Acute Health team work for short spells, usually a few weeks with a high volume of people where as the CAST and Learning Disability teams work with people with complex needs over much longer periods of time often many years.
- 6.5** In total Community Care Services employ 966 people. Roles range from direct service delivery of Personal Carers, Residential Care Workers and Day Service employees to Assessment and Care Management functions and Core and Focused support services such as Moving and Handling and Sensory Impairment.
- 6.6** The caseload activity detailed above relates directly to the assessment and care management function of the service. Employees deployed in this respect are outlined below. The Support Assistants (G5) are included in respect of the impact ofn the management of homecare services as outlined in section 3 they do not however act as keyworkers in respect of workload allocation.

**Table 5 :Assessment and Care Management**

	<b>AREA SERVICES</b>	<b>ADULT SERVICES</b>	<b>OLDER &amp; HEALTH</b>	<b>TOTAL</b>
Team Managers	6	4	3	13
Social Workers	16	21.5	6.5	44
Occupational Therapists	9.5	0	1	10.5
Care Manager	1	0	1	2
Homecare manager	15	1	6.5	22.5
Support Asst (G8)	13	9	3	25
Support Asst (G7)	8.5	0	0	8.5
Support Asst (G5)	12	0	1	13
<b>TOTAL</b>	<b>81</b>	<b>35.5</b>	<b>24</b>	<b>140.5</b>

**6.7** Analysis of the information demonstrates the average caseload in Community Care services is about 34 people, but within this there are significant variations in respect of role and remit with social workers who also carry out functions as Mental Health Officers being keyworker for 20/25 people and Homecare managers being keyworker for up to 100 people.

**6.8** The development of locality arrangements as approved by Cabinet in June 2009 and enhanced management capacity within the Care at Home service as outlined in section 3 of this report results in opportunities to realign team management duties across community care services.

The principal aims of the proposed developments are:

- Increased focus on Assessment and Care Management within localities
- Support effective delivery of Homecare Services
- Alignment of Day Services for Older People and Hospital based services within locality arrangements
- Development of Social Work arrangements for a Mental Health Partnership
- Increased focus on development of Community Capacity including Carers and Advocacy services across Social Work.

**6.9** Management arrangements of Community Care agreed by Cabinet in June 2009 established functions of 2 principal units of Locality Services (North and south) and Authority Wide Services (Mental Health Partnership and Core Services). Implications for both functions in development of management arrangements are outlined below. A full schematic diagram of the proposed management arrangement is provided at appendix 1.

#### **6.10 Implications for Locality Services**

The proposals will see establishment of a Team Manager in both localities to be:-

- Responsible for Homecare and Daycare Services for older people.
- The Review team established to ensure consistency of application of eligibility criteria for care at home will continue in this function and will also be responsible for review

arrangements for older people in care homes. The former arrangement where a review team had responsibility for care homes for older people and community adult services will be discontinued.

- The Health based social work team will be aligned with the locality arrangements.
- Management of the Care Co-Ordinators in supported accommodation for older people will move to Core Services.

### **6.11 Implications for Authority Wide Services**

- Management of internal delivery of Care at Home Services within the Mental Health Partnership will now be the responsibility of the Team Manager who also has responsibility for learning disability day services and Berryknowe.
- The new Homecare management arrangements establish a Team Manager with responsibility for delivery of Health and Out of Hours Homecare Services. These services are already registered with the care commission as one service but have dual reporting arrangements.
- The existing posts of Team Managers Homecare Health and Out of Hours will be replaced by the above post.
- The existing Team Manager post that at present has responsibility for Learning Disability support services including Local Area Co-ordination will have increased focus on building Community Capacity including development of increased support to Carers and Advocacy Services. The overall aim of this post is to support families and communities to continue to provide care and support.
- The existing Team Manager post that at present has responsibility for Older People support services will have increased focus on Community Capacity building to support older people including community meals, supported accommodation for older people and the re-enablement. The overall aim of this post is to support families and communities to continue to provide care and support, and to help further develop models that support independence and reduce reliance on statutory services.

### **6.12 Summary Implications of Proposals**

The proposals outlined above are in line with senior management arrangements agreed by Cabinet in June 2009. The proposed realignment results in a reduction in 3 Team manager posts and efficiencies of £0.137M.

## **7. PERSONNEL / FINANCIAL IMPLICATIONS**

- 7.1** The implications of the review of Home Care Management is outlined below and results in efficiencies of £97k.

**Table 6:**

<u>Current</u>		<u>Proposed</u>	
		4 Team Leaders	£ 149,096
22.5 Home Care Managers	£ 633,082	13 Home Care Managers	£ 365,781
		6 Support Assistants(G8)	£ 149,604
		1 Resource Asst(G7)	£ 22,149
13 Support Assistant – HC	£ 229,736		
60fte Personal Carers	£1,048,872	60 Snr Personal Carers	£1,147,938
<b>TOTAL</b>	<b>£1,911,690</b>	<b>TOTAL</b>	<b>£1,834,568</b>
Employers costs 25.3%	£ 483,657	Employers costs 25.3%	£ 464,145
<b>Total Costs</b>	<b><u>£2,395,347</u></b>	<b>Total Cost</b>	<b><u>£2,298,713</u></b>
<b><u>Saving £96,634</u></b>			

7.2 The implications of the revised Community Care Management Arrangement is a reduction of 3 Team Manager Posts and a consequential saving of £0.137m.

7.3 These proposals have been subject to discussion with staff and trade unions, it is proposed to continue this dialogue throughout the implementation process, with full implementation by end June 2010.

## 8. POLICY/LEGAL IMPLICATIONS

8.1 Proposals within this report support the Council meet duties to deliver sustainable Social Work services that protect and support children and vulnerable adults. There are no direct implications at this time for Council Policy.

## 9. COMMUNITY PLANNING IMPLICATIONS

9.1 Proposals in this report support partnership arrangements for the delivery of services to communities across East Ayrshire through the further alignment of Social Work services with operational arrangements in other Council Departments and partner agencies.

9.2 Service review proposals across Community Planning Partners compliment the arrangements that have been established for joint work where the Executive Head of Finance and Asset Management and the Head of Community Care represent the Council in respect of developing an Integrated Resource Framework between the Council and NHS Ayrshire & Arran

9.3 The proposals within this report support the effective delivery of social work services in East Ayrshire and through this contribute to the aims of the Improving Health and Wellbeing, Improving Community Safety and Promoting Lifelong Action Plans.

## 10. RISK IMPLICATIONS

10.1 The overall objective of the Social Work sustainability programme is to reduce risk to individuals, communities and the Council through delivery of effective social work services within available resources.

**10.2** Effective governance and accountability arrangements are key to monitoring and improving the quality of services provided. This report seeks to take steps to strengthen these arrangements in Community Care and particularly Home Care Services

## **11. FUTURE WORK PLAN**

### **11.1 Table 7: Schematic Timeline for key actions**

<b>Action</b>	<b>Outcome</b>	<b>End date</b>
Implementation of new homecare management model	More robust and sustainable management of service and efficiencies of £0.097.	June 2010
Implementation of new community care management model	More robust and sustainable management of service and efficiencies of £0.137	June 2010
Implementation of adult day services review	Development of service towards identified outcomes	April 2010
Implementation of revised adult service models	Sustainability and personalisation of services. £1m efficiency target 2010/2011	April 2010

## **12. RECOMMENDATIONS**

**12.1** It is recommended that members of the Cabinet:-

- (i) approve the development proposals of Home Care Management arrangements outlined at paragraph 3.5;
- (ii) approve the development proposals of Community Care Management arrangements outlined in Section 6;
- (iii) approve the proposal to set an efficiency target for Mental Health Partnership of £1m, to be reinvested to contribute towards identified need within Social Work services;
- (iv) note the resultant 2010/2011 resource gap in paragraph 4.5 of £0.4m for the Mental Health Partnership.
- (v) approve the proposal at paragraph 4.4 to demolish the existing Carrick View and Kerrmuir buildings, and to declare the site surplus to departmental requirements;
- (vi) authorise officers to consider use of the available capital allocation towards the priorities outlined in paragraph 4.2;
- (vii) otherwise note the content of the report.

**Graham Short**  
**Executive Director of Educational and Social Services**

### **LIST OF BACKGROUND PAPERS**

NIL

**IMPLEMENTATION OFFICER: EDDIE FRASER, HEAD OF SERVICE: COMMUNITY CARE**

Anyone wishing further information please contact Graham Short, Executive Head of Social Work on 01563 576917, or Eddie Fraser, Head of Service: Community Care on 01563 576538

Appendix 1

