

EAST AYRSHIRE COUNCIL

CABINET - 3 JUNE 2009

SOCIAL WORK SUSTAINABILITY

Report by Executive Director of Educational and Social Services

1. PURPOSE OF REPORT

- 1.1 To provide a quarterly report to Cabinet of progress in the Social Work Sustainability Programme and specifically:-
- i) to seek agreement for outline proposals in respect the development of Adult Services.
 - ii) to provide a progress report in respect of Children's Services.
 - iii) to seek agreement for revised management arrangement in Community Care, Children's Service and Learning Partnerships.

2. BACKGROUND

- 2.1 Previous reports presented to Cabinet, 2 July 2008, 22 October 2008, and 4 February 2009, provided detail of significant service pressures on Social Work and consequential budget implications for the Council.
- 2.2 Cabinet has agreed that a work programme is to be undertaken to modernise working practices and service models within Social Work to address the 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.
- 2.3 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. At that time 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
First Quarterly Report to cabinet of progress, including outline proposals for adult support packages and children's services.	Programme monitoring	May 2009
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
Second Quarterly Report to cabinet of progress, including detail programme for adult support packages and children's services.	Programme monitoring	August 2009

2.5 This report provides an update on progress in respect of Homecare and outline proposals for adult services and children's services. In addition proposals are presented in respect of streamlined management arrangements in social work.

2.6 A complementary report on the agenda on Phase 1 of the Council wide review of Administration and Support, will be reported to Cabinet in due course.

3. HOMECARE

3.1 The priorities of the Homecare workstream are proceeding on target. This is being addressed through increased efficiencies in working practices and a consistent application of the Community Care eligibility criteria. This work is scheduled to release resources, to be directed towards recognised service pressures of £0.6m in 2009/2010 with a further £1.0m released in 2010/2011.

3.2 For 2009/10 the £0.6m budget reduction has been included in allocations to local managers and will be monitored to ensure targets continue to be met on a period by period basis. To achieve the targeted outcome will require expenditure reductions of £8,000 period on period from April 2009 to June 2010.

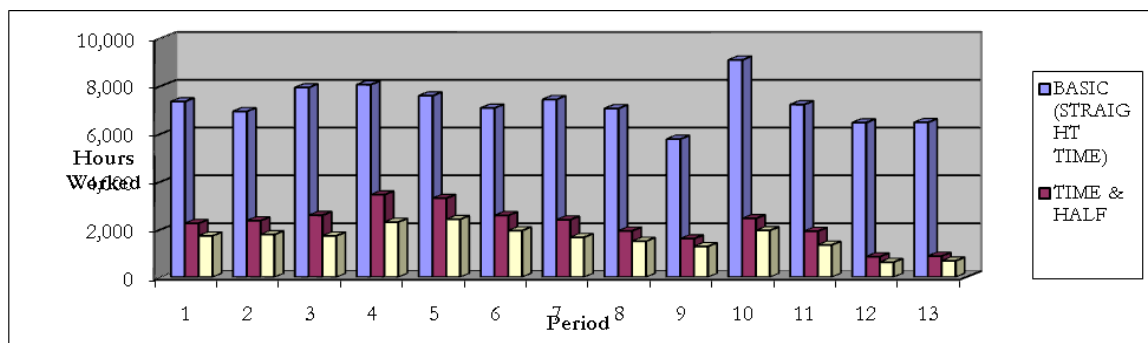
3.3 The Home Care review team, that will support equity in application of eligibility criteria, has been established, trained and have commenced a programme to increase capacity for individual care plan reviews that will last throughout 2009/2010.

3.4 Consultation on the implementation proposals has been initiated with key stakeholders including presentation of the proposals through the Community Health Partnership structures. This includes consultation with practitioners in respect of strengths and weaknesses in the current management model of homecare.

3.5 Negotiations have commenced with trade unions in respect of working arrangements within the home care service, with the aim of improving efficiency and demonstrating best value.

3.6 Management actions in respect of work programming have already delivered significant reduction in the use of enhanced rates of overtime, as reflected in Table 2 below

Table 2: Changes in Work Patterns from April 2008 to March 2009



3.7 In the first quarter of 2009 utilisation of enhanced rates has reduced considerably with double time reducing from 1,349 hours in period 11 to 680 hours period 13 (49%) and in the same period time an half reducing from 1924 hours to 885 hours (54%). This equates to a financial saving of £35k within the period with the potential for annual efficiencies of £0.4m.

4. ADULT SERVICES

4.1 This workstream sets out a range of issues in relation to the sustainability of services to adults with disabilities. This includes:

- The protection of vulnerable adults and in particular the emerging duties of the Council and our partners in respect of Adult Support and Protection (Scotland) Act 2007;
- Services for people with mental ill health. These include health and care services for people with severe and enduring mental illness and mild to moderate mental health problems;
- Services for people with learning disabilities. These include health and care services for people with severe learning disabilities and those with moderate disabilities who have additional needs;
- Services and opportunities for people with physical disabilities, acquired brain injury, progressive ill-health and/or sensory impairments causing substantial and long term adverse effect on their ability to carry out normal day to day activities;
- Addiction services for adults and older people. These include health and care services for adults with alcohol, drug or other substance dependency issues. Addiction services addressing the needs of children and young people will be addressed through children's service planning;
- Carers of people receiving the services outlined above.

4.2 A number of legislative and policy developments over recent years, such as "The Same As You?" National Review of Services for People with Learning Disabilities 2000, and Mental Health Care and Treatment (Scotland) Act 2003 have seen duties being placed on the Council to deliver personalised services in the community that promote the independence of individuals.

4.3 Service models have developed to meet these duties with a particular but not exclusive focus on supporting people to live in their own home. The current distribution of support models are outlined below.

Table 3 : Support Models

Service Model	Number of Service Users	Average Annual Cost of Support Model	Annual EAC Commitment
NHS Care	12	Nil*	Nil
Registered Care Home	55	£34,310	£1,887,050
Community Support Packages	258	£33,453	£8,630,795

* Service delivered and funded by NHS

4.4 In relation to Community Support packages demand for services continues to grow, from:

- People being discharged from hospital
- Young people leaving school and entering adulthood and,
- People who have been cared for at home often by elderly family carers now requiring more support from statutory services.

Provision was made for 15 additional support packages was in 2008/2009 and a further 22 identified for 2009/2010.

4.5 The following table provides a summary of the range of financial commitments for care packages currently being delivered to people with learning disabilities (LD) and mental ill health (MIH):

Table 4: Cost of Purchased Community Support Packages

Annual Cost of Purchased care	Current Number of Service Users			Cost	
	LD	MIH	Total	Average Cost of care package	Annual Commitment
> £150k	2	Nil	2	£224,060	£448,120
> £100k to £149k	8	1	9	£138,170	£1,243,528
> £50k to £99k	61	1	62	£79,330	£4,918,439
> £18k to £49k	30	3	33	£33,150	£1,093,939
< £18k	96	56	152	£6,097	£926,769
Total	197	61	258	£33,453	£8,630,795

4.6 The financial impact of this increasing service demand within current models would be a need to invest an additional £1m each year.

4.7 Over recent years resources have been deployed to meet these duties through the Council General Fund, the former ring fenced Supporting People Grant and Resource Transfer arrangements with NHS Ayrshire & Arran.

4.8 For the future there is a real risk the growth in need will outstrip the growth in funding. There will be no additional availability of funding from Supporting People and following concordat agreements this has been included in non ring fenced funding. Existing Resource Transfer arrangements with the NHS are based on the closure of hospital beds rather than the needs within the population. Table 4.3 demonstrates that with only 12 people in NHS Care future funding from this model will be limited.

4.9 In addition there has been a significant increase in interventions through the Adults with Incapacity Act 2002, where the Council has intervened as Guardians to protect the interests of individuals where their ability to protect their wellbeing is compromised as a consequence of their mental capacity.

Table 5 : Adults with Incapacity Activity

	2007/2008	2008/2009
Guardianship Orders	80	95

4.10 The high cost of care packages and sustainability is a national issue as the shift in the balance of care progresses. The Association of Directors of Social Work (ADSW) has formed a working group to address this issue and find solutions. East Ayrshire is part of this working group and any recommendations for Councils will be brought back to Cabinet for consideration as soon as the work is complete.

4.11 At a local level we have also initiated a number of actions:

- Cabinet has approved arrangements for the reprovisioning of Kerrmuir Hostel. This is a **Core and Cluster Model** - This model offers independent living for people with high level need in their own or shared tenancies. New build homes within two adjacent streets have been identified in partnership with Cunninghame Housing Association and are being adapted to meet individual need. Based on the assessed needs of individuals at present, the average package of care within this model is approximately **£50k**. A similar package in the general community for an equivalent level of care would cost approximately **£150k**.
- A tendering process for Care At Home services for Adults with Mental Health needs and Learning Disability was carried out in early 2008. The new contractual arrangements came into effect from 1st July 2008 and have contributed to a reduction in the number of care packages over £100k per annum from 32 in 2008 to 11 by May 2009. The estimated full year efficiencies of £400k have mitigated against resource demands from the service pressures outlined above.

Next Steps Adult Services

4.12 It is proposed that the review of adult support models will be undertaken through our Community Health Partnership arrangements in so doing involving all stakeholders including Social Work, and Health along with colleagues from Housing and Leisure. This will also ensure appropriate involvement of service users and their carers. Our intention is to continue to deliver personalised services within models of care that can be sustained over future years

4.13 In terms of future direction of care models a number of options have been considered:

- i) Continue with current arrangements. This will see the needs of individuals being met by utilising models of care that are procured through existing contractual arrangements. In terms of service delivery this is very individualised, there is limited sharing of resources. For people with high levels of need 1:1 support and supervision is provided including overnight care typical care costs in the circumstances range from £95k to £253k. This model as outlined in paragraph 4.6 will we anticipate see requirement of an additional £1m annually over the 5 year period of the sustainability

plan. ***There are currently 73 service users in receipt of a 24 hour 1:1 support and supervision model.***

- ii) We increase use of care homes. This will see the care and supervision needs of individuals met through increasingly accessing care home facilities. This option whilst meeting the need of a small number of individuals if utilised more widely would be at variance to national and local Policy direction of person centred care and deinstitutionalisation. On a legislative context it is possible this could be challenged in respect of “minimum restrictions” guidance from the Mental Health (Care and Treatment) Scotland Act 2003. Typical care home costs in this specialist area are in the range of £30k to £90k per person. ***There are currently 55 service users in registered carehomes.***
- iii) Community supports with shared resourcing (core and cluster) – this model will see the needs of individuals met through models of support that on the whole deliver individualised care services but some shared supports in respect of unscheduled care, for instance overnight services. People will therefore receive 1:1 care at an appropriate level to meet assessed need and also have access to support services outwith these times, often through telecare systems. Typical care costs for complex needs utilising this revised model are £40k to £60k per person per annum, and we anticipate will significantly mitigate the annual resource pressure to between £0.25m and £0.5m in any year.

Whilst it is acknowledged that for each individual a range of options will need to be considered, in terms of strategic intent it is recommended that option iii be progressed.

4.14 **Transition-** In evaluating models of support we also require to have consideration of life stages of people with complex care needs. The models above are applicable to all adult age groups but there are also specific considerations to be made in respect of transition phases from childhood to adult life and also from adult services to older people services. In respect of the latter we have made positive progress through the establishment of Berryknowe as an important part of our community care infrastructure. In respect of the former our experience is that some young people are moving very quickly from intensive supports often in residential placements through to independent living with high level support packages. A more ordinary lifestyle arrangement would be for young people to learn life skills through shared accommodation with peers.

The option to establish a resource to support transition needs to be actively considered by stakeholders and recommendations brought to Cabinet.

4.15 **Day Services-** Within the Capital programme there is provision of £2.5million for development of day service resources, that will offer the opportunity for replacement of Hurlford Centre. We need to consider a model of day services that support the needs of current service users and their carers and also the aspirations of future generations. Opinions from stakeholders are likely to be diverse from like for like replacement of the existing facility through to options where no stand alone building is provided.

It is intended that an option appraisal is completed over summer 2009 and recommendations brought to Cabinet in the autumn.

4.16 In considering models of care we need to consider not only new referrals for services but also the existing supports we provide. The intention being to ensure that resources made available to Social Work are utilised for maximum positive outcomes for individuals

and communities. It is therefore proposed that in line with the model established for Homecare a programme of review is undertaken and completed by April 2010 of all 258 support packages detailed in paragraph 4.5.

- 4.17 Progress of this Community Health Partnership review will be reported to Cabinet through quarterly monitoring reports of Social work sustainability, and models require to be developed within a timescale that will impact on 2010/2011 budget considerations.

5. CHILDRENS SERVICES

5.1 Initial Priorities

5.1.1 Previous reports presented to Cabinet on Social Work Sustainability have identified Children's Services as an area of both service and resource pressure. A priority of the new Head of Service for Children and Families and Criminal Justice since her appointment in January 2009 has been to evaluate the current position and initiate plans for the development of the service. This report reflects progress to date within this important workstream.

5.1.2 In recent years, there has been increasing demands made of social work services across Scotland, reflecting the increasingly complex social problems experienced within families and communities. The impact of alcohol and drug use is a major factor, however family relationship difficulties, mental health difficulties and offending behaviour are also significant in the lives of children and young people. The consequence of this has been a rise in the numbers of child protection referrals and an increase in the numbers of children being looked after and looked after and accommodated. In turn, this has placed pressure on budgets as placements in foster care and residential care have increased.

5.1.3 Due to the level of expenditure on externally purchased foster care services, it was initially considered that the focus of social work sustainability work should be fostering, however it is not possible to consider this in isolation from community based service provision as service pressures and outcomes for children are interrelated across the whole system. Consequently, a number of work streams were commissioned and are in progress including:

- Review of workloads of Children & Families Social workers and Support Assistants
- Audit of workforce across Council Children and Family Social Work
- Mapping of existing services (internal and external)
- Development of kinship care scheme
- Review of services across the Council to young people
- Corporate Parenting Services
 - Review of residential staffing model
 - Adoption and Fostering service developments

5.1.4 This work will assist to clarify the levels of demand on services, how staff are deployed across children and family services, and how well budgets are designed to meet need. Further work also requires to take place to audit practice and to consider how social work support is impacting on the lives of children and young people.

A progress report on each workstream is provided below.

5.2 Review of Workloads

5.2.1 In February and March 2009, an audit of workloads was undertaken to quantify the level of service pressures, and to clarify the impact on service delivery. The audit highlighted that children and family social work staff are under increasing pressure due to both the volume and the complexity of the work referred. Average workloads have been high, but further work is required in developing a clearer understanding of the nature and volume of referrals into social work, and in clarifying the effectiveness of partnership approaches in supporting children. This work is underway, and action to date has included:

- prioritisation of referrals within the Council's eligibility criteria, ensuring that the highest priority work is prioritised. Regular reporting has been introduced in respect of work which is awaiting allocation.
- reallocation of work to ensure more balanced workloads, particularly in respect of newly qualified staff.
- introduction of alternative methods of service delivery, including groupwork for young people subject to statutory supervision requirements.
- arrangements being established to increase support to vulnerable children across agencies and in particular in partnership with schools and early years establishments.

5.3 **Audit of Workforce**

5.3.1 In February and March 2009, an audit of the social work children and families workforce was undertaken, with a focus on staff who are providing community based services. The audit considered how staff are deployed, and also profiled their experience and qualifications. It also took account of the recruitment and retention issues for the service, as the service has been experiencing significant challenges due to vacancies. Immediate actions have been taken that have realised the recruitment of 5 additional social workers and a continued programme to recruit fully up to establishment and beyond to take consideration of known staff turnover rates.

5.3.2 This work has highlighted that the majority of staff are deployed into assessment, planning and intervention work, in the role of the lead professional. This means that there are very few posts deployed to provide intensive support to children and young people, which has an impact on the ability to respond flexibly to support children, young people and their families at home. Action to date has included:

- the creation of a short term action plan aimed at recruiting qualified social workers. This recruitment process is underway, with four workers recruited to date. In addition, some agency staff have been appointed to assist with short term task orientated work such as initial assessments or reports for Children's hearings.
- the commissioning of further work to clarify how staff should be deployed in the future, based on balanced workloads, taking account of the high number of newly qualified staff within the service and recognising the need for more intensive supports to be available to children, young people and their families. This will report back by August 2009 to inform decision making in workforce planning arrangements.

5.4 **Mapping of Externally Purchased Community Based Services**

5.4.1 Social work staff rely on partnership working with universal services, particularly early years, education and health in responding to children in need. However, when these agencies require social work involvement, there is usually a need for more intensive supports. Given the limited range of specific intensive support services available within social work, mapping work has taken place to clarify the range of externally purchased early intervention / prevention / family support or intensive support services available to social work staff in responding to referrals. This highlighted that there are few community based services available, and therefore the majority of council expenditure reflects the purchase of fostering placements, residential services and residential schools.

5.4.2 At present, committed expenditure in 2009/2010 on externally purchased community based supports is £516,185; while in contrast, the expenditure on externally purchased foster care and residential placements is £ 5,937,789. Close analysis of this expenditure highlights that the majority of resources are being spent on accommodating 79 children and young people. In contrast, the social work service is working with approximately 1700 children in the community at any one point in time.

5.5 Kinship Care

5.5.1 Kinship care is the term used to describe family and friends who look after children and young people who, for whatever reason cannot remain living with their immediate family, and where the alternative would be for children to be looked after and accommodated by the local authority.

5.5.2 In 2007, the Scottish Government introduced the Kinship Care and Foster Care Strategy, which set out how kinship carers should be supported. The key elements being the provision of information, advice, short breaks, support and the payment of allowances. In addition, the introduction of new assessment and approval arrangements will create additional work for qualified social workers, with a consequential impact on resources.

5.5.3 **A separate report to Cabinet is being presented on 3 June 2009, seeking approval of the proposed implementation arrangements in East Ayrshire.**

5.6 Development of Services for Young People

5.6.1 Work is currently taking place across the Department of Educational and Social Services in reviewing the provision of services to support young people. This includes youth strategy, community youth support and throughcare services. It is recognised that opportunities to develop a more integrated service could be beneficial to young people, while maximising the use of existing resources.

5.6.2 As part of the Council's Business Review process, the review of Learning Partnerships and Network Support are also relevant to the above review of provision. Learning partnerships were established in 2002 with the aims of raising attainment and achievement and the better integration of children's services. A number of developments have taken place since then including:

- Getting it Rights for Every Child
- The development of Integrated Assessment Framework
- Establishment of the pre referral group
- Curriculum for Excellence
- Early Years Framework
- Community Health Partnership Arrangements

5.6.3 The overall, guiding principle is to support children within universal services for as long as possible. The co-ordination of support to children and young people requiring to access additional support services will be given to a named senior member of the nursery or school in line with We Can and Must Do Better.

5.6.4 In order to continue with a sustainable range of services, it is proposed that the 5 FTE posts of Children's Service Coordinators, which have been part of the Departments approach to Learning Partnerships will be deleted from the structure. A report will be brought back to Cabinet in the autumn setting out proposals in respect of support to children and young people linked to the new arrangements for planning for children's services.

5.7 **Corporate Parenting Services**

5.7.1 Foster Care

The budget for externally purchased fostering services is set out at appendix 2, and reflects a year on year increase in expenditure on foster placements. The reasons for this are twofold: firstly there has been an increase in the number of children being accommodated, and secondly, due to a lack of internal placements available, placements have been commissioned with independent sector foster carers, which are more costly to the council. Action to date includes:

- the development of a new recruitment campaign which aims to increase the number of foster carers and prospective adopters in East Ayrshire. This will be rolled out in 2009/2010. This is the subject of a separate early report to Cabinet.
- work is being taken forward with colleagues in South Ayrshire and North Ayrshire to consider potential areas for joint working to maximise the use of resources and further develop contracts with independent sector foster care providers.
- engagement with existing foster carers to review support arrangements for foster carers, including options in respect of how fees and allowances are paid.

5.7.2 Residential Services

A review of the staffing model within residential child care services has started, with a view to ensuring that child centred supports are in place which effectively responds to need, manages risk and makes best use of existing resources.

5.8. **Next Steps Children's Services**

5.8.1 A development day was recently held with children and families managers to begin the future planning process, and to hear directly from staff about how they consider that services can continuously improve, while also being cost aware. As outlined, staff confirmed that the demands on social work services has resulted in most services requiring to focus on front line service delivery (assessment, planning and intervention). There is therefore little scope to provide intensive support to children and their families, and there is concern that this limits responsiveness to situations.

5.8.2 This initial profiling work and engagement with staff has highlighted that the service delivery model operating in children and family social work services needs to be redesigned around the needs of the child / young person, to ensure that the right support is available at the right times.

5.8.3 **Proposals for the redesign of Children's Services to take account of issues identified are being developed and will be presented to the Cabinet in August 2009 including any resulting risk and financial implications.**

6. ADMINISTRATION AND SUPPORT SERVICES

6.1 As outlined in paragraph 2.6 the Head of Resources will as Phase 1 of a Council wide Review of Administration and Support present to Cabinet a report in respect of Educational and Social Services. In respect of social work there are a number of core areas this requires to address these include :

6.2 **Protection Support, Operations** - Administrative capacity requires to be refocused to enhance the support given to operational requirements in protecting children and vulnerable adults. This will include ensuring that we have sufficient administrative staff with appropriate training and experience working alongside social work practitioners.

6.3 **Protection Support, Strategic** – Multi- Agency arrangements are in place in respect of, Child protection Committee, Adult Protection Committee and the Chief Officer's Group. There is no dedicated administrative support to this structure and this needs to be considered as we move towards establishment of aligned East Ayrshire Public Protection arrangements.

6.4 **Review Arrangements** – At present reviews for Looked After and Accommodated Children (205 children as at 31/03/09) are minuted by the Chair of the meeting, with the exception of very complex cases. (This is a similar arrangement for community care reviews). We require that arrangements are established that ensure not only decisions are recorded but also the facts and judgements that inform these decisions.

6.5 **Support to Core Services** – Aligned with the arrangements to supplement administrative support to operational protection services, the opportunity requires to be taken to realign support to core services to ensure these are provided efficiently and consistently across service areas.

7. PERSONNEL / FINANCIAL IMPLICATIONS

7.1 Cabinet on 2 July 2008 put in place revised arrangements for the management and leadership of Social Work at Chief Officer level. This has seen the previous singular post of Executive Head of Social Work replaced by posts of Head of Service Community Care and Head of Service Children and Families and Criminal Justice.

7.2 It was recognised at that time that the increased capacity at Chief Officer level would have further implications for senior management arrangements in Social Work.

7.3 A review has now been undertaken with the aim of:

- Putting in place robust arrangements for management and leadership of social work
- Ensuring posts attract candidates with appropriate skills and experience

- Reducing the tiers of management between frontline staff and Chief Officers
- Aligning locality working arrangements of Social Work with other operational services in the Council and partner agencies particularly Housing and Childrens Services delivered across Educational and Social Services

7.4 The proposed arrangements detailed in Appendix 5 and 6 outline small but significant changes to Social Work management structure to meet the above aims.

In summary the changes are:

- For both Community Care and Children and Families, service delivery and leadership arrangements are aligned more clearly into locality services and area wide services.
- **It is proposed that Locality Services North encompasses Kilmarnock and Northern Area, and Locality Services South encompasses the Irvine Valley and Cumnock and Doon Valley.**
- A tier of management at Partnership Area Manager level is removed, with the intention of both promoting clearer communication between senior managers and frontline staff and also making the remaining posts attractive in relation to recruitment and retention.
- Management resources are targeted at priority areas across the Social Work function including more dedicated resources in children and families and the mental health partnership.
- Management of Performance and Resource functions are re-aligned with;
 - The Social Work Resource Manager assuming a wider remit across Educational & Social Services and reporting directly to the Head of Resources.
 - The Contract and Commissioning manager will report to the Head of Community Care and,
 - The Performance and Development manager will report to the Head Children, Families & Criminal Justice.

Further consideration will be undertaken across Educational & Social Services in respect of arrangements for Performance, Quality Improvement, Contract Management, Commissioning and Complaints, and a report of proposals brought to Cabinet in due course.

7.5 The proposals outlined at section 6.4 are summarised below and offer recurring efficiencies of £0.186m per annum.

Table 6 : Resource Implications

No.	Designation	Grade	Additions	Deletions
6	Partnership Area Managers	G13		£248,538
1	Senior Manager	G16	£ 54,964	
1	Service Manager	G14	£ 45,955	
	TOTAL		£100,919	£248,538
	Employers costs(25.8%)		£ 26,037	£ 64,123
			£126,956	£312,661

- 7.6 The revised Chief Officer arrangements agreed previously were at a cost of £0.086m per annum. The overall realignment of Social Work Senior Management arrangements therefore offers over £0.1m in net annual efficiencies.
- 7.7 These proposals address immediate issues in respect of management and leadership arrangements. A future report will be brought to Cabinet in respect of first line management to support service delivery arrangements and the Performance and Resource function.
- 7.8 As set out in paragraph 5.6.2 the initial actions of the Business review of learning partnerships and Network support will realise deletion of 5 FTE Children's Service Coordinator posts will result in an efficiency, in the portfolio of Head of Service: Community Support, of £157,177 part year savings and £249,433 full year saving

Table 7 : Resource Implications

No.	Designation	Grade	Additions	Deletions
5 FTE	Childrens Service Co-ordinators	G12		£204,369
	Employee Costs (25.8%)			£45,064
	OVERALL TOTAL			£249,433

- 7.9 Proposals set out in section 6 are subject to Trade Union Consultation, and grades are subject to Job Evaluation.

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 section 6 of 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 The ability to recruit and retain of appropriately experienced and qualified staff has been identified as a principal risk for the Social Work service, this report seeks to take steps to address this issue at a senior management level.

11. FUTURE WORK PLAN

11.1 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

12. RECOMMENDATIONS

12.1 It is recommended that members of the Cabinet:-

- (i) approve the proposals for revised management arrangements as outlined at section 6;
- (ii) approve the deletion of 5FTE Children's Service Co-ordinators posts;
- (iii) note that implementation of proposals in relation to staffing set out in section 6 are subject to Trade Union Consultation, and grades are subject to Job Evaluation

- (iv) note progress in respect of the Homecare workstream as outlined at section 3;
- (v) agree the proposal in section 4.12 for a partnership review of adult services;
- (vi) agree option iii in para 4.13 as the strategic option for models of care to be progressed;
- (vii) agree that proposals for transitional arrangements as outlined in paragraph 4.14 be developed for future consideration of Cabinet;
- (viii) agree that a report on the Option Appraisal of future delivery of day services as outlined in paragraph 4.15 be developed for future consideration of Cabinet;
- (ix) note that a proposal paper on Kinship Care will be presented to Cabinet 3 June 2009;
- (x) note the actions in section 5.7 in respect of the development of Corporate Parenting Services;
- (xi) agree that the Executive Director of Educational and Social Services brings to Cabinet by Autumn 2009 proposals for development of Children's Services including any risk and financial implications;
- (xii) note that further detailed reports will be brought forward to Cabinet in respect of Children's services and Adult services in due course; and
- (xiii) otherwise note the content of the report.

Graham Short
Executive Director of Educational and Social Services
May 2009

LIST OF BACKGROUND PAPERS

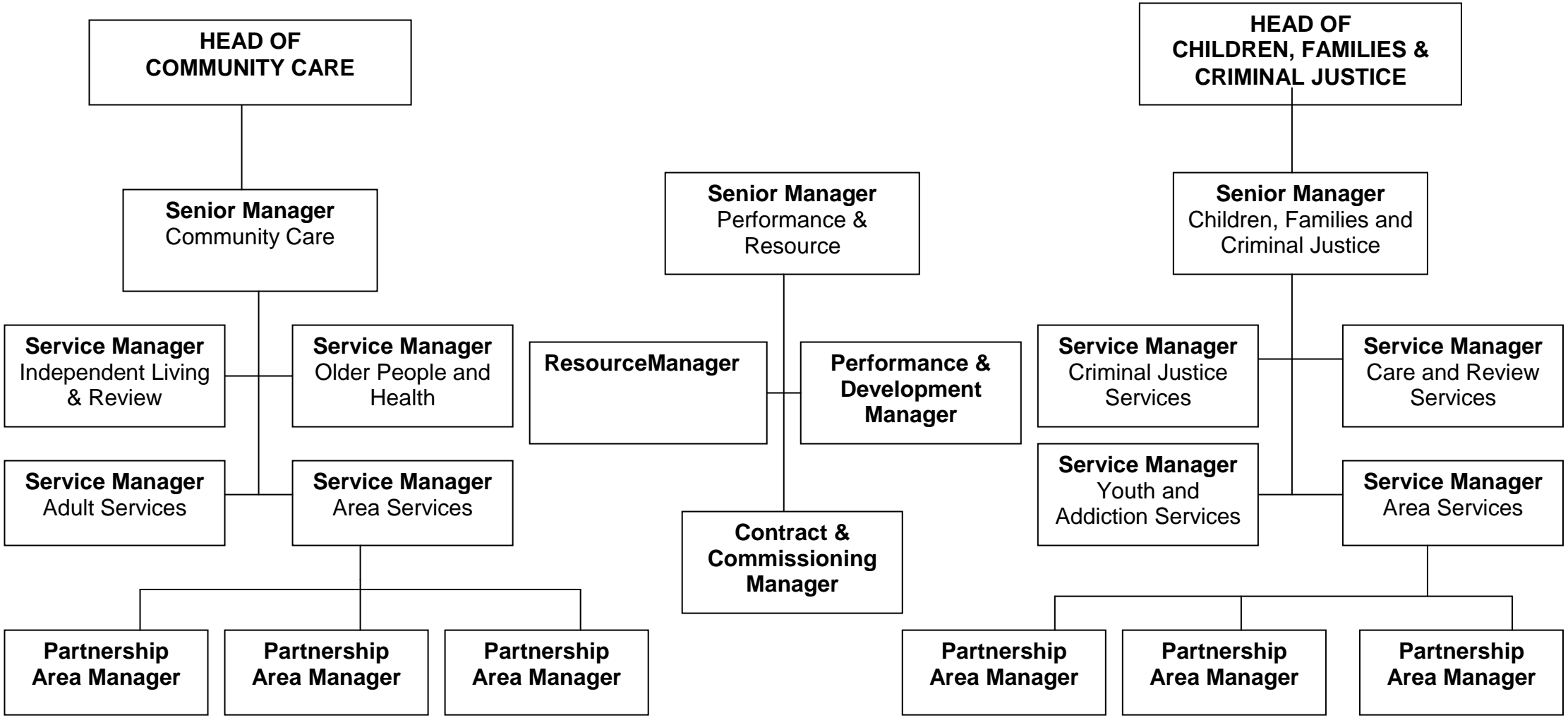
NIL

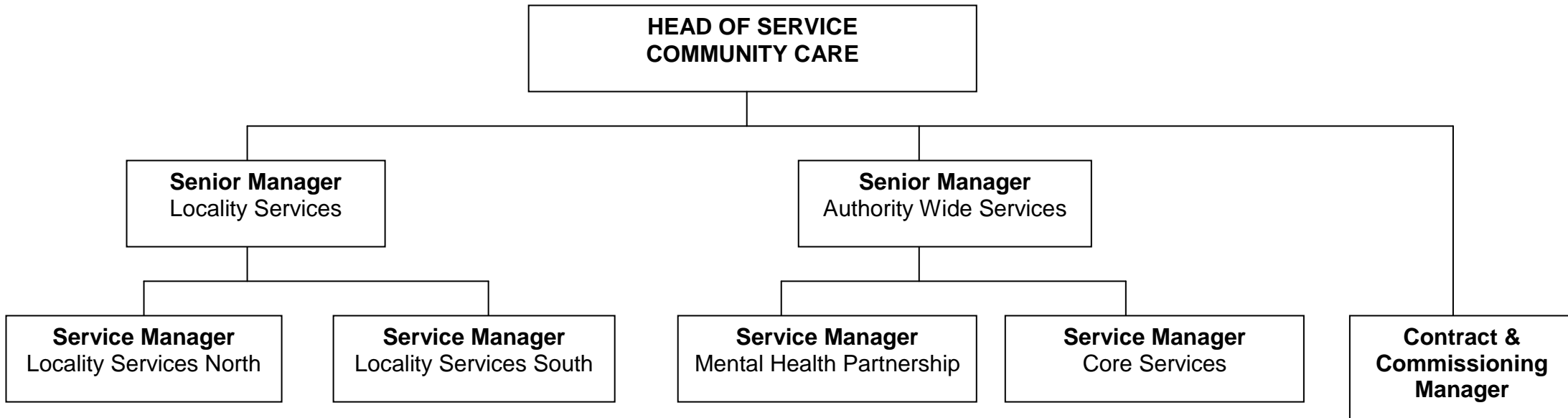
IMPLEMENTATION OFFICERS: EDDIE FRASER, HEAD OF SERVICE: COMMUNITY CARE AND SUSAN TAYLOR, HEAD OF SERVICE CHILDREN AND FAMILIES AND CRIMINAL JUSTICE.

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

CURRENT STRUCTURE

APPENDIX 1





**HEAD OF SERVICE
CHILDREN, FAMILIES AND
CRIMINAL JUSTICE**

Senior Manager
Locality Services

Senior Manager
Authority Wide Services

Service Manager
Locality Services North

Service Manager
Locality Services South

Service Manager
Corporate Parenting

Service Manager
Family Support and
Young People

**Service
Manager**
Criminal Justice

**Performance &
Development
Manager**

