

## EAST AYRSHIRE COUNCIL

SOCIAL WORK COMMITTEE : 22 MAY 2003

### JOINT FUTURE AGENDA : FULL LOCAL PARTNERSHIP AGREEMENT (OLDER PEOPLE'S SERVICES)

#### Report by the Director of Educational and Social Services

#### 1. PURPOSE

- 1.1 To advise Committee of the requirement to complete and submit a Full Local Partnership Agreement to the Scottish Executive in respect of Older People's Services.

#### 2. BACKGROUND

- 2.1 Social Work Committee have received four reports in respect of local Joint Future work on 29 March 2001, 3 January 2002, 9 April 2002 and 30 January 2003 respectively. In addition, briefing notes have been provided to Elected Members as required.
- 2.2 The overall aim of the Joint Future Agenda is to make community care services more accessible and more efficient and to deliver better outcomes for people who use services. To achieve this, we need to continuously improve joint working across health, housing and social work, to promote partnership between all providers of health, housing and social care services and to remove barriers that impede progress.

#### 3. THE PARTNERSHIP AGREEMENT

- 3.1 On 9 April 2002 Social Work Committee agreed an Initial Local Partnership Agreement between health, housing and social work on the joint management and joint resourcing of older peoples services.

- 3.2 The Full Partnership Agreement is now in draft and divided into 2 volumes.

**Volume 1** contains details of progress on joint working, joint management, joint resourcing and joint outcomes in respect of older people's services.

**Volume 2** contains a range of appendices which provides detailed information to evidence both joint working arrangements and progress towards more integrated services.

- 3.3 Volume 1 of the Full Partnership Agreement is attached and Volume 2 (appendices) is available at the members information point.

- 3.4 It is anticipated that a summary document will be produced containing details of partners and the **10 local outcomes** agreed in consultation with older people, staff and managers in East Ayrshire. This will be widely circulated once agreement has been reached on contents of the Full Partnership Agreement.

- 3.5 The Full Partnership Agreement is currently being progressed through the NHS Board structure at the same time as it progresses through the Council.
- 3.6 The Full Partnership Agreement (Older People's Services) forms the basis of joint working arrangements in East Ayrshire and will provide the basic foundations for the Partnership Group.

#### **4. POLICY/LEGAL IMPLICATIONS**

- 4.1 Circular CCD7/2001 on Joint Resourcing and Joint Management of Community Care Services has significant implications for the future shape of community care services.
- 4.2 Circular CCD8/2001 on Single Shared Assessment allows Health, Social Work and Housing staff to work towards more comprehensive assessment services.
- 4.3 Circular CCD11/2002 – Implementation of the Provisions of Joint Working outlines new responsibilities and powers to allow greater integration as referred to in the Community Care and Health (Scotland) Act 2002.
- 4.4 Circular CCD1/2003 – Requires the key agencies to establish a Performance Framework against which a range of service, managerial and financial targets must be met.

#### **5. RECOMMENDATIONS**

- 5.1 It is recommended that Social Work Committee:
- (i) endorse the contents of the Partnership Agreement;
  - (ii) refer the Partnership Agreement to the Partnership Group; and
  - (iii) otherwise note the contents of the report.

**John Mulgrew**  
**Director of Educational and Social Services**  
**7 May 2003**  
**Enc (0)**

#### **LIST OF BACKGROUND PAPERS**

1. Community Care: A Joint Future, November 2000
2. Scottish Executive Circulars as detailed at Section 4
3. Community Care and Health (Scotland) Act 2002

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**IMPLEMENTATION OFFICER: JACKIE DONNELLY**

**DRAFT**

**Joint Future  
Full Partnership Agreement**

**Older People's Services**

**April 2003**

**East Ayrshire Council  
NHS Ayrshire and Arran**



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**1. NAMES OF THE LOCAL PARTNER AGENCIES**

(And of the representatives of each partner agency, together with space for the individuals to sign.)

? **East Ayrshire Council**

..... Cllr. E Jackson  
Chair of Social Work Committee

..... Cllr. J Kelly  
Chair of Housing Committee

..... John Mulgrew  
Director of Educational and Social Services

..... James Lavery  
Director of Homes and Technical Services

? **Ayrshire and Arran NHS Board**

.....

? **Ayrshire and Arran Primary Care NHS Trust**

.....

? **Ayrshire and Arran Acute Hospital NHS Trust**

.....

? **East Ayrshire Local Health Care Co-operative**

.....

? **Carrick and Doon Valley Local Health Care Co-operative**

.....

**2. NAME OF THE PARTNERSHIP ARRANGEMENT/BODY**

2.1 The partnership will be known as the East Ayrshire Older People's Services Partnership.

**3. Date of Agreement**

3.1 This agreement is based on the development of the Initial Local Partnership Agreement, established in April 2002, and represents a Full Local Partnership Agreement (Older Peoples Services) between the service partners indicated at Section 1.

#### **4. Dates When the Partnership Arrangement is Intended to Start and Be Reviewed**

4.1 The Full Partnership will commence in April 2003 and will be further developed over the next year to address inclusion of all community care groups. The partnership agreement will be reviewed on an annual basis

#### **5. Statement on Shared Vision, Principles and Values**

5.1 This Partnership Agreement is for Older People's Services only. This will include the frail elderly, those with dementia, older people with mental health problems, older people with learning disabilities and older people who are carers.

5.2 The vision, values and principles of the partnership are consistent with both Local and National policies and have been agreed by all partners.

5.3 In particular, it is recognised that this planning agreement represents an operational implementation of Community Planning and the aims and objectives of this agreement are therefore directed by those of the East Ayrshire Community Plan, the relevant stakeholders of which are also partners to this agreement.

#### **Our Vision**

"East Ayrshire will be a place with strong, vibrant communities where everyone has a good quality of life, access to opportunities, **choices** and high-quality services that are sustainable, accessible and meet people's needs."

#### **Our Guiding Principles**

5.4 Joint Future planning brings together health and social care agencies, organisations and communities to identify and prioritise what needs to be done, and to plan, co-ordinate and deliver action to meet these identified priorities.

5.5 Our guiding principles will direct how we do this and make sure that the process is consistent. This is only the beginning. By planning together, working together and achieving together, we will:

- promote social justice and social inclusion;
- build sustainability;
- succeed in joint working by involving people;
- make sure our services are good quality and accessible; and

- deliver Continuous Improvement And Best Value.

## **The Objectives of this Agreement**

5.6 The agreement is also informed by, and will inform, other strategic planning undertaken by partners including the East Ayrshire Joint Community Care Plan 2001-2004, East Ayrshire Supporting People Strategy 2003-2007, the East Ayrshire Older People and Dementia Strategy and East Ayrshire Carers Strategy<sup>1</sup>. Key objectives of this plan therefore link to joint objectives previously agreed.

5.7 In developing the partnership we will:

- ensure that services are accessible to everybody who requires them, regardless of racial, physical, gender or sexual issues through the provision of accessible information and sensitive, flexible services that promote independence and choice;
- deliver health and social care services in a more integrated/less intrusive manner that enables people to live fulfilling and meaningful lives;
- shift the balance of care from hospital and other institutionally based services to one that is primarily based within the person's own home or community;
- ensure that service users have access to the full range of health care via mainstream and or specialist provision, as appropriate to need and circumstances;
- routinely involve older people and their carers both individually and in their forums in the planning, delivery and review of services and promote opportunities for service users to express themselves and to be heard;
- improve the health of older people in East Ayrshire through the promotion of well- being and tackling of inequality and social exclusion;
- promote social inclusion by developing opportunities for older people and carers to access, leisure and recreation, education and social support.
- support staff, through equipping them with appropriate training, development opportunities and resources to provide the best possible quality of care for older people in East Ayrshire.

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<sup>1</sup> Key strategies influencing the objectives of this agreement or in the process of development under the direction of the East Ayrshire Joint Future Implementation Group are outlined in Appendix 1

## **6. JOINT MANAGEMENT ARRANGEMENTS**

6.1 Management arrangements for the strategic development and implementation of the Joint Future Agenda will operate at four levels;<sup>2</sup>

- Political and Senior Officer Level (Partnership Group)
- Strategic Management Level (JFIG)
- Care Strategy and Support level (JFIG Working Arrangements)
- Operational Level (Delivery of Integrated Services)

### **East Ayrshire Partnership Group**

6.2 The Partnership Group will ensure that there is political leadership at local level to deliver key local and national objectives in improving the delivery of frontline community care services within a framework of political accountability.

6.3 The membership of the Partnership Group includes:

- East Ayrshire Elected Members(4)
- NHS Board Members(4)
- Senior Officers

6.4 There is equal representation from East Ayrshire Council and the NHS Board.

### **East Ayrshire Joint Future Implementation Group (JFIG)**

6.5 This group has senior management representation from East Ayrshire Council, Ayrshire and Arran NHS Board, Ayrshire and Arran Primary Care NHS Trust, East Ayrshire Local Health Care Co-operative, Carrick and Doon Local Health Care Co-operative, Ayrshire and Arran Acute NHS Trust. In addition, the JFIG has links with East Ayrshire Elderly Forum.

6.6 The JFIG undertakes lead responsibility for:

- Producing relevant plans for the approval of the Partnership Group with financial frameworks and timescales.
- Monitoring and reviewing the implementation of plans and making policy, strategy and resource recommendations to the Partnership Group.
- Ensuring proper public consultation and accountability mechanisms are in place to support the work of the partnership.
- Promoting the development of integrated services across all sectors.

### **East Ayrshire Joint Working Arrangements**

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<sup>2</sup> See Appendix 2 & 3 for membership of groups

6.7 There are a number of working groups whose roles are to address key issues and deliver on identified outcomes. They are as follows:

6.8 **Joint Support Groups** – there are four of these, each supporting the JFIG in different ways.

- **Joint Finance Group** – supports the JFIG in developing and managing a joint financial strategy, including the establishment of joint monitoring systems for aligned budgets.
- **Joint Information Group** - supports the JFIG in developing an appropriate ICT strategy, including developing the Modernising Government Fund 2 bid and looking at E Care options.
- **Joint Human Resource Group** - supports the JFIG in developing the Human Resource Strategy at a local level and provides the mechanism for a Joint Future Staff Forum.
- **Joint Planning Group** - supports the JFIG by leading on strategic planning within the community planning framework. The group also leads on the development and co-ordination of the Joint Performance, Information and Assessment Framework.

6.9 **Joint Care Strategy Groups** – there are five of these: covering older people and dementia, learning disabilities, mental health, physical disability and carers. They:

- Will develop future care strategies for all of community care as part of the Joint Future Agenda and will monitor the implementation of agreed actions.
- Will develop, implement and review joint services at a local level.
- Are responsible to the JFIG and are supported by the Joint Planning group.

6.10 **Joint Initiatives (Pan Ayrshire)** – there are two of these, each with single management arrangements: Rapid Response and Joint Equipment Services. They have yet to be streamlined into local structures.

### **Delivery Of Integrated Services In East Ayrshire<sup>3</sup>**

6.11 East Ayrshire Council requires to work in partnership with 2 LHCC's – see section 11 of this report for detail.

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<sup>3</sup> See Appendix 2

6.12 Fourteen of the seventeen GP Practices in East Ayrshire are operating on an integrated basis with social work locality teams now based around patients in these practices.

6.13 In practice this means that a team made up of social worker, occupational therapist, home care manager are linked to individual GP practices and regularly hold integrated meetings to further joint business. Community Psychiatric Nurses (Elderly) are increasingly linking in to these structures with locality staff attending Community Mental Health Team meetings (Adult).

Single Shared Assessment has been rolled out for older people across all community based integrated teams who can now access Home Care, Day Care, Community Alarms, Meals on Wheels and Respite Care through Social Work Team Leaders. Direct access to out of hours home care can be made by all staff, including GP's via East Ayrshire Community Alarms base.

Further work is required in order that social work staff can increasingly access Health resources.

Single Shared Assessment training for targeted staff in the Primary Care Trust hospital sites and staff in Crosshouse Hospital, including the Rapid Response Team will take place in June 2003.

6.14 Creating and sustaining stronger links between stakeholders remains one of the key priorities if we are to achieve joined up services which make a real difference to people's lives. In some instances this is about creating pivotal posts such as a team leader focusing on hospital discharges. In others it is about joint resourcing and working alongside each other, for example in developing an Intermediate Care facility at Kirklandside Hospital.

6.15 The framework to encourage and facilitate integrated services is bedding in and will be enhanced by a commitment to work towards single referral points and informed and driven by an agreed set of outcomes determined by service users, carers and staff.

## **7. JOINT RESOURCING**

7.1 East Ayrshire Council Social Work Committee of 9 April 2002 agreed an aligned budgetary model as the way forward, which was subsequently endorsed by the NHS Board.

- 7.2 The figures supplied in the attached Financial Framework<sup>4</sup> predominantly relate to Older Peoples Services. It is difficult to determine a fixed amount for home care as other service user groups impact on the margins of this allocation within social work.. It is also difficult for health to bring figures down to geographical level especially where these budgets are not allocated directly to LHCC's.
- 7.3 Nevertheless, there is a commitment to work together in identifying the "joint resourcing pot" and it is anticipated that the appointment of a dedicated Finance Officer for Community Care (Social Work) will act as a catalyst to drive us forward towards a "joint pot" which can be accessed to deliver on our agreed outcomes.
- 7.4 Implementation of the CIPFA Guidelines will be developed further through the Joint Finance Group.
- 7.5 In the interim, there are a range of parallel initiatives which we are involved in on a partnership basis which will also drive us forward in respect of Joint Resourcing and these include:
- (i) Integrated working with access to out of hours Home Care packages. (Participating in a research project with Scottish School of Primary Care).
  - (ii) The implementation of Single Shared Assessment with access to a range of health and social work services.
  - (iii) Joint Resourcing of Intermediate Care at Kirklandside Hospital. (Participating in a research project with Paisley University).
  - (iv) Joint Resourcing of Rapid Response Team with single manager. (Again we are participating in a research project which is focusing on the evaluation of Rapid Response Teams and Integrated Health and Social Care Teams. Once more the research will inform service planning as well as resource utilisation).
  - (v) Joint Resourcing of Joint Equipment Scheme with single manager.

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<sup>4</sup> See Appendix 6

- (vi) Co-location of social work teams at Crosshouse and East Ayrshire Community Hospitals.
- (vii) Co-location of social work, housing staff and health staff at Dalmellington Centre (1 stop shop).
- (viii) Co-location of social work and Community Mental Health Team and other health staff planned for North West Kilmarnock Centre (1 stop shop).
- (ix) Community Budget Pilot. All three Councils in Ayrshire have been offered Community Budgeting grants. East Ayrshire's pilot on Addiction Services will be shared between the partners and will inform the further development of the financial framework.
- (x) Multiple Admission Pilot. This project is in the early stages of planning with the Scottish Executive. The intention is that Ayrshire will be a pilot site to test whether proactive intervention is effective in tackling multiple emergency admissions to hospital of those aged 65 or over. (East Ayrshire have made a bid with partners to secure funds to participate in this pilot).

**East Ayrshire Local Partnership Agreement  
2003/2004 Strategic Financial Envelope**

	East Ayrshire Council Social Services £	East Ayrshire Council Housing Services £	NHS £	Totals £
<b>Residential Costs</b>				
Residential	9,877,064			9,877,064
Frail elderly - inpatients			3,997,855	3,997,855
Elderly mental illness - inpatients			4,286,053	4,286,053
Community Hospital - GP Acute - inpatients			1,369,679	1,369,679
Geriatric Assessment/rehab - inpatients			4,057,022	4,057,022
<b>Community Based Services</b>				
Sheltered housing		661,422		661,422
Day care	714,887			714,887
Meals	488,279			488,279
Community alarms	474,325	70,250		544,575
Home care	4,074,657			4,074,657
Purchased home care	1,277,959			1,277,959
Equipment & Adaptations	275,634	676,500		952,134
Advocacy	104,430			104,430
Support for Carers	299,732			299,732
Occupational Therapy	233,344			233,344
Other	69,974			69,974
Geriatric Assessment - day patients			473,361	473,361
Elderly mental illness - outpatients			145,549	145,549
Elderly mental illness - day patients			334,760	334,760
Elderly mental illness - community			466,880	466,880
Clinical psychology - outpatients			16,529	16,529
Allied health professionals - outpatients			858,495	858,495
District Nursing			2,353,112	2,353,112
Health Visiting			131,399	131,399
Geriatric Assessment/rehab - outpatients			266,596	266,596
<b>2003/04 Additional Budgets</b>				
Services for Home Based Elderly	476,000			476,000
Additional Free Personal Care	899,000			899,000
Residential Allowances	250,000			250,000
Preserved Rights	-155,000			-155,000
<b>Other Services</b>				
Assessment and care management	1,422,406			1,422,406
Management and support costs	2,165,760			2,165,760
Management and support costs (Central)	760,278			760,278
Capital	389,881			389,881
<b>Totals</b>	<b>24,098,610</b>	<b>1,408,172</b>	<b>18,757,290</b>	<b>44,264,072</b>

## 8. JOINT DEVELOPMENT PRIORITIES AND TARGETS

### Outcomes

The Local Partnership has identified specific outcomes arising from the development of **Older People's Services** in East Ayrshire. Priorities for action have been discussed with older people and staff in East Ayrshire and the outcomes reflect their views.

1. Agree and Implement the key recommendations contained in Ayrshire and Arran Strategy for Older People's Services, applied locally to reflect the needs of East Ayrshire.
2. Deliver the benefits of the Single Shared Assessment process which has been implemented since April 2003, including reduced waiting times for assessment, better co-ordination between professional groups, reduced delays in service provision and improved communication with clients/patients and their families.
3. Review Day Care provision across East Ayrshire, involving all partners, to address obvious deficiencies and gaps in these services. Ensure a co-ordinated approach which identifies solutions and includes clear eligibility criteria which meets the greatest need in a transparent and equitable way.
4. Reduce inappropriate admissions to hospital and minimise delayed discharges through the implementation of local East Ayrshire initiatives as part of the Ayrshire and Arran Delayed Discharge Partnership.
5. Improve the provision of equipment and adaptations for East Ayrshire clients by implementing the recommendation to establish a joint equipment service across Ayrshire. This includes a new post of manager to deliver the benefits of a holistic approach along with a commitment to introduce the principle of single referral points throughout the authority.
6. Provide effective information about available services and how to access them for older people and their carers, including responding to their specific request for more personal, face to face communications.
7. Develop and expand a range of flexible community based health, housing and social care services which promotes independence and real **choices** for older people and their carers in East Ayrshire. This must incorporate:
  - (i) an increasingly rights based approach to service delivery;
  - (ii) services which can fully respond to crises; and
  - (iii) a full range of respite services.
8. Increasingly engage older people and carers in planning services and specifically respond to the views expressed by older people at the Better Government for Older People held in East Ayrshire on 11<sup>th</sup> December 2002.<sup>5</sup>

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<sup>5</sup> see appendix 10

9. Establish the correct balance of care by engaging with the private and voluntary sector to encourage a co-ordinated approach to capacity planning and service delivery in East Ayrshire.
10. Involve staff working with older people in East Ayrshire in the change process through the joint staff forum and through regular, multi-agency staff consultation and engagement to ensure a well informed, well trained and appropriately resourced workforce.

## **9. JOINT GOVERNANCE AND ACCOUNTABILITY**

- 9.1 'Governance is a structure, systems and policies in an organisation, designed and established to direct and control all operations and relationships on a continuing basis, in an honest and caring manner, taking into account the interests of all stakeholders and compliance with all applicable laws and regulatory requirements. Governance is based on the principles of openness, integrity and accountability.' (CIPFA).
- 9.2 The Governance arrangements for the Partnership Agreement for Older People in East Ayrshire will take account of NHS Ayrshire and Arran and East Ayrshire Council's requirements and intentions recognising that each has developed a system to meet the duties and functions of that organisation.
- 9.3 The Partnership is committed to developing and continuously reviewing governance and accountability arrangements to ensure that the older people of East Ayrshire have confidence in the services and the individuals who provide these services by keeping them involved and fully informed.
- 9.4 The partners are working towards developing an open learning culture that shares information based on good multi professional working, putting the patient/client first by making decisions based on best practice and what is best for the patient. Single Shared Assessment and the Information Sharing Protocol demonstrate this.

### **Political Accountability**

- 9.5 The partnership has established political accountability and corporate governance arrangements through the new East Ayrshire Joint Partnership Group. This group will meet quarterly and will receive information reports and presentations in respect of all strategic and operational aspects relating to the Partnership Agreement for Older People as these are progressed.

### **Corporate Governance**

- 9.6 Corporate Governance/Accountability will continue to lie with the organisation that has statutory financial responsibility, as it is intended at this stage to work with aligned budgets and current service delivery arrangements. Further work will take place to develop more detailed local arrangements for a joint resources framework.

## **Clinical/Service Governance**

- 9.7 Clinical and Service Governance will continue to lie with the individual organisations. There is currently a very structured approach to ensure compliance with Clinical Governance. As the partnership develops, particularly in relation to joint management and joint resourcing. This area will require to be further discussed and clarified to ensure that clear lines of governance exist and are understood and complied with by all partners.

## **Complaints Procedure**

- 9.8 Complaints will continue to be handled by the respective organisations, further work will be carried out in relation to the handling of complaints which arise as a result of partnership working. As an interim measure any complaint which arises that crosses the boundaries between health and local authority, will be addressed by the organisations working together to ensure that the complaint is managed in line with the organisation that has the shortest target time for response and in line with each organisation's complaints procedure.

## **Statutory/Legal Accountability**

- 9.9 The statutory and legal accountability will continue to lie with the individual organisation responsible for providing services, this will be reviewed as the partnership develops and matures, and new ways of working are implemented.

## **Professional Accountability**

- 9.10 All practitioners working with the partnership are responsible for the quality of their practice and professional conduct.

# **10. JOINT PERFORMANCE MANAGEMENT FRAMEWORK**

- 10.1 Partners to this plan view the implementation of the Joint Future strategy as part of the broader range of policies and programmes intended to modernise public service provision with an aim to making these services more flexible, responsive and effective. A rigorous system of outcome monitoring and evaluation is therefore required.
- 10.2 For local authority partners a legislative structure exists for this approach within the Local Government in Scotland Act 2003, which introduces a statutory duty of Best Value on public services. In addition other public services now have a duty of Best Value incorporated through the Public Finance and Accountability Act 2000.

- 10.3 Partners to the plan will develop, by mid 2003, an effective Performance Management Framework incorporating the Joint Performance, Information and Assessment Framework and existing performance systems to address performance at three levels;
- Local service and operational level.
  - Performance in relation to the development of this strategy.
  - Strategic level, in particular how the outcomes of this strategy are addressed and how these link to the wider strategic expectations of community planning within East Ayrshire.
- 10.4 The framework will measure the performance of the Partnership in delivering objectives of this partnership agreement and initially will concentrate on performance indicators for older people's services.
- 10.5 Examples of indicators that will be used include;
- Contract compliance information.
  - Information on the Quality of services including quality standards developed by both the Scottish Commission for the Regulation of Care and NHS Quality Improvement Scotland.
  - Progress on each individual action agreed by partners and the sub groups.
  - Performance Indicators that provide evidence of the success of the overall roll out of the Joint Future Agenda.
  - Evaluation of outcomes for service users and carers.
  - Other information as required, for example, by the Scottish Executive and or other national audit bodies.
  - Information that evidences outcomes in relation to other strategic planning and particularly links to the objectives of the East Ayrshire Community Plan.
- 10.6 The Performance Management Framework will be structured to ensure that Scottish Executive statutory guidance on the "Duty to Secure Best Value" will be addressed.
- 10.7 The Joint Planning Sub Group of the JFIG will develop a monitoring process and will report on progress to the JFIG on a quarterly basis. A full performance report will be provided to the Partnership Group on an annual basis as part of the review of the Joint Community Care Plan and associated strategies.

## **11. LOCAL PARTNERSHIP WORKING**

### **11. LOCAL PARTNERSHIP WORKING**

11.1 East Ayrshire is served by two Local Health Care Co-operatives. East Ayrshire LHCC represents the majority of practices in East Ayrshire. Practices in the Doon Valley area (Dalmellington, Patna and Drongan) are represented by the Carrick and Doon LHCC. A review of LHCC and Primary NHS Trust structures is currently being undertaken. This will reflect the proposals outlined in the Scottish Executive white paper. "Partnership for Care" regarding the development of Community Health Partnerships with a view to maximising co-terminosity of service provision and organisational boundaries.

11.2 The partnership working arrangements developed in response to the Joint Future Agenda reflects long standing arrangements that have been developed at both operational and strategic planning levels between Health and Local Authority professionals.

11.3 At an operational level this includes the elements of good practice identified in the Joint Integrated Care Project piloted in the Newmilns/Darvel GP practice.

In East Ayrshire LHCC there are aligned social work staff for thirteen of the fourteen member practices. This, along with the attachment of community health staff within general practices has enhanced the development of integrated working. The integrated team approach to service delivery has facilitated the smooth introduction of the single shared assessment.

In Carrick and Doon LHCC, one out of the three practices has an aligned social worker with arrangements for a second practice scheduled to commence in 2003.

An Intermediate Care initiative which aims to assist older people to return to their own homes following an acute hospital admission and based on good practice identified within the Integrated Care Project has been jointly piloted by Health and Social Work. The pilot will be evaluated in 2003.

11.4 Other examples of integrated working arrangements include:-

- Social Work team based within East Ayrshire Community Hospital.
- Service Unit Manager (Social Work) is a member of the Joint Operation Group East Ayrshire Community Hospital.
- Joint staff recruitment and selection panels.
- Joint resourcing of Joint Equipment Scheme with single manager.
- Joint single shared assessment training undertaken for fieldwork staff from health, housing and social work.
- Health, housing and social work staff were key partners in the development of the Dalmellington Area Centre which enabled co-location of staff and a more holistic form of service provision to residents of the Dalmellington area.

- 11.5 A joint review of day care and day hospital provision is currently being undertaken by officers from social work and health. It is anticipated that the review will produce recommendations for improved service outcomes in 2003.
- 11.6 Established partnership working arrangements exist at the strategic level in relation to a range of key areas including Community Care Planning, Joint Health Improvement Planning, Community Planning and Supporting People. Additionally partners are committed to working together in the development of strategies for specific care groups. The Partnership's strategic framework is detailed in Appendix 1.

## **12. HUMAN RESOURCES**

### **Joint Development Priorities and Targets**

#### **12.1 Introduction**

- 12.2 The principles of partnership recognise that people within the existing service organisations will be key to the successful joint delivery of services to the communities of Ayrshire and Arran. In developing joint resourcing and joint management plans for Community Care, the partner organisations will ensure the inclusion of all interested parties to develop and resolve Human Resource issues that arise from that joint planning process. This strategy is designed to support the Joint Future Agenda by developing shared aims and values and agreeing a joint approach to managing change. This will enable the development of an open, learning and development culture where people and their contribution are valued within an environment of good employment practice.

#### **12.2 Joint Staff Forum**

It has been agreed within Ayrshire and Arran that Joint Future will operate in the form of three separate partnership agreements for the majority of the services provided. Consequently 3 joint staff forums is the most appropriate arrangement for the needs of Ayrshire and Arran, with the facility for a community forum meeting to be convened to review issues on a pan Ayrshire basis as appropriate. A key aim for the joint staff forums is to keep each other updated and this is achieved through the consistent members, plus the current organisational meeting structures i.e. the Joint Development Resource Group, the Area Partnership Forum, the Human Resource Leads Forum (which includes the Human Resource Director from each partner organisation) and each Local Authority's consultative arrangements.

#### **12.3 Joint Staff Forum Membership Proposals:**

- Local Authorities 3 union representatives – Unison, TGW, GMB.  
3 Full time officers to be invited to attend as their diaries allow.  
3 management representatives – one representing Personnel.

Health                      4 union representatives – Employee Director, Unison, RCN, GMB (Employee Director would be constant to all groups, other roles could be shared across the system)  
3 management representatives – one representing HR (consistent or shared)

Whilst the above is considered to be the core membership, the forums reserve the right to co-opt expertise as required and appropriate.

#### **12.4 Statements Of Intent**

#### **12.5 The Partnership will:-**

- (i) Continue regular meetings of a joint forum through which the trade unions and employees of the partner organisations would contribute to those joint planning and joint working arrangements, which have employment implications, and prior to their implementation.
- (ii) Continue to establish effective communications systems between and across partner organisations in the joint delivery of services.
- (iii) Give due consideration to guidance on Human Resource matters, issued by the Scottish Executive and/or the National Integrated Human Resources Working Group, CoSLA and from within the partner organisations and their national negotiating bodies.
- (iv) Monitor links between the three local joint staff forums on common issues to facilitate opportunities for sharing, improvement and a co-ordinated approach where appropriate.
- (v) Plan and develop appropriate frameworks and structures that facilitate the integration of each partner's employees into a joint working environment.

#### **12.5 Joint Organisation Development And Training**

#### **12.6 The Partnership will:-**

- (i) Develop effective structures in which roles, responsibilities and accountabilities of all employees in each partner organisation are agreed and specified, and within which the skills and experience required will be supported and developed by the partner organisations on a joint basis where appropriate.
- (ii) Through a series of stakeholder conferences/development events agree a Joint OD Plan in accordance with National Guidance, covering Values and Culture, Vision & Strategic Aims, Service Delivery Objectives, Leadership and Management, Competencies, Joint Training, Performance, Accountability and Governance and Communication.

- (iii) Design training and development programmes to improve and enhance the competence, aptitude and skills required to support the joint delivery of core services, focused on effective team-working.
- (iv) Design joint training, which will enable the differences between professions to be valued and potential opportunities for, shared roles/tasks to be identified.
- (v) There will be commitment to ensuring that opportunities for professional development are continued and developed in accordance with the relevant professional and organisational requirements.

12.7 These aforementioned strategic objectives will be further developed and supported by more detailed action plans in relation to training and development, secondment and joint post arrangements, when the partnerships progress further. They are designed to support the joint resourcing and joint management of Community Care Services as outlined within the Partnership Agreements between the Local Authority and NHS bodies in Ayrshire and Arran. The Partnership's early work has realised the following achievements:

- establishing a local staff forum
- establishing a final draft Secondments and Attachments Protocol in partnership with employee representatives<sup>6</sup>
- establishing a final draft Organisational Development Framework<sup>7</sup>

## 13. COMMUNICATIONS AND INVOLVEMENT

13.1 Service user involvement and participation in the development of services is recognised by partners as being essential. **The most important partnership is the one between our partners and the people living in our communities.**

13.2 Partners have developed this agreement based on a policy of listening to people receiving services and using what they tell us to influence how we develop services.

13.3 Community Planning partners in East Ayrshire recognise that to bring about real and lasting change, the people and communities of East Ayrshire must be at the heart of the community planning process, and must be fully involved and represented. We have systems in place to tell people about what is happening and, more importantly, to make sure that they have an opportunity to play an active part in achieving our vision. These include;

- Supporting and listening to community organisations including residents groups and local interest groups.

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<sup>6</sup> Attachment and Secondment (Final Draft) proposal attached is appendix 8

<sup>7</sup> See appendix 9 for current draft

- The East Ayrshire Council Local Committee structures were developed in 1996 to ensure that Council matters are discussed within local areas, These open Council meetings have the full authority of council committees but include local community organisations as non voting members. All key strategic documents are passed through the Local Committee structure for consultation.
- There is active community representation and extensive consultation systems in place within key priority areas in East Ayrshire, including the Social Inclusion Partnerships in both the Coalfield area and East Ayrshire North.
- Specific communities of interest have consultation arrangements within the Council structure. These include “Better Government for Older People”, the Bi-Annual Forum on Disability, the Ethnic Minorities Forum and the East Ayrshire Women's Forum.
- A full-scale consultation exercise of all residents in East Ayrshire took place in February 2000. The results of this survey have been used in the development of a range of strategies within the council and with partners. East Ayrshire Council will also be participating in with the Scottish Local Authorities Management Centre (SLAMC) and the National Centre for Social Research to conduct a survey of public attitudes towards Local Government in Scotland.

13.4 Service users and carers have been actively involved in the planning of services in East Ayrshire Council. Within Community Care, a range of service users and carers were actively involved in the development of the East Ayrshire Joint Community Care Plan 2001-2004 and the East Ayrshire Elderly Forum, included membership of the older people and dementia working groups.

13.5 East Ayrshire Council has hosted a carer’s conference each year since 1999, to ascertain carers views and priorities across all groups. The information gathered at these conferences has also informed strategic development. The Council has also been committed to hosting an annual older people’s conference since 2000 and comments gathered at these conferences continue to influence strategic and operational planning. Outcomes identified in the Better Government Conference of 2002 have informed the development of the Partnership Agreement.<sup>8</sup>

13.6 A range of service users and carers groups have been supported by East Ayrshire Council. These include users committees within residential and day services. East Ayrshire Advocacy Services and East Ayrshire Carers Centre provides support to a range of individuals and groups.

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<sup>8</sup> See appendix 10 for outcomes

13.7 Partners are further developing policy in relation to improving consultation processes. In particular, East Ayrshire Council has participated in the development of the NHS Ayrshire and Arran Patient Focus and Public Involvement strategy and has provided information and opportunities for the NHS to utilise consultation processes currently used by East Ayrshire Council to;

- create joint involvement processes
- sharing and pooling resources and
- joint working to provide information in a co-ordinated fashion

13.8 The views of individual service users and carers are also gathered through the assessment and care management process. Service users wishing additional support to express their needs and views can be supported to do so by East Ayrshire Advocacy Services and there is a commitment to extend direct and indirect methods of securing the views of our service users and communities.

## **14. INFORMATION SHARING**

14.1 Information sharing within the Joint Future Agenda has two elements;

- Ensuring the provision of effective and accessible information to service users, carers and other key stakeholders about the range of services available and means of accessing these, and
- Ensuring that information about service users needs is effectively shared between agencies to ensure that duplication and misunderstandings are minimised.

14.2 There have already been some individual initiatives developing joint leaflets with information of services that have been jointly funded. In addition, all partners are members of the Ayrshire Electronic Community providing a central access point to services across Ayrshire. As a matter of priority the Information sub group will review additional opportunities for the joint provision of information to service users and family carers.

14.3 In relation to the sharing of information between agencies to support the implementation of the Single Shared Assessment, a draft information sharing protocol and leaflet for members of the public has been developed between the three Ayrshire local authorities and NHS Ayrshire and Arran.<sup>9</sup>

14.4 The draft protocol, outlines the objectives, principles and parameters of sharing information between agencies. Systems are in place for ensuring that the written consent of service users and/or carers is obtained prior to any information being shared

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<sup>9</sup> Protocol is outlined in Appendix 11

- 14.5 The three Ayrshire authorities and Ayrshire & Arran NHS Trust have submitted a bid for Modernising Government funding to develop a shared electronic information system, all bids being co-ordinated by the E-Care Programme Unit. which will provide the single point of entry to community care for the elderly population of Ayrshire, and provide a person-centred and needs-led process through which more effective outcomes can be achieved. This bid has been recommended for funding to the value of £400,000 by the Scottish Executive, subject to the submission, by 30<sup>th</sup> September, of an acceptable Detailed Bid and associated Project Plan.
- 14.6 An interim solution is also being sought which would allow Social Work & Health to share information electronically to address unnecessary delays in accessing services through assessments which are currently being delivered personally or by post.

## **15. EXTENSION OF JOINT RESOURCING AND JOINT MANAGEMENT**

- 15.1 There are a range of joint working arrangements already in place in respect of learning disability, mental health and physical disability. These include a single referral system and shared database in respect of learning disability, close working relations in respect of mental health work and direct access to equipment by health based occupational therapists.
- 15.2 The roll out of Single Shared Assessment has and will continue to strengthen existing partnerships.
- 15.3 At strategic level discussions are ongoing in respect of the hospital retraction programme as it relates to people with a learning disability with negotiations around the "joint resourcing pot" not yet concluded.
- 15.4 Current joint equipment arrangements and joint commissioning of services for the brain injured and young physically disabled living with support in the community all indicate a commitment to joint resourcing of wider Community Care Services.
- 15.5 The roll out of the Joint Future Agenda to other Community Care Groups will be implemented by April 2004. The proposed reconfiguration of the membership and remit of the Joint Future Implementation Group allows those managing adult care services to move into the frame to extend joint arrangements to all Community Care groups.
- 15.6 That notwithstanding, all relevant health, housing and social work services will be part of a full partnership agreement by April 2004 as outlined in 'The Next Steps'.

## 16. SINGLE SHARED ASSESSMENT

- 16.1 A pan Ayrshire steering group was established to develop and implement an appropriate Single Shared Assessment process that is consistent across the NHS Ayrshire and Arran area. The objectives of the group were to;
- develop the assessment tool<sup>10</sup>,
  - map and agree processes and use of tool<sup>11</sup> and
  - develop a training plan for staff<sup>12</sup>.
- 16.2 The process was developed in line with the validation criteria available at the time (Chief Nursing Officer's group) and consists of a core information form and two records of assessment (one for standard assessment required and one for comprehensive assessment). The form allows for full participation of service users and their carers and also provides for written consent to the sharing of information across agencies.
- 16.3 Supporting protocols were developed to ensure effective implementation of the process, including the Ayrshire Information Sharing Protocol<sup>13</sup> and the Map for Accessing Resources<sup>14</sup>
- 16.4 Two GP practices were identified to pilot the use of the tool in relation to older people's services.
- 16.5 Within the East Ayrshire Council Area, use of the documentation has been implemented in respect of older people and adults with learning disabilities and will implemented in respect of adults with mental health difficulties in June 2003<sup>15</sup>.
- 16.6 Full information on the progress in development is outlined in the Single Shared Assessment Self Assessment Framework<sup>16</sup>

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<sup>10</sup> Appendix – Single Shared Assessment

<sup>11</sup> Appendix – East Ayrshire Council Assessment and Care Management Policy

<sup>12</sup> Appendix – East Ayrshire Single Shared Assessment Training Plan

<sup>13</sup> Appendix – Information Sharing Protocol

<sup>14</sup> Appendix – Access Routes (Older People)

<sup>15</sup> Appendix – Implementation of Single Shared Assessment Action Plan

<sup>16</sup> Appendix – Single Shared Assessment Self Assessment Framework

## 17. ACHIEVEMENTS IN LAST YEAR

### Review Of Joint Development Priorities And Targets (Initial Local Partnership Agreement April 2002)

- |   |   |
|---|---|
| <b>(i) Establish Joint Staff Forum</b>  | <b>Done.</b><br>See Section 12  |
| <b>(ii) Develop OD Strategy</b>   | <b>Done<sup>17</sup>.</b><br>Will be localised for East Ayrshire – 2003.  |
| <b>(iii) Embark on Appropriate Joint Training</b>   | <b>Ongoing.</b><br>A. With Joint Staff forum on HR issues – Autumn 2002<br>B. With Front Line Managers on Joint Management & Resourcing – April 2003<br>C. With frontline staff in respect of Single Shared Assessment – 2002-2003<br>D. Further local training planned with frontline staff in respect of broad Joint Future Agenda – June 2003<br>E. Outcomes based training planned Autumn 2003. |
| <b>(iv) Establish Full Partnership Agreement on Older Peoples Services by April 2003</b>            | <b>Draft completed.</b>   |
| <b>(v) Consult and Engage Service Users and Carers</b>  | <b>Ongoing.</b> See Section 13 <sup>18</sup><br>Also Carers Strategy Group now established with clear links to JFIG.  |
| <b>(vi) Introduce/consolidate Single Shared Assessment and Care Management across East Ayrshire</b> | <b>Partially Done.</b><br><b>Single Shared Assessment –</b> See Implementation Plan (Outcome 2). A social work team leader will be freed up to lead on this to allow Service Unit Manager (Fieldwork) to develop a modern approach to care management. Mid 2003-2004.   |
| <b>(vii) Move plans to outcome focus</b>  | <b>Done.</b><br>See Section 8 for agreed outcomes with service users, carers, staff, frontline managers.  |

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<sup>17</sup> See Appendix 19

<sup>18</sup> See Appendix 10 for outcomes of Better Government For Older Peoples Conference

- (viii) **Develop an information system which will accommodate care planning and strategic planning** See paper on MGF 2 successful consortium bid<sup>19</sup>.
- (ix) **Review a range of key services** **Partially Completed.**
- Local Authority Residential Services (Older People) – June 2003.
- Home Care Services – Completed and work now taking place to increase flexibility in the workforce to match older people’s needs and aspirations.
- Community Alarms and Housing Services – Ongoing
- Equipment and Adaptations – Completed<sup>20</sup>.
- Assessment and Care Management – Ongoing
- Resource Transfer and Joint Planning Remits – Ongoing
- (x) **Establish an agreed performance framework** **Ongoing.** See Section 10 Joint Performance Management Framework. Partners have agreed to the development by mid 2003 of a Performance Management Framework which will take account of the requirements of the JPIAF, Best Value and Public Performance Reporting.
- (xi) **Further development of Supporting People** Through the Supporting People Programme we will continue to develop services to:
- **Provide assistance with shopping/food storage**
- In partnership with a Kilmarnock based community organisation we have piloted a shopping service, we will look to develop this further and commission services for people throughout the Authority Area.
- **Provide assistance maintaining safety of home and with minor repairs**

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<sup>19</sup> See Appendix 12

<sup>20</sup> See Appendix 13 on Ayrshire and Arran Joint Equipment Service

We have commissioned home maintenance services, for community care service users in the Kilmarnock/Irvine Valley Areas we will look to develop this and commission services for people throughout the authority area.

- **Provide assistance ensuring security of home and controlling access**

Through close liaison with health and housing services we are developing a flexible service to respond to the needs of older people with dementia/mental health problems to minimize risk in relation to home security and access to their home.

- **Provide assistance organising access to professionals**
- **Deal with professionals/relatives with an interest in service users welfare**

To supplement the support already provided by the Council we are developing services with the independent East Ayrshire Advocacy Service to support service users with complex issues or where there may be a conflict of interest with Council Departments.

**(xii) Maximisation of Benefits**

**Ongoing.** A pilot project offering debt and benefit advice within 2 GP practices has commenced. "Surgeries" are held twice per week in Auchinleck and once per week in Kilmaurs and are delivered by staff from the Council and the Citizens Advice Bureau. Information Packs have been distributed via East Ayrshire LHCC.

**(xiii) Joint Management Arrangements**

See Section 6 on Joint Management Arrangements.

In addition, East Ayrshire Council have agreed to a dedicated finance post within community care who will lead on joint financing with health and housing in respect of joint resourcing.

We have reconfigured the existing social work fieldwork management structure to free up Team Leader to work alongside health and housing to further develop Single Shared Assessment and joint working practices.

We have agreed to joint management posts in Rapid Response and in Joint Equipment Services.

We have agreed to joint interviews panels in common areas.

We are also about to spend time with frontline managers in health, housing and social work to further explore the potential for joint management at locality level. (Planned Time Out 17 April 2003).

## **18. IMPLEMENTATION PLAN**

### **Outcome 1 – Agree Key Recommendations from Ayrshire & Arran Strategy**

Older People Strategy Group to complete task and present paper to East Ayrshire Joint Future Implementation Group Report: Summer 2003.

### **Outcome 2 – Delivery Benefits of Single Shared Assessment**

Dedicated Social Work Team Leader to work closely with LHCC's to agree Action Plan. Complete gap analysis and report. Autumn 2003.

### **Outcome 3 – Review Day Care Provision**

Started. Report recommendations: Summer 2003

### **Outcome 4 – Reduce Inappropriate Admissions to Hospital**

Ongoing. Report to Joint Future Implementation Group. Standing item.

### **Outcome 5 – Improve the Provision of Equipment and Adaptations**

(Service Unit Manager Adults) to participate in working group to develop model. Conclude early summer 2003.

Joint Future Implementation Group to further consider how to create single referral points ahead of new I.T. system. Now.

**Outcome 6 – Provide effective information to older people and their families**

Information working group to agree Action Plan – Report Autumn 2003.

Operational Managers in all agencies to consider how to personalise information services. Now.

**Outcome 7 – Develop and expand a range of flexible community based services**

Care Strategy Groups and operational managers to identify gaps in the continuum of care and report to Joint Future Implementation Group: Summer 2003.

(Dedicated Social Work Team Leader will pull this report together for Joint Future Implementation Group).

**Outcome 8 – Increasingly engage older people and carers in planning services**

Care Strategy Groups to agree additional ways of taking participation forward in addition to existing arrangements: Report Autumn 2003.

**Outcome 9 – Establish correct balance of care**

Joint Planning Group to complete an analysis of need, provision and demographic changes with recommendations to Joint Future Implementation Group by Autumn 2003.

Older People Care Strategy Group to involve independent sector providers in capacity planning now and to take forward. Report on balance of care once agreed. Agreed Autumn 2003.

**Outcome 10 – Involve staff working with older people in East Ayrshire in the Change Process**

Ongoing. Dates planned to meet frontline managers in April and key staff before summer recess. Report to Joint Future Implementation Group – 6 weekly taking account of the need to identify and target staff who are pivotal to the above outcomes.

## 19. APPENDICES

The appendices listed below contain supporting information referred to in the Full Partnership Agreement and as required by the Joint Performance Information Assessment Framework (JPIAF). Where appropriate, appendices have been referred by footnote in the Agreement.

Additional appendices will be added to the Final Draft of the Full Partnership Agreement. These will include Performance Management Agreements and a Legal Minute of Agreement once negotiations with our respective Legal Services have been concluded. Both Agreements should be ready for inclusion by the Summer of 2003.

1. Strategic Framework
2. Diagrams – Strategic and Management Arrangements
3. Membership of Joint Management and Strategy Groups
4. Diagram – Delivery of Integrated Service in East Ayrshire
5. Community Care Fieldwork Team Structure
6. Joint Resourcing Financial Framework
7. Joint Resourcing Financial Framework Self Assessment
8. Procedure to Facilitate Joint Working Arrangements (Final Draft)
9. Organisational Development Framework
10. Summary of Comments from Better Government for Older People Conference
11. Information Sharing Protocol
12. Modernising Government Fund 2 – Ayrshire Consortium Bid
13. Ayrshire and Arran Joint Equipment Service
14. Single Shared Assessment Tool
15. East Ayrshire Council Assessment and Care Management Policy
16. Single Shared Assessment Training Pack
17. Implementation of Single Shared Assessment Action Plan
18. Single Shared Assessment – Access Routes
19. Single Shared Assessment – Self Assessment Framework
20. Joint Performance, Information and Assessment Framework Performance Indicators 03

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*See Volume 2 for Appendices*