
Report to Council

Date of Meeting: 15th December 2011

Subject: Shared Services: Social Services Progress Update

Report by: Head of Joint Social Services Clackmannanshire & Stirling

1.0 Summary

- 1.1 The purpose of this report is to update Council on the progress made on the delivery of joint Social Services. It sets out a brief overview of progress to date, and identifies the key steps needed in furthering the development of the shared service.
- 1.2 A joint management structure has been established which provides greater resources than either council previously had at their disposal, but at reduced cost. The team share a clear vision and values and are developing a Delivery Strategy, to ensure these are put into practice

2.0 Recommendations

It is recommended that the Council:

- 2.1. Note progress to date in establishing a shared management structure for Social Services and consequent savings.
- 2.2. Endorse the priorities and approaches set out by the service (paras 3.10 to 3.14).

3.0 Considerations

- 3.1 Since the appointment of a Joint Head of Service in March 2011 the focus has been on the implementation of a shared service management team. The majority of this team is now appointed and all of the posts bar one will be filled by January (the structure is at *Appendix 1*). The Scheme of Delegation was agreed at Council in June 2011 and was put in place in October when the new management team was formed.
- 3.2 The new team will capitalise on the strengths from both partners. By working together both partners will benefit from sharing good practice and take advantage of a larger team with a greater breadth of experience. While the team available is now larger than that at either council's disposal, a saving of three posts has been achieved (overall management structure saving £71,918 to date). As the new service beds in this structure will be subject to

ongoing review and refinement and the expectation is that it will reduce over time once the transition has taken place.

- 3.3 The team are developing a Delivery Strategy, based on the practical experience of the first few months of information-sharing and gathering and addressing the practicalities of establishing a joint service. Task-focused groups have been set up, for example to shape the administration, finance, Human Resources and IT that the new service requires. This Delivery Strategy is based on input from the Social Services management team and senior staff providing the support services. As the strategy is developed, appropriate links will be made elsewhere in the shared services programme, e.g. in order to ensure progress with IT or administration requirements.
- 3.4 In considering their vision and aspirations for the future, there was unqualified support for taking this opportunity, not only to create a new and sustainable model for social service delivery, which puts people's needs at its heart, but to set the bar higher in the nature and quality of the outcomes to be achieved by a new service working in seamless partnership with others. This ambition is founded in the reality of public sector financial constraints and reflects the degree of commitment of Social Services staff to make a real difference in society by helping to improve peoples' lives.
- 3.5 Although challenging, the approach proposed in this Delivery Strategy is both realistic and pragmatic with an expectation that it will take time and patience to deliver. The aim is to be consultative rather than prescriptive in determining the way forward and the service will strive not to set unrealistic expectations for service users, or of staff.
- 3.6 The draft Delivery Strategy recognises that in a number of aspects of social care, each council will have different priorities and expectations that will influence the focus and allocation of resources. Within this the service will apply consistent standards, criteria and timescales in addressing peoples' needs. Much of the work of social services is determined by Scottish Government agendas and legislation, which are required to be interpreted and applied locally.
- 3.7 The service is breaking new ground for local authorities in Scotland and, as a benchmark for others, will be under close scrutiny, internally and externally, for example from regulators. The aim is for every service to be considered more effective and efficient than at present, bearing in mind the current high standards in some functions.
- 3.8 In creating one organisation and one integrated service the approach will be to redefine the role of social services to build new understanding and expectations of what can be offered to people in communities throughout the two council areas. The service will strive to be proactive and prioritise prevention and early intervention in line with current thinking.
- 3.9 The importance of good engagement and communication has emerged in every aspect of the work to date. There will be a focus on ensuring that all staff, service users, carers and stakeholders are engaged in the change process. This will include close working with other council services, for example housing and education. In order to begin the engagement process

the Delivery Strategy will be communicated to staff groups across both Councils in January so that views can be shared. In addition, a plan will be drawn up to share the work done with partners.

Vision and Principles

3.10 The service is determined to put people at the centre of everything we do with the aim of significantly improving outcomes.

3.11 The shared service management team are consistent in their vision:

- People's needs at the heart of everything:
 - Improve lifestyles and life choices,
 - Prevention and early intervention,
 - Impact not process.
- Valued, skilled, motivated staff:
 - Engage, encourage, support,
 - Use talents and skills where most needed.
- Best use of public resources:
 - Coherent approach given political realities,
 - Robust performance and quality systems.

3.12 The service is similarly clear in its remit to:

- Provide high quality, equitable and responsive services,
- Keep children safe, healthy and prepare them well for adulthood,
- Support adults to lead independent and fulfilled lives,
- Work with people who use the services, carers and stakeholders,
- Provide personalised services delivering what people need to fulfil their potential.

Transition

3.13 The intention is to have an integrated social service in its new form in place by December 2013.

- Naturally integrating services will come together first (for example, Criminal Justice, Mental Health and Strategy Services) while further planning and design takes place around services with more complex circumstances.
- Efficiencies and cost-savings will be identified and proposals developed to use resources and assets more effectively.
- The focus will be on consulting and engaging service users, staff and partners in planning and implementing the transition.
- Communication both internally and externally will be a priority.
- An effective, systematic approach to quality improvement will be established.

3.14 It is critical that Service users will not be disadvantaged in any way by bringing services together and staff will work hard to ensure that there will be

no reduction in the efficiency and quality of social services during the transition period.

- 3.15 The financial benefits of joint working lie in the service's ability to improve the quality of service delivered against a backdrop of declining financial resources. The quality and efficiency of the service will be improved by streamlining the management teams across the service and drawing on the capacity of both organisations to free up resources. This will be supported by alignment of accountability and responsibility within the tradition of self-evaluation. However, the pace of change is reflective of a desire to avoid compulsory redundancy, and the need to maintain delivery of service during a time of change.

Reporting Arrangements

- 3.16 The Head of Joint Social Services will report directly to the two Chief Executives. In addition the Head of Services will report to the Shared Service Programme Board where proposals will be signed off for political approval.
- 3.17 The Head of Joint Social Services attends meetings of the Corporate Management Team (CMT), council and committee meetings in each council and sits on the Shared Services Programme board. The Service will continue to present the council with papers requiring a decision on any changes to policy.
- 3.18 The Programme Board and Steering group are aware of the importance of communication during this period of change and have put in place a series of measures to ensure information is cascaded immediately after each meeting. The Trades Unions, from both local authorities, are represented at Programme Board meetings. Work to improve communication of board decisions is described under separate cover. In addition, a monthly meeting between Social Services and the Trades Unions is established so that change proposals can be consulted on and debated at the earliest opportunity.
- 3.19 The approach taken to deliver Social Services jointly ensures that each council continues to set its own policy frameworks, standards and levels of service. It also enables each council to continue to reflect the priorities for its area and the different characteristics of the localities.
- 3.20 Clackmannanshire and Stirling councils are breaking new ground in Scotland to raise the quality of social care. By working together and sharing knowledge, skills and experience, the councils believe they can improve lifestyles for children and adults of all ages and social circumstances, create better learning and life choices for young people and make better use of public funds and resources.
- 3.21 By focusing resources where they are most needed in the care and protection of vulnerable children and adults, the aim is to do more and to improve local services by helping people earlier and faster and enable more people to live independently.

3.22 This will be achieved by working with others to provide cost effective, quality services, which support, safeguard and promote the well being of people who are in greatest need.

3.23 The Councils retain their political independence and accountability and determine priorities and budgets for social services in their respective areas.

4.0 Sustainability Implications

Equality Impact Assessment

4.1 The matters presented in this report were considered under the Council's Equalities Impact Assessment processes and were assessed as not relevant for the purposes of Equality Impact Assessment.

Strategic Environmental Assessment

4.2 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and a Strategic Environmental Assessment is not required.

Single Outcome Agreement

4.3 The desired outcomes are consistent with the aims of the Single Outcome Agreement and will also contribute to the National Outcomes Framework:

- National Outcome 6: We live longer, healthier lives
- National Outcome 15: Our public services are high quality, continuously improving, efficient and responsive to local people's needs
- National Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

5.0 Financial Details

5.1 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

5.2 Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

5.3 Detailed work on the costs of services provided by both Councils is underway and will be discussed with the Programme Board and Steering Group in the first instance.

6.0 Exempt Reports

6.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities 2008 - 2011 (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) Council Policies (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐ No ☒ Not applicable.

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 - Joint Social Services Senior Management Structure

11.0 Background Papers



11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Thomas Dodd	Shared Services Programme Manager	01259 452141

Approved by

NAME	DESIGNATION	SIGNATURE
Deirdre Cilliers	Head of Joint Social Services	
Elaine McPherson	Chief Executive	

**Joint Social Services: Senior Management Team
Structure**

