

*East Kilbride & District
Dementia Carers Group*



East Kilbride & District Dementia Carers Group

Evaluation Report

December 2013

MCM ASSOCIATES
36 LONDON ROAD
KILMARNOCK
AYRSHIRE
KA3 7AQ

T: 01563 558965 MOB 0771 310 7616
EMAIL: john.mcmanus@mcm-associates.co.uk

CONTENTS

	<i>Page</i>
SECTION ONE	INTRODUCTION
	Preface 2
	Scope of the Assignment 2
	Approach and Methodology 3
	Structure of the Report 3
	Acknowledgement
SECTION TWO	REVIEW OF PERFORMANCE
	Introduction 4
	Review of Overall Performance 6
	Service Development and Delivery 7
	Staffing Arrangements 10
	Governance 10
	Policies and Procedures 12
	Quality Assurance 12
	Marketing and Promotion 13
	Finance and Funding 13
SECTION THREE	FUTURE DEVELOPMENT
	Review of Operating Environment 15
	Review of Development Issues 17
	Review of Development Options 19
SECTION FOUR	CONCLUSION AND RECOMMENDATIONS
	Conclusion 22
	Recommendations 25

SECTION ONE – INTRODUCTION

PREFACE

1.1 MCM Associates Ltd were appointed to undertake an Evaluation of East Kilbride & District Dementia Carers Group. The brief for the assignment indicated that the aim of the assignment was to review the progress that has been made by the organisation over the last few years, identify the key lessons from this experience, and bring forward proposals for the future development of the service.

1.2 East Kilbride and District Dementia Carers Group was established in 1990 with the aim of providing an innovative programme of “day opportunities” for people suffering from dementia. In addition, the organisation is committed to the provision of support for carers and delivers a range of services including signposting, information, and support and advice for carers. The organisation is based within accommodation in East Kilbride that has been adapted from a four apartment housing unit, providing a unique, warm and friendly environment for the delivery of services to clients. The organisation provides an integrated programme of support that has been design to meet the needs of each individual client and provides opportunities for continued integration in the community.

1.3 East Kilbride & District Dementia Carers Group recognises that it is operating within a changing environment in terms of the needs and issues faced by individuals affected by dementia; the increasing number of people acting as a carer for a member of their family, a friend, a neighbour, or member of the community. The organisation also recognises that there are significant changes in the current policy and strategic environment that has impacted on the current funding environment. Over the last few years, the organisation has been working to expand and develop service activity across South Lanarkshire. This has included a move towards a new operating and funding model with income generated through Direct Payments and Fundraising.

1.4 Against the backcloth set out above, the organisation has commissioned MCM Associates to provide a robust evaluation of the service that draws together quantifiable data on the performance and impact of the work, and brings forward recommendations in relation to how the service could be developed in the future.

SCOPE OF THE ASSIGNMENT

1.5 The brief for the assignment sets out the scope of the work required. This includes the requirement to:

- Review the current service activities and overall performance of EK&D Dementia Carers Group
- Review the financial position of the organisation and provide an assessment of the long term viability.
- Review the management and operation of the service and identify areas of strength and weakness, highlighting areas for improvement
- Examine key trends and changes in local/national policy and funding environment that impacts on its work.

- Assess the appropriateness of the staffing and grading structure to cost effectively deliver existing services, contribute to future local and national policy priorities, meet the business objectives and realise projected local development opportunities.
- Make recommendations on the future development of the service and staffing structure that will be fit for purpose and offer value for money.

APPROACH AND METHODOLOGY

1.6 Based on the requirements set out in the brief, the assignment has been undertaken through a highly participative process that has been progressed over a number of key stages as follows:

Stage	Description
Stage 1 – Induction and Familiarisation	This stage of the assignment has involved a range of work in order to ensure that the consultants appointed are fully briefed on all aspects of the study. This has included work to review the background of East Kilbride & District Dementia Carers Group; Agreeing the information requirements; timescales; and reporting arrangements. The induction and familiarisation stage also involved an initial meeting with the steering group that has been established to oversee the assignment.
Stage 2 – Information Gathering and Analysis	This stage of the assignment has involved a detailed programme of information gathering and analysis. This has included gathering data on current service provision and performance; finance and funding; quality standards and operational arrangements; and governance arrangements. As part of this stage of the assignment, consideration has also been given to the key changes in the policy and operating environment; service development in the local area; an assessment of future demand; and details of potential funding opportunities.
Stage 3 – Consultation Programme	This stage of the assignment has involved a detailed programme of consultation in order to obtain feedback and comment on the work and performance of the organisation. This has included: <ul style="list-style-type: none"> ▪ Programme of consultation with the Steering Group and Staff established to oversee the assignment. ▪ Consultation with Other Stakeholders including other service providers in the area. ▪ Review of the client feedback data on the quality of the service and future development.
Stage 5 – Report Preparation	The final stage of the assignment has involved drawing together the main findings from the study into a robust evaluation report that provides an assessment of overall performance and options for the future development of the service.

REPORT STRUCTURE

1.7 The evaluation report has been structured as follows:

- *Section 1 – Introduction* – Sets out the background to the assignment, and the approach and methodology adopted.
- *Section 2 – Review of Performance* – Sets out the background to the work of East Kilbride and District Dementia Carers Group and a review of overall performance. This includes an assessment of the services delivered; staffing and operational arrangements; governance; policies and procedures; quality assurance; and finance/funding.
- *Section 3 – Future Development* – This section of the report provides an assessment of the changes that are taking place in the operating environment and an outline of the main development issues that require to be addressed. Consideration has also been given to the options that are available to support the future development of the organisation.
- *Section 4 – Conclusions & Recommendations* – The final section of the report draws together the main findings and sets out recommendations for the future development of East Kilbride and District Dementia Carers Group.

SECTION TWO – REVIEW OF PERFORMANCE

INTRODUCTION

2.1 East Kilbride and District Dementia Carers Group was established in 1990 to provide an innovative programme of “day opportunities” for people suffering from dementia, along with the provision of support for their carers. The aim of the organisation is to provide an integrated programme of support that is tailored to meet the needs of each individual client.

2.2 Since its establishment, the organisation has developed a range of service activity that has been designed to make a significant impact on the lives of people with dementia, including activity to help people to maintain their independence, to continue to live at home, and to provide opportunities to participate in social activities. In addition, the organisation is also committed to supporting the carers of people with dementia through the provision of a range of information, advice, signposting, group and individual support work. One of the organisations overarching principles is that people with dementia have the same human values as everyone else, irrespective of their degree of disability or dependence. Service activity is maximised to ensure integration within the local community.

Organisational Aims

2.3 East Kilbride & District Dementia Carers Group is committed to delivering an effective, efficient and quality day care service for individuals suffering from dementia. The organisation is also committed to providing a carer support service that offers information and advice to carers and informs individuals of the affects of dementia. The work and activity of the organisation is focussed around the following aims:

- To provide a quality service for the benefit of people with dementia and their carers;
- To continually strive to improve the quality of care, support and opportunities given to Service Users and Carers;
- To maximise Service User & Carer Involvement in line with our policy of inclusion and participation;
- To use our homely environment for the provision of personalised care and as a base for regular trips and outings;
- To be flexible in responding to the needs and choices of Service Users and Carers;
- That the ratio of Service Users to direct care staff will not exceed 3:1;
- To work in partnership with other groups and organisations for the benefit of people with dementia and carers; and
- To ensure that the care provided meets or exceeds the National Care Standards for Support Services

Priorities & Services

2.4 Service activity delivered by the organisation is structured around 2 key priority themes and has been designed to ensure the continued health & wellbeing of those suffering from dementia, and also the health and wellbeing of the individuals that care for them. An outline of the key priorities and areas of work is as follows:

PRIORITY	SERVICES & ACTIVITIES
PRIORITY ONE – DAY CARE OPPORTUNITIES	East Kilbride & District Dementia Carers Group provides a range of day care opportunities for individuals with dementia. The organisation will seek to deliver services that are designed to meet the individual needs of clients and assist them in becoming fully integrated in their local community.
PRIORITY TWO – CARER SUPPORT SERVICES	East Kilbride & District Dementia Carers Group delivers a range of carer support services. This includes the provision of information and signposting services and group work support. The programme seeks to enhance the support available to people, promote better outcomes, and ensure that local people with a caring responsibility are able to access a range of information, advice, guidance and support.

Geographical Coverage

2.5 The organisation is currently based within the East Kilbride area of South Lanarkshire and provides services to individuals within the immediate catchment area. Although the majority of clients receiving support reside within the East Kilbride locale, the organisation is committed to ensuring that provision will be available to individuals across the whole of South Lanarkshire.

Target Groups

2.6 Services are open to anyone that has been diagnosed as suffering from dementia and their carers. It is recognised that the majority of clients will be over the age of 65. However, it is also anticipated that due to the number of people being diagnosed with dementia at an earlier age, a number of clients accessing support will be under the age of 65.

Service Planning and Development

2.7 In 2009, East Kilbride and District Dementia Carers Group applied for support through Lloyds TSB Foundation Capacity Building Programme. The main focus of this work initially involved undertaking a detailed Organisational Review. The review was undertaken by MCM Associates and highlighted a number of points including:

- Organisation has a track record of delivering high quality services with positive feedback from service users.
- Services are tailored to the individual needs of clients with every effort made to provide opportunities for integration within the local community.
- Excellent feedback from the Care Commission in relation to the quality of service and management of the organisation.
- Good monitoring and evaluation procedures in place.
- Strong commitment to staff training and development.

2.8 Against the backdrop of delivering high quality services within the local community, the review also recognised that the future development of the service was extremely uncertain. The organisation was highly dependent at that time on funding from South Lanarkshire Council through a block grant, and had been advised that this funding would not be continued in 2010/2011 due the pressures on public sector budgets. The termination of funding was also a result of a review of service provision by South Lanarkshire Council and the preferred approach of consolidating the provision of day opportunities for people with dementia within the Council operated day facility.

2.9 The Organisational Review also indicated that it would be important that the organisation explores all available options in relation to its future development. The current size of the organisation is a critical factor in relation to the quality of the service provided (relatively small unit; small number of clients on a daily basis; high client/staff ratio; individually tailored packages of support). However, it also noted that this was a costly operation relative to the number of people able to access support and raised issues in relation to value for money.

2.10 Following the completion of the Organisational Review, the next stage of the Capacity Building Support focussed on Business Planning. A detailed Business Plan was completed in 2010 that set out the key priorities of the organisation over the next three years. The Business Plan was based on detailed discussion with the Management Committee and included:

- Proposals to adjust the financial model to sustain the service. This would focus on a move towards generating income directly from clients through the use of Direct Payments – new funding mechanism that had been introduced based on “personalisation” and the opportunity for clients to have control over individual support budgets and be able to chose and purchase directly from their preferred service provider.
- Proposals to increase the size and scale of the service. This included proposals to extend the number of facilities operated (proposals based on 1 facility – providing 6 registered places in 2010/2011; 2 facilities providing 12 registered places by 2011/2012; and 3 facilities providing 24 registered places by 2012/2013).
- The proposals for the growth and expansion of the service was based on a detailed analysis of needs and potential demand within the area and the opportunity for achieving greater economies of scale through the operation. The approach was designed to support the future sustainability of the service.

REVIEW OF OVERALL PERFORMANCE

2.11 The current evaluation has provided an opportunity to review the progress of East Kilbride and District Dementia Carers Group and to consider how it has managed to cope and survive within the changing operating environment. The evaluation has focussed on undertaking an assessment of the overall performance of the organisation and has examined a number of key areas as follows:

- Service Development and Delivery
- Staffing and Operational Arrangements
- Governance
- Policies and Procedures
- Quality Assurance
- Finance and Funding

2.12 The evaluation has involved a detailed review of current service activity and consideration of the performance data and client information. It has also involved a detailed review of the financial position of the organisation; review of recent inspection reports; consideration of current staffing and operational arrangements; and a review of all the policies and procedures. An outline of the review of overall performance is as follows:

SERVICE DEVELOPMENT AND DELIVERY

2.13 As highlighted earlier in the report, the service provided by East Kilbride and District Dementia Carers Group has continued to be focussed around two key priorities. These include the following:

Provision of Day Opportunities

2.14 The first area of activity has continued to be based on the provision of “day opportunities” for people suffering from dementia. The “day opportunities” programme is designed to meet the individual needs of service users, and includes the provision of opportunities for people suffering from dementia to be fully integrated in the community.

2.15 The service continues to be based within accommodation in East Kilbride that has been adapted from a four apartment housing unit, providing a unique, warm and friendly environment for the delivery of services to clients. Over the last three years, the organisation has successfully made the transition from block grant funding from South Lanarkshire Council for the provision of commissioned places, to a service that generates income through Self Directed Payments, Self Funded Places, and Fundraising Income.

2.16 It is recognised that sustaining the service has not been easy, and it has taken a significant amount of work and effort to successfully develop the funding model and maintain the service. Due to the pressure on the organisation, the Management Committee made the decision that the primary focus over the last few years should be on sustaining the existing service and stabilising the funding model following the withdrawal of the block grant by South Lanarkshire Council. The approach therefore has been on maintaining the current service and has not included the expansion of the service through the development of additional facilities.

2.17 The “day opportunities” service within East Kilbride is registered with the Social Care and Social Work Improvement Service (SCSWIS). Based on the current accommodation, the service is restricted to 36 places per week (6 places per day x 6 days per week). The service is currently providing support to 21 clients in 2013/2014. Some of the key features of the service includes:

- Individually tailored opportunities to match the interests and needs of the service user. A personal care plan is prepared for all service users that is kept under regular review.
- Opportunities are maximised to ensure integration within the local community. This includes supporting service users to access other community services and activities.
- Structured programme of service user feedback established to ensure that the service and opportunities provided are responsive to client needs.
- High level of staff/volunteer support provided to ensure that individual needs can be addressed.
- Transport service provided to collect and drop off service users.

2.18 Staff work closely with clients to build relationships, and trust, and develop care plans that are unique to each individual. Within the day care setting the organisation delivers a range of activities that seek to engage client participation and involvement. Day care activity includes:

- Arts & Crafts Activities;
- Music Therapy;
- Board Games & Quizzes;

- Hairdressing activity / Baking activities;
- Gentle exercise

2.19 In addition, the organisation also provides service users the opportunity to participate in a number of trips and outings. It has been reported that over 260 trips were undertaken over the last year that have ensured that service users have had the opportunity to remain an active part of their community. Outings have included a variety of locations across Scotland e.g. Local Golf Driving Range; Transport Museum and Tall Ship; People’s Palace and Winter Gardens; Scotland Street Museum; The Burrell Collection; etc. All clients are accompanied on trips with escorts.

2.20 As part of the evaluation, a detailed review of client numbers and circumstances has been undertaken. An outline of the current position is as follows:

Client Characteristics.2012/2013.

2.21 Over the period 2012/2013, the service provided day opportunities to a total of 24 clients. This has included 7 new clients referred to the service during 2012/2013. During this period, a total of 5 clients have left the service (this included 3 clients moving into a Care Home; and 2 clients that have died). A summary of the client characteristics is as follows:

Total Number of Clients	24 Clients	
Gender	Male - 10	Female - 14

2.22 All of the clients accessing “day opportunities” were over 60 years of age. A breakdown of the number of clients by age is as follows:

50- 60 Years	60 – 70 Years	70 – 75 Years	75 – 80 Years	80 -85 Years	85+
M-0	3	2	1	2	1
F -0	2	0	3	7	3

2.23 In terms of the average time that clients have been accessing support, it is noted that 5 clients have been attending the service for 4 to 5 years; 6 clients attending for 3 years; and 6 clients attending for the past 2 years. It is also noted that 7 new clients have accessed the service over the last year. An outline of the average period of time with the service is as follows:

Average Time with Service	Years
1 Year	7
2 Years	6
3 Years	6
4 Years	2
5 Years +	3

2.24 A review of the source of referrals has been undertaken that indicates that the majority of clients are referred by family or friends. Referrals over the last year have only been through family/friends. The position of South Lanarkshire Council regarding the provision of day opportunities support within the East Kilbride would seem to be reflected in the lack of referrals from the local authority. An outline of the source of referrals based on current client profiles is as follows:

Source of Referral	Number of Clients
Private	12
Family	2

Community Psychiatric Nurse/Community Mental Health team	3
East Kilbride OPS	5
Other	2

2.25 As part of the ongoing service planning and development process, a record is maintained in relation to the condition of the client at the point of referral. This is used as a basis for monitoring any change in the client condition in order to ensure that services continue to be tailored to individual needs. A summary of client conditions is as follows:

Condition on Referral		Current Condition		
Mild	Moderate	Mild	Moderate	Moderate/Severe
14	10	6	17	2

2.26 Based on client needs and the availability of places, support is able to be provided over the period Monday to Saturday. An assessment of the level of service accessed by clients is as follows:

No Accessing – 1Day PW	No Accessing 2 Days PW	No Accessing 3 Days PW
9	10	5

Carer Support Programme

2.27 The second area of activity delivered by East Kilbride & District Dementia Cares Group is the provision of support to carers. This includes the following:

- *Carers Support Group* - providing carers with the opportunity to discuss and share their experiences with other carers. The work comprises of a mixture of informal meetings, guest speakers, and social events, all targeted and aimed at providing information and support to carers of people with dementia. The programme for the carer support group is based on feedback from carers on areas of interest. The carer support group is attended by an average of 12 to 22 carers each session.
- *Information & Signposting Service* - The organisation continues to ensure that effective signposting services for carers is in place. This will include the provision of information in relation to specialist services that carers maybe entitled to access as part of the carer service they provide. This will include details in relation to welfare benefits that maybe available; detailed information regarding carer assessment; and other direct carer support services.
- *Social Events* – A detailed programme of social events has been organised as part of the work on fundraising. The social events have been a great success and provided the opportunity for carers and service users to be engaged in a wide range of activity.

Other Service Activity

2.28 Over the last year it is noted that work has been progressed to develop a new “Memory Café” in the town centre in East Kilbride. This has been a joint initiative between East Kilbride and District Carers Group, Alzheimer’s Scotland; NHS Community Mental Health Team. The café is attended by about 30 people each month and provides an opportunity for service users and carers to meet in an informal basis. This has been a positive piece of work for the organisation, and has provided the opportunity to raise awareness of the service and improve the joint working arrangements.

STAFFING ARRANGEMENTS

Staff/Volunteer Complement

2.29 The staffing and volunteer arrangements within the organisation have been maintained over the last three years. This has enabled the organisation to sustain a high level of staff/client ratio of support. An outline of the current staffing/volunteer complement is as follows:

Post	Hours
1 x Group Co-ordinator	35 hour pw
1 x Senior Care Worker	35 hours pw
2 x Care Workers	28 hours pw each
1 x Care Worker	14 hour pw
1 Cook/Housekeeper	16 hours pw
3 x Volunteer Care Workers	Average 14 – 6 hour pw
2 x Students	
1 x Volunteer Admin Worker	
2 x Volunteer Drivers	

Staff Supervision

2.30 There is a structured framework for staff/volunteer support and supervision within the organisation with clear lines of responsibility. This includes:

- Staff Supervisory Committee established to oversee all staff/volunteer related issues.
- Daily staff diary that is reviewed by all staff and volunteers
- Quarterly staff meetings that reviews progress and future service activity.
- Structured staff appraisal system in place.
- Individual staff support and supervision sessions held every 8/12 weeks.
- Staff/volunteers have access to bi-monthly complementary therapy session.
- Staff/volunteers are provided with a free lunch within day care.

Staff Development and Training

2.31 The organisation is committed to staff development and training as part of the ongoing process of service development. Training needs are identified as part of the staff appraisal system and through the programme of staff meetings. An example of the training provision over the last year has included:

- NCFE Certificate in Providing Activities within Care Setting level 2
- Reshaping Care for Older People Conferences
- Intermediate Food Hygiene
- Gerontology Interest Group meetings at University of West of Scotland.

GOVERNANCE

Legal Entity

2.32 East Kilbride and District Dementia Carers Group was established 1990 and initially operated as an Unincorporated Body and Registered Charity. Following detailed consideration by the Management Committee in relation to the future development of the organisation, it was agreed that arrangements should be progressed to develop East Kilbride and District Carers

Group as an Incorporated Body.

2.33 The organisation was established as a Company Limited by Guarantee in 2010 (SC377236) and is a registered Charity (SC018844) with the Office of the Scottish Charity Regulator.

Management Committee/ Board of Directors

2.34 There are currently four Directors that have been appointed to oversee the operation of the organisation as a company. In addition, the work of the organisation is overseen by a Management Committee that comprises of 10 members that are drawn from the local community (this includes the 4 Directors).

2.35 The management committee comprises of members that are drawn from a range of backgrounds and have a wide range of experience. Training for Management Committee is provided on an ongoing basis to meet individual requirements. All members of the Management Committee are provided with a copy of the Staff Handbook and the policies and procedures for the organisation. The policies and procedures include an outline of the role and responsibilities of the Management Committee.

Project Management

2.36 The management arrangements within the organisation tend to be operated through a variety of arrangements. The management arrangements have been strengthened over time in response to the growth and development of the organisation. The current arrangements are as follows:

- The Board of Directors oversee the operation of the organisation as a Company Limited by Guarantee. This includes ensuring that the organisation complies with current company legislation.
- Management Committee has overall responsibility for the management of the organisation and is responsible for reviewing progress and performance, and the identification of the strategic direction of the organisation;
- There are currently two Sub-Committees that have been established. These include a Staff Supervisory Group and a Fundraising Group.
- The Group Co-ordinator is responsible for the day-to-day management and operation of the organisation. This includes all aspects of service delivery;
- Financial administration is undertaken by the Group Co-ordinator along with the Treasurer with external support provided by the organisations accountant.
- The organisation is registered with Social Care and Social Work Improvement Scotland (SCSWIS) and is subject to regular inspections. The last inspection was undertaken in March 2012.

Reporting Arrangements

2.37 The reporting arrangements for the organisation are as follows:

- Management Committee meets on a monthly basis.
- Written progress reports are presented by the Group Co-ordinator to the Management Committee outlining the service activity, performance data and operational issues.
- Monthly financial reports presented to the Management Committee.

- Audited accounts prepared on an annual basis by the organisations auditors.
- Annual General Meeting held each year to review progress and future areas of development.

POLICIES AND PROCEDURES

2.38 As part of the evaluation, a review has been undertaken of the policies and procedures that have been established. These include:

- Health & Safety
- Staff Training and Development
- Disciplinary Policy
- Whistle Blowing
- Volunteering
- Fire Safety Procedures
- Equal Opportunities Policy
- Inclusion and Participation
- Role of Management Committee
- Protection of Vulnerable People

2.39 It is evident from the review that policies and procedures of the organisation are updated on a regular basis and provide a sound basis for the operation of the service.

QUALITY ASSURANCE

2.40 As indicated earlier in the report, the support services offered by East Kilbride & District Dementia Carers Group are subject to registration with the Social Care and Social Work Improvement Scotland (SCSWIS). The current service was registered with the new body on 1st April 2011.

2.41 The work of the organisation was inspected by the Care Inspectorate in March 2012. Based on the inspection, East Kilbride and District Carers Group were awarded the following grades:

Area of Inspection	Score	Grade
Quality of Care and Support	5	Very Good
Quality of Environment	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

2.42 The report by the Care Inspectorate¹ stated that this was the first inspection under the new structure. In terms of the future development of the service it stated that “The Service should continue to keep up the work they are undertaking to ensure it is fully established and embedded in the service”.

2.43 As part of the evaluation, the opportunity has been available to review the previous inspections reports for the organisation. It is evident from the review that the organisation has performed at a consistently high standard and has continually received positive feedback on the quality of the service provided.

2.44 It is evident from the evaluation that the quality of the services provided by the organisation are of a consistently high standard and are a credit to the work of the staff, volunteers, and management committee.

¹ Care Service Inspection Report 21st March 2012 SCSWIS.

MARKETING AND PROMOTION

2.45 Over the last three years, the organisation has undertaken a range of work to raise awareness and promote the service. This has included:

- The organisation has produced various marketing materials that are designed to promote the project throughout the area. This has included the production and distribution of leaflets and presentations.
- The organisation has continued to produce a newsletter (Pine Patter) that is distributed on a bi-monthly basis – circa 2,000 copies to a wide range of organisations; agencies; and individuals.
- The organisation also has a Web Site and a Facebook page that is used to promote the work of the organisation and the services available.
- Fundraising and Social Events – a major area of activity over the last three years has been the focus on fundraising. This has included the organisation of a range of events such as the Swing Band Night; BBQ and Cheese and Wine Evening; Concerts; and other activities. The social events have been extremely successful and has helped the organisation to raise funds; increase the profile of the organisation; and provided an opportunity for social interaction for clients and carers.

2.46 Overall it would appear that the range of marketing and promotional activity has helped to significantly increase the profile of East Kilbride and District Dementia Carers Group, and has delivered a range of benefits to the organisation in terms of income generation, awareness raising, and opportunities for client/carer engagement.

FINANCE AND FUNDING

2.47 As highlighted earlier in the report, work has been progressed over the last three years to develop a new financial model to sustain the service following the withdrawal of the block grant from South Lanarkshire Council. This has involved a move towards securing income through Direct Payments and Self Funded Places. This approach has been supplemented by an extensive programme of fundraising. An outline of the financial performance of the organisation over the last three years is as follows:

	Actual 2011/2012	Actual 2012/13	Budget 2013/14
INCOME			
Direct Payments	£ 51,692	£ 30,078	£ 76,765
Self Funded Payments	£ 36,200	£ 51,836	
Fundraising Donations	£ 50,346	£ 40,562	£ 40,000
Grants	£ 9,898	£ 10,887	£ 11,650
Other	£ 128	£ 280	£ 280
TOTAL INCOME	£ 148,264	£ 133,643	£128,695
EXPENDITURE			
Staff/volunteers	£ 88,095	£ 93,232	£ 91,300
Property Costs	£ 5,634	£ 6,003	£ 6,010
Admin	£ 9,492	£ 10,756	£ 11,460
Project Activities	£ 10,100	£ 9,105	£ 11,300
Other	£ 586	£ 676	£ 626
Transport Costs	£ 10,033	£ 9,027	£ 7,400
TOTAL EXPENDITURE	£ 123,940	£ 128,799	£ 128,096
Surplus/Deficit	£ 24,322	£ 4,829	£ 601

2.48 Based on the financial assessment, it is evident that the organisation has been successful in making the transition from being a grant funded service into one that is self financing. It is recognised that this has been a major achievement and has taken a substantial amount of effort by the staff, volunteers, and management committee.

2.49 Against the backdrop of positive progress, there are a number of issues that are important to highlight. This includes the following:

- Changing pattern of income between Direct Payments and Self Funded Places. It is recognised that this reflects the changes in circumstances of clients attending the service and eligibility under Direct Payments. This issue will require to be kept under ongoing review in terms of the pattern of uptake/referral of clients to the service that are eligible for Direct Payments. This will also involve ongoing work to promote the service and encourage the uptake of places as a provider of choice for clients that are eligible for Direct Payments.
- The organisation has been very successful in securing income through fundraising activity. The organisation is highly dependent on this source of income. However, it is recognised that maintaining this level of fundraising takes a significant amount of effort and is difficult to sustain over the long term.
- Limited progress has been made by the organisation in relation to grant funding. The main exception to this has been the award of funding from the Robertson Trust that has been extended for a further two years. It has been suggested that the limited success in relation to grant funding has been due to a lack of knowledge and awareness of the opportunities around this area of activity. It has also been the result of most of the effort being placed on fundraising activity.
- In terms of financial stability, it is noted from the Audited Accounts for 2011/2012 that the organisation had reserves of £57,532. This includes £18,000 of Designated Funds for the Replacement of the Mini-Bus and £39,532 Unrestricted Reserves.
- It has also been reported that the organisation has been successful over the last year in replacing the mini-bus. This has been achieved by using the Designated Reserves of £18,000 plus securing additional income to cover the replacement costs.

SECTION THREE – FUTURE DEVELOPMENT

3.1 This section of the report has considered the future development of the work of East Kilbride and District Dementia Carers Group and has considered the options that are available to build on the progress that has been made as part of the journey towards developing a sustainable organisation. It is recognised that the organisation has been through a process of transformation over the last three years as it has moved from being a granted funded service into one that is self sustaining. The evaluation highlights the progress that has been made during this period and success of the organisation in continuing to deliver a high quality service. However, it is also recognised that the organisation continues to face some major challenges in relation to the long-term sustainability of the service.

3.2 In considering the future sustainability of the service, consideration has been given to a number of key areas including the following:

- Review of the external operating environment and the potential impact this may have on future service delivery.
- Review of the main development issues facing the organisation particularly in relation to the service and funding model.
- Review of the options available to support the future development of the service.

3.3 An outline of the areas considered is as follows:

REVIEW OF THE EXTERNAL ENVIRONMENT

3.4 It is recognised that there have been significant changes in the operating environment over the last three years that impacts on the work of East Kilbride and District Dementia carers Group. A summary of some of the key changes and issues is as follows:

Policy Environment

3.5 Significant changes have taken place in the policy environment over the last three years. This has been set against a background of ongoing difficulties in the economy and a reduction in public sector finance. This has resulted in an increasing emphasis being placed on the reshaping of public sector services and a general move towards early intervention and prevention. A summary of some of the key policy developments that impact on the work of the organisation is as follows:

- *Programme for Government – Scottish Government.* The Programme is underpinned by the National Performance Framework focussing services and activities on the 5 strategic objectives of Greener, Healthier, Safer & Stronger, Smarter, and Wealthier Scotland. The service activity provided by the organisation contributes towards the ‘*Healthier*’ strategic objective which seeks to ‘*help people to sustain and improve their health, especially in disadvantage communities, ensuring better, local and faster access to health care*’. East Kilbride & District Dementia Carers Group delivers care and support to individuals (and their families) suffering from dementia, providing them with improved opportunities and a better

quality of life. The Scottish Government recognises the importance of alternative care services to care homes and hospitals. In addition the activities delivered by the organisation contributes to the 'Safer & Stronger' ('help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and better quality of life') strategic objective in that it provides high quality care services for those who need it to improve their quality of life. However, it is also noted that there is an ongoing pressure on public funding with an increasing emphasis being placed on early intervention and prevention; increased move towards shared services and joint working; and an ongoing focus on outcome based approaches.

- *South Lanarkshire Community Plan and Single Outcome Agreement* – It is evident that a key focus of activity of the local Community Planning Partnership is directed towards the promotion of community health and well-being, and the delivery of effective care services for local residents. 'Stronger Together'², the South Lanarkshire Community Plan was refreshed in 2010 and sets out the ongoing commitment to: Improving health and reducing inequalities; Reducing crime and improving community safety; Promoting sustainable inclusive communities and opportunities for all throughout life; and Ensuring sustainable economic recovery and development. The South Lanarkshire SOA links the themes of the community plan with those of the national outcomes and recognises that improving health (in areas of social care) is a core element of the Council's and its partners aim of addressing health inequalities.
- *Reshaping Care for Older People* - The Reshaping Care for Older People Programme is a national initiative, led by a joint ministerial steering group, which has been running since May 2009. Its aim is to consider ways of developing sustainable methods of providing care for older people in the light of the considerable increase in the number of older people across Scotland set alongside the existing pressures on services in both the Health and Social Care arena. The approach includes a significant policy and service development that reflects the commitment towards "shifting the balance of care for older people". This commitment is based on the requirement to address the twin challenges of an ageing population and reduced public funding. The principal goal of the programme in this context is to optimise independence and wellbeing for older people at home or in a home like setting. As part of this process, a Change Fund has been established that will be used to support the implementation of Local Transformation Plans (LTP) in each local authority area. Work has been progressed in South Lanarkshire involving South Lanarkshire Council; NHS Lanarkshire; Private Sector and Third Sector Organisations. The aim is to ensure that older people and carers are valued, their voices heard and that they are fully supported to enjoy full and positive lives - thereby improving outcomes for older adults and their carers, and support older citizens to live well in their own homes by:
 - Reducing Isolation and loneliness
 - Enabling participation and valuing diversity
 - Enhancing the use of information advice and education
 - Improve independence well being
 - Delaying as far as possible the need for complex care and support
- *Scotland's National Dementia Strategy 2013 – 2016* – Scottish Government has produced a new Dementia Strategy for Scotland covering the period 2013 – 2016. The strategy sets out the ongoing commitment to the provision of support for people with dementia. The strategy builds on previous work that is supported by the Scottish Government; NHS Scotland; Local Authorities; and the Voluntary and Private Sectors. The strategy is based

² Stronger Together – A vision for the Future of South Lanarkshire, South Lanarkshire Community Planning Partnership (2005)

on the recognition of the increasing number of people living in Scotland - approximately 86,000 people have dementia in 2013 – with around 3,200 people under the age of 65 years.³ The figure reported for South Lanarkshire indicates that there are 5,031 people with dementia living in the area – with just under 200 people under the age of 65. The strategy recognises the increasing prevalence of dementia within Scotland and sets out a commitment to the provision of effective support. This includes work around: Improving Diagnosis of Dementia; Improving Dementia Care in General Hospitals; Building on the Lessons from the Dementia Demonstration Sites; Standards of Care for Dementia in Scotland; Promoting Excellence; and Improving Support for People with Dementia and their Carers. The work of East Kilbride and District Dementia Carers Group will contribute to the national strategy. Services have been developed and are appropriate for people with dementia and their carers and work in line with the 5 pillars of post diagnostic support and the 8 pillars model of community support already in place.

- *Scottish Government Carers and Young Carers Strategy* - Work to support carers and young carers is through implementation of the Carers and Young Carers Strategies and through wider legislative opportunities and policy and practice-based developments. The Scottish Government has invested, and is investing, over £98 million in supporting carers and young carers between 2008 and 2015. This is supplemented by resources through the dementia and other strategies and through funding to individual condition-specific organisations which support carers. Moreover, over the next 10 years the Life Changes Trust will invest £25 million in supporting people newly diagnosed with dementia (and as the illness progresses) and their carers. *South Lanarkshire Carer Strategy 2012 – 2017* sets out the commitment at a local level and is based on achieving a number of specific outcomes for carers including: Managing the caring role; Quality of Life for Cared for Person; Quality of Life for the Carer; Process (engaging with services). Funding is provided through the Strategy Group and the Carers Information Strategy Group to support long term sustainable investment.

REVIEW OF DEVELOPMENT ISSUES

3.6 In considering the future development of the East Kilbride and District Dementia Carers Group, consideration has been given to the main development issues that require to be addressed. The key issues identified are as follows:

Value for Money

3.7 The fundamental issue facing the organisation is the question over value for money and cost effectiveness of the service. The current service continues to be based within a converted four apartment housing unit in East Kilbride. The size of the accommodation restricts the service to 6 registered places per day. Alongside this is the commitment of the organisation to maintain a high level of staff/client ratio. It is evident from the evaluation that the approach of the organisation delivers:

- Consistently high quality of service as reflected in the Inspection reports by the Care Commission and Care Inspectorate.
- Warm and friendly environment that is personal and not based on large scale day care

³ Alzheimer Scotland – Statistical Analysis 2013

provision that lacks intimacy and personalisation.

- Strong commitment towards community integration – using the transport resources and staff/volunteers to provide opportunities for service users to be supported to access a wide range of opportunities in the wider community.
- Opportunity for service users, carers, staff and volunteers to play an active part in the development of the services.

3.8 Against this backcloth, it is also recognised that the current operational model is relatively expensive to operate with a high cost per place compared other facilities that operate with more places and lower staff/client ratios. The average cost per place is estimated at circa £67.64 with actual charge per place is based on market rate of £45.24. This gives a net difference per place of circa £22.40 that has to be met through fundraising and income generation.

3.9 It is clear that a major issue facing the organisation going forward will be the issue of value for money and cost effectiveness. The current operation is being sustained through the fundraising efforts and the generosity of local people and business community. However, it is suggested it will be difficult to sustain this level of income generation in the long term. Consideration will require to be given to the opportunities to improve value for money and cost effectiveness.

Strategic Contribution and Financial Support

3.10 It is evident from the review of the strategic context that the work of East Kilbride and District Carers Group is making a strong contribution to the policy priorities at both a national and local level. This includes:

- Work is closely aligned to the key policy priorities set out by the Scottish Government and South Lanarkshire Community Planning Partnership. This includes the work around promoting health and wellbeing; addressing inequalities; and supporting carers.
- Contributes to the Reshaping Care for Older People Programme and the commitment of supporting people to live independently in the local community; reducing isolation and loneliness; and delaying as far as possible the need for complex care and support.
- Contributes to the Dementia Strategy for Scotland and reflects the commitment of ensuring access to effective support for people that have been diagnosed with dementia and their carers.
- Contributes to the Carers Strategy by providing a range of support for carers.

3.11 Despite the strategic contribution made by the organisation, it evident that this work is not reflected in the provision of financial support from the public sector. This would seem to be due to a number of factors including:

- Review of local priorities within South Lanarkshire and strategic decisions around investment in service development and support.
- Issues relating to value for money of the service provided by East Kilbride and District Dementia Carers Group.

Financial Model

3.12 As highlighted earlier in the report, the current financial model is highly dependent upon the organisation being able to secure a significant level of funding each year through fundraising. Limited progress has been made by the organisation around accessing grant funding. The main exception to this has been the award of grant funding from the Robertson Trust. An initial award of £8,000 was made to the organisation in 2012/2013, and this has just been extended for a further two year period.

3.13 The lack of progress around securing grant funding would seem to be down to the lack of capacity within the organisation. This includes a lack of knowledge of funding and experience in the submission of funding applications, along with the current resources being focussed on organising fundraising activity.

3.14 It is suggested that the issue of accessing support on grant funding needs to be addressed by the organisation as part of the strategy on future development.

Partnership and Joint Working

3.15 It is recognised that there is an increasing emphasis being placed on the issue of partnership and joint working. Funding bodies are keen to see that resources are being used effectively and that joint working arrangements are in place for the delivery of services.

3.16 Good progress has been made by the organisation over the last three years in developing partnership and joint working arrangements. An example of this has been the establishment of the Dementia Cafe. This work has been progressed through a partnership involving East Kilbride and District Dementia Carers Group; Alzheimer's Scotland; NHS Community Mental Health Team. The joint work has resulted in a new service being delivered within the area and has helped to raise awareness of the work of the organisation.

3.17 It is suggested that consideration should be given to the opportunity for involvement of other joint initiatives and projects. This approach would demonstrate the commitment of the organisation to work with others to deliver services for people with dementia living in the area; provide further opportunities to raise awareness of the work of the organisation; and open up funding opportunities to be able secure additional resources.

REVIEW OF DEVELOPMENT OPTIONS

3.18 Based on the findings from the evaluation and the development issues that have been identified, consideration has been given to the options that are available to support the future development of the organisation. An outline of the options identified are as follows:

Development of Additional Day Opportunity Facilities

3.19 The Business Plan prepared in 2010 sets out the proposal that the organisation should expand the range of day opportunity facilities that it operates. This included the preparation of detailed financial projections based on extending the number of places available to 24 places over a three year period. The financial projections highlighted the potential income that could be secured through such an approach and the economies of scale and improved value for money from such an approach.

3.20 As highlighted earlier in the report, the Management Committee made the decision not to progress this approach and has focussed activity towards sustaining the existing service. In hindsight, it is clear that this has been the right decision by the Management Committee and has provided the opportunity for the existing service to be consolidated and sustained.

3.21 Given the experience gained over the last three years, it is suggested that the potential for expansion is limited at present. Some of the key factors that impact on potential expansion are as follows:

- Recognised that there is an increasing number of people with dementia living in South Lanarkshire – however, the pressure on public sector finance is resulting in the consolidation of existing day care services. No budget proposals for the expansion of day care provision at present.
- Increased focus on the provision of community based services – focussed on supporting people to live independently for as long as possible within their own home.
- Increasing commitment towards Self Directed Support based on personalisation and empowerment of clients that eligible for this support. Given the experience of the organisation over the last three years, it is recognised that this area is still at an early stage of development and it is unclear how this will filter through into an increasing demand and financial support for services.

3.22 Given the issues outlined above, it is suggested that the organisation should not consider the expansion of day opportunities at present without the offer of additional public sector support.

Development of Grant Funded Initiatives

3.23 It is suggested that scope exists for the organisation to explore the development of a range of grant funded initiatives that would:

- Respond to local needs and draw on feedback from service users on the additional support from which they would benefit.
- Be designed to complement existing services and draw on the experience of staff and volunteers.
- Provide an opportunity for additional income that would improve value for money by delivering increased economy of scale.

3.24 The development of ideas for service initiatives would involve a detailed programme of feasibility work. However, based on the review of examples from elsewhere and current service activity, some ideas that could be considered are as follows:

- *Home Visiting and Befriending* – this could include the development of a new home visiting and befriending service for people with dementia living in East Kilbride. This would draw on the examples of good practice that have been developed in the provision of befriending services and could include the provision of telephone wellbeing service.
- *Respite and Short Breaks* – there is an increasing recognition of the value of providing respite and short break support carers. This would involve establishing a new short break facility that could be used to provide overnight accommodation and support – delivering respite to carers.
- *Digital Inclusion Initiatives* - increasing focus on the use of digital inclusion amongst older people and for people with dementia. This would include training and improving access

to technology; using this to promote independence and reduce isolation; and could be used for reminiscence and stimulation.

- *Inclusion Programme* – this project could be based on the current work around inclusion and would seek to build opportunities for a wider group for people with dementia. The service would not be restricted to registered places but would pick up people up from home and provide opportunities for visits and inclusion activities.

3.25 The ideas outlined above are not intended as an exhaustive list but are some suggestions of potential areas of development. The approach would involve the design of the project activity in response to local needs that would be able to attract external funding. This could include some major funding sources such as The Big Lottery; Esmee Fairbairn; Lloyds TSB Foundation; etc.

3.26 In terms of capacity, discussion was held with Voluntary Action South Lanarkshire. They have confirmed a willingness to support the organisation in relation to fundraising and have particular expertise that could be accessed in taking this work forward.

3.27 It should also be noted that under this option, the potential exists for the organisation to build in the partnership and joint working arrangements. This could include exploring the opportunity for some of the project ideas to be taken forward on a partnership basis. This approach could strengthen the proposal and enhance the opportunity for funding.

Development of Home Based Services

3.28 This option would be based on exploring the opportunity to develop additional Home Based Services. This could include the provision of home care; tuck in services; support with meals; etc. Clients that eligible for home care support are assessed by the local authority and support provided as part of structured care plan. Services at present are delivered by the local authority and external contractors (private and voluntary sector).

3.29 Given the increasing move towards Self Directed Support, the market for the provision of home care support is changing. The opportunity may exists for the organisation to be able to develop a range of home support services with income generated through Self Directed Support; Self Funded Services; and possibly even some contracted services by the local authority.

3.30 The benefit of this approach is that it:

- Builds on the track record of the organisation delivering a registered service.
- Would be designed to complement the existing service and improve value for money/economy of scale.
- Respond to clients needs and the policy commitment of supporting people to live independently at home for as long as possible.

3.31 Given that this work would build on the existing model, it may be possible for some funding to be secured through the Ready for Enterprise Fund to support the organisation to develop the service. This funding has been designed to support third sector organisation access new markets and improve their income generation activity.

SECTION FOUR – CONCLUSION AND RECOMMENDATIONS

CONCLUSION

4.1 MCM Associates Ltd were appointed to undertake an Evaluation of East Kilbride & District Dementia Carers Group. The brief for the study was to review the progress that has been made by the organisation over the last few years, identify the key lessons from this experience, and bring forward proposals for the future development of the service.

4.2 East Kilbride and District Dementia Carers Group was established in 1990 with the aim of providing an innovative programme of “day opportunities” for people suffering from dementia. In addition, the organisation is committed to the provision of support for carers and delivers a range of services including signposting, information, and support and advice for carers.

4.3 It is recognised that the organisation is operating within a changing environment in terms of the needs and issues faced by individuals affected by dementia; the increasing number of people acting as a carer for a member of their family, a friend, a neighbour, or member of the community. The organisation also recognises that there are significant changes in the current policy and strategic environment that has impacted on the current funding environment.

4.4 Over the last few years, the organisation has been working to expand and develop its service activity across South Lanarkshire. This has included a move towards a new operating and funding model with income generated through Direct Payments; Self Funded Places and Fundraising. The new model has been developed following the withdrawal of funding by South Lanarkshire Council in 2010.

4.5 The current evaluation has provided an opportunity to review the progress of East Kilbride and District Dementia Carers Group and to consider how it has managed to cope and survive within the changing operating environment. The evaluation has focussed on a number of key areas including:

- An assessment of overall performance that has considered the progress that has been made by the organisation over the last three years.
- Consideration of the key changes taking place within the wider operating environment and the potential impact this may have on the future development of the service.
- Consideration of the main development issues that require to be addressed by the organisation to support the future development of the service.
- Consideration of the options that could be explored to support and sustain the future development of the service.

4.6 The evaluation has involved a detailed review of current service activity and consideration of the performance data and client information. It has also involved a detailed review of the financial position of the organisation; review of the operating environment; and consideration of the options for development.

Review of Overall Performance

4.7 The evaluation has provided a detailed assessment of the overall performance of the organisation over the last three years. The review has been based on the recognition of the changes that have taken place over this period including the withdrawal of the block grant by South Lanarkshire Council. This has involved the organisation making the transition from being a grant funded organisation to the development of a new financial model that can be used to sustain the service. This has included securing income through Direct Payments; Self Funded Places, and an increasing focus on fundraising.

4.8 A detailed Business Plan had been prepared by the organisation in 2010 that sets out the proposal to grow and develop the service. This included proposals to increase and expand the range of places able to be offered by developing additional day care facilities. This approach was based on the recognition that financial sustainability would be improved through increased income from the provision of additional places and improving the overall economy of scale of the operation.

4.9 The evaluation highlights the fact that the Management Committee made the decision not to pursue this growth strategy and to focus the attention on maintaining the existing service. It is evident from the assessment undertaken that this approach has been the correct decision, and has allowed the organisation to consolidate and sustain existing services. Due to a range of factors such as the commissioning and service approach of the local authority, and the uncertainty around Self Directed Support, it would have been extremely difficult for the organisation to expand the number of facilities in such an environment.

4.10 The approach adopted by East Kilbride and District Dementia Carers Group has been focused on sustaining the existing services. The evaluation highlights the success of this work and the positive progress that has been achieved. This has included:

- Ongoing delivery of a high quality “day opportunity” service for people with dementia living in the area. An average of 20 people supported each year.
- Ongoing innovative programme of activity for service users designed to promote inclusion based on the personalisation and individually designed support.
- Ongoing support for carers through the continued operation and development of the carers support group and access to information.
- Excellent feedback from the Care Inspectorate on the quality of the service delivered – the organisation has consistently received positive feedback from inspections on the quality of the services provided.
- Highly experienced staff within the organisation and an excellent pool of volunteers working to support the service.
- Robust governance arrangements in place with good reporting and management structures established.
- New financial model has been established that has sustained the service – this has included excellent progress on fundraising alongside the move towards income from Direct Payments and Self Funded Places.

4.11 It is evident from the evaluation, that the main strength of the organisation is the quality of the service being delivered. This has been sustained over the last three years and is reflected in the feedback from the Care Inspectorate and the satisfaction of service users.

Review of External Environment

4.12 The evaluation has provided an opportunity to consider the future development of the service and the approach that should be adopted to sustain the work of the organisation. As part of this process, consideration has been given to the changes taking place in the wider operating environment and the impact this may have on the organisation.

4.13 It is recognised that the organisation is operating within a rapidly changing environment with a range of developments taking place. These include:

- Demographic changes and the increasing number of older people living within South Lanarkshire.
- Increasing number of people being diagnosed with dementia in South Lanarkshire (circa 5,000 people 2013) that is set to increase over the next ten years.
- Increasing recognition of the needs of carers and the requirement for additional support to help them cope with their caring role.
- Ongoing pressure on public sector finance that is projected to increase over the next few years – increasing demand on services and reducing public sector budgets.
- Strong policy commitment at a National and Local Level to the Reshaping of Public Services focussed on “shifting the balance of care”. This includes work to focus more on early intervention and prevention; increased joint working; and an ongoing commitment to outcome based approaches.
- Strong commitment to the “personalisation” of services that are designed to support people live independently for as long as possible and reduce the need for more complex care. This includes the ongoing development of Self Directed Support and the commitment to giving people more control and choice over the support they receive.

4.14 It is recognised that the work of East Kilbride and District Dementia Carers Group makes a significant contribution to the current policy priorities, and that the organisation is an effective provider of high quality day opportunities for people with dementia and their carers. However, it is also noted that the potential to develop this work is impacted by two main factors:

- Current approach within South Lanarkshire is focussed on consolidating and developing exiting public sector services and reshaping provision to meet local needs. Limited evidence of investment in the third sector provision in relation to the commissioning of new services.
- Ongoing issues in relation to value for money of the existing service – the current operation delivers a high quality service for clients within a small scale and personalised environment. However, this approach is expensive to operate due to the scale of the operation and the relative overhead costs.

4.15 Both of these factors will have an influence on the future development of the service and will limit the potential for securing public sector funding to support the work of the organisation.

Development Options

4.16 Against this backdrop, it is also recognised that opportunities do exist to support the future development of the service and address issues of sustainability. The evaluation report suggests that this will involve a programme of work to address a number of issues as follows:

- Organisation has been successful over the last three year in developing a new funding model. However, the approach is highly dependent on securing significant amount of money each year through fundraising activity. The fundraising activity has been extremely successful but it is suggested that this will be difficult to sustain this level of activity over the longer term.
- Limited progress has been made by the organisation in relation to securing grant funding to support its work. Opportunities exist for the organisation to secure resources from a range of external funding sources that could be used to support and develop the work. However, it is recognised that this will involve the organisation addressing the capacity issue and perhaps exploring the opportunity for external support in relation to grant funding.
- The evaluation report indicates that it is important that the organisation improves the position in relation to value for money. This could be achieved through the development of new and additional services in response to local needs. This approach would be designed to expand the range of services provided; increase the economy of scale of the operation; and deliver a more cost effective package of support.
- Good progress has been made over the last three years by the organisation in progressing partnership and joint working arrangements. An example of this is the Memory Cafe that is operated jointly with Alzheimer's Scotland and NHS Community Mental health Team. This approach has raised the profile of the organisation in the local area and provides an opportunity for future joint initiatives and project development.

4.17 Based on the approach set out above, the evaluation report sets out some options that could be considered to support the future development of the service. This includes opportunities around the development of community based services that looks to secure grant funding to support this work; opportunities for the development of home based services that builds on the Self Directed Support arrangements; and opportunities to progress joint working arrangements.

RECOMMENDATIONS

4.18 Based on the findings from the evaluation the following recommendations have been identified for consideration:

Maintaining Existing Operation

Recommendation 1: - It is recommended that priority should be given to maintaining the existing service. This will include ongoing work to maintain the quality of the service; maintaining client referrals; and sustaining the financial position of the organisation.

Development of Additional Day Facilities

Recommendation 2: - It is recommended that the organisation should not consider the development of additional day facilities at the present time unless there is a change in the commissioning approach by the public sector that would support such a development.

Development of Community Based Projects

Recommendation 3: - It is recommended that that consideration should be given to the opportunity to develop additional community based services in response to local needs. Any project should be designed to complement existing services and build on current activity. This would involve exploring the opportunity for grant support to fund any local initiative.

Development of Home Care Support Service

Recommendation 4: - It is recommended that consideration should be given to the opportunity to develop new Home Care Support Services. This would involve undertaking detailed feasibility work to assess the market potential for such a development.

Accessing Additional Support

Recommendation 5: - It is recommended that consideration should be given to the opportunity to access additional support from Voluntary Action South Lanarkshire in relation to accessing grant funding.

Developing Joint Working Arrangements

Recommendation 6: - It is recommended that consideration should be given to the opportunity for further joint working that could extend the range of services being provided and raise the profile of the organisation as an effective partner in the delivery of specialist services for people with dementia and their carers.