

Cancellation of Carr Gomm Mobile Teams Contracts covering Cowal, Kintyre, and Oban & Lorn

About the Proposal

Title of Proposal:

Cancellation of Carr Gomm Mobile Teams Contracts covering Cowal, Kintyre, and Oban & Lorn

Intended outcome of the proposal:

This will bring these 3 areas back into line with the other area which had these services removed in April 2025. Generating a saving of £500k

How does your proposal align with strategy?

Efficiently and effectively manage all resources to deliver best value

Description of proposal:

Following discussion with Carr Gomm we have agreed to cancel the 3 remaining Mobile Team contracts. In Cowal & Kintyre the clients will be transferred to standard care @ home services in those areas over a period of up to 3 months. In the Oban & Lorn area the mobile team's contract will be replaced by C@H contract for the same number of hours. This will replace agency workers in that area. The rationale for the change is partly based on ensuring equity of services across the HSCP, as mobile teams have already been withdrawn from Mid Argyll, Helensburgh, and Bute, and have never been provided on the islands. In addition an analysis of the activity demonstrated that these mobile teams were not providing value for money and not fulfilling their intended purpose

Lead and Appropriate Officers

Lead officer: James Gow

Lead officer job title: HSCP Chief Finance Officer

Lead officer service: Finance

Appropriate officer: Nicola Gillespie

Appropriate officer job title: Head of Complex Care & Registered Services

Who will deliver proposal: Simon Deveney

Signed off by: James Gow/ Nicola Gillespie

Date: 17/03/26

Evidence

Data - What data have you used to inform the IIA:

A detailed review of Mobile Teams activity data for 2024/25 & 2025/26 was undertaken from October 25 - January 2026. This demonstrated that all 3 Mobile Teams were undertaking mainly C@H activity which could be covered by local Care@Home providers (Internal &/or External). In addition it was clear from the data that all 3 teams were operating below the contracted hours, with Kintyre in particular delivering only around 60% of the contracted hours, and the other 2 areas delivering around 70-80% of the contracted hours. The most recent data showed that there were 9 clients in Kintyre, 9 clients in Cowal and 13 clients in Oban & Lorn supported by these services. All clients have been assessed as requiring a package of care, with needs that can be supported at home. All 13 in Oban & Lorn will be immediately transferred to an alternative provider. In Cowal & Kintyre the 3 month transition period is expected to be sufficient to allow the transfer to an alternative C@H provision

Other information - This may include reference to reports by other people / organisations relevant to the impacts you identified.

Data provided by Carr Gomm was used as part of the overall analysis. This included data on the number of service users, their location and the number of visits per day

Gaps in evidence.

It remains unclear what the impact on delayed discharges will be other than to acknowledge that there may be an initial increase in delayed discharges in the Kintyre and Cowal area. This is unlikely to be the case in Oban & Lorn though. This may be mitigated by other HSCP work on delayed discharges.

The review did not consider the individual service user profile as all service users referred to the Mobile teams should either be discharged from the service within 6 weeks of admission to the service or transferred to local Care @ Home services if required.

Knock on affect:

Initially there will be a requirement to transfer the clients to other internal or external Care@Home providers, which could result in an increase in delayed discharges

Knock on affect details.

It is expected to take up to 3 months to transfer all of the clients to Care@Home, and funding has been identified to cover this period. During this time it is expected that there will be an increase in delayed discharges as these clients would be prioritised over clients awaiting new care packages in hospital.

No specific assessment of the impact on those awaiting new care packages has been undertaken as those awaiting discharge changes constantly. Therefore any assessment would be out of date very quickly and certainly before this proposal is implemented

Monitoring - How will you monitor the impacts of your proposal:

The transfer of the Mobile Team clients will be monitored by local teams and reported weekly to ensure that all clients are transferred within the 3 month target period. Delayed discharges will continue to be reported by the performance & planning team, and escalated to the Head of Service and SLT as required

Monitoring of client transfers to C@H will be undertaken by the Resources Team leads in each area supported by the HCO and HCPO for that area.

Fairer Scotland

Impact on service users

Category	Impact
Mainland rural population	Negative
Island population	No Impact
Low income	No Impact
Low wealth	No Impact
Material deprivation	No Impact
Area deprivation	No Impact
Socio-economic	No Impact
Communities of place	Negative
Communities of interest	No Impact

Impacts details.

Impact would be removal of an element of social care provision within 3 of mainland rural settings. The 3 affected areas are Kintyre, Cowal, and Oban & Lorn. However, the existing clients will still receive care from Care@Home services rather than from the mobile teams. All future clients who would have been referred to the mobile team will instead be referred to Care@Home services, so the longer term impact should be negligible

Impact on service deliverers

Category	Impact
Mainland rural population	Negative
Island population	No Impact
Low income	No Impact
Low wealth	No Impact
Material deprivation	No Impact
Area deprivation	No Impact
Socio-economic	Negative
Communities of place	No Impact
Communities of interest	No Impact

Impacts details:

There will be a loss of income for Carr Gomm from the loss of the contracts in Cowal & Kintyre. However, we have agreed a new Care@Home contract for the Oban Area with Carr Gomm which limits the impact on their income plus potentially allow them to expand that service to gain additional income over the coming year by replacing agency provision, which is the main provider of Care@Home in the Oban & Lorn area at present.

Don't knows:

Unclear if Carr Gomm will be able to expand their Care@Home provision in the Oban area beyond the initial 154 hours per week currently agreed, but if they can it will have a positive impact in that area. For the other 2 areas (Kintyre & Cowal), the small staff groups in those areas will either be redeployed by Carr Gomm or made redundant

Due regard

Through the review process the HSCP have tried to identify best option to delivering this change. We have considered all of the possible ways to redesign the service in a way that has the least impact on service users; the provider organisation; and their employees; and we believe that the option we have agreed with Carr Gomm achieves those objectives while meeting our obligation to ensure value for money

Consumer duty

Does your proposal affect individuals, businesses or both?

This proposal effects individual clients as their care will be future care will be delivered by another service provider, and it effects Carr Gomm as a business as they will loss income and has to deal with staff redeployment and/or redundancies

On the basis of your assessment, what are the likely impacts of your proposal?

Category	Impact
Choice	No impact
Fairness	No Impact
Redress	No Impact
Safety	No Impact
Information	No Impact
Access	Negative
Representation	No Impact

Positive impacts you have identified:

The reduction in agency use in the Oban & Lorn area should result in a positive impact on consumers of Care@Home services in that area with improved consistency of care and consistency of personnel.

Negative impacts you have identified:

A short term increase in delayed discharges has previously been noted in this IIA as a potential negative impact of this proposal. In addition current clients will have their care transferred from Carr Gomm to another local Care@Home provider which may be a concern or unsettling for those clients

What alternatives have you considered which can improve outcome for customers and/or reduce harm?

All current customers will continue to receive care from the Carr Gomm team until they are transferred to alternative Care@Home services. This will minimise the risk of harm. No client will have a reduction in service provision either during the transition period or following transfers to an alternative Care@Home provider unless their care needs reduce.

How have you reduced harm to consumers through the development of your proposal?

This proposal should have a neutral impact on current consumers of the service, however it is recognised that some of those currently awaiting Care@Home services may face a delay in accessing that service while we prioritise the transfer of the mobile team clients to alternative Care@Home providers

If you have not been able to reduce harm to your consumers, why not?

We have minimised the risk of harm to current service users through negotiation with Carr Gomm on how this change will be implemented

Children rights and wellbeing

Are there any aspects to your proposal which directly impact on children?

We have screened this proposal for relevance and concluded that a Children's Rights and Wellbeing Impact Assessment is not required because this proposal will not obviously impact, directly nor indirectly, children under the age of 18

Direct impact on children details.

None

Are the any aspects to your proposal which indirectly impact on children?

No

Children rights

Complete the options relating to the general principles.

Category	Impact
Article 2: (non-discrimination)	No Impact
Article 3: (best interests of the child)	No Impact
Article 6: (life, survival and development)	No Impact
Article 12: (respect for the views of the child)	No Impact

Have you identified any other article as being relevant to your proposal?

No

Children's wellbeing

Category	Impact
Safe	No Impact
Healthy	No Impact
Achieving	No Impact
Nurtured	No Impact
Active	No Impact
Respected	No Impact
Responsible	No Impact
Included	No Impact

For the indicators where you believe your proposal will result in reduced children's wellbeing, explain what these reductions will be.

[blank]

For the indicators where you believe your proposal will result in improved children's wellbeing, explain what these improvements will be.

[blank]

If you have identified any indicators as being relevant to your proposal, but you do not know what the impacts will be, explain how you will monitor impact as your proposal progresses.

[blank]

Island Community

How many islands does your proposal affect?

NONE – Mobile teams do not cover islands as this was not included in the contract with Carr Gomm

Which islands are affected by your proposal?

None, we have screened this proposal for relevance and concluded that an Island Communities Impact Assessment is not required because this proposal will not affect islands in a way which is different to other areas and will not disadvantage island communities relative to their mainland counterparts. Mobile team services have never been provided on islands, and the cancellation of mainland mobile team contracts does not alter the position for island communities. Nor will this proposal disadvantage some island communities relative to others

Does your proposal impact on Island communities?

Category	Impact
Demography	
Economy	
Society	

Describe any positive impacts you have identified.

[blank]

Describe any negative impacts you have identified.

[blank]

If you do not know what the impacts will be, you should reflect this in your monitoring arrangements for the proposal.

[blank]

Describe how your proposal affects the islands communities you have identified differently from other communities including other islands communities and mainland areas.

[blank]

How will you ensure your proposal delivers equivalent levels of service to the islands communities you have identified compared to other areas, including mainland areas?

[blank]

If you have not been able to mitigate impacts, why not?

[blank]

Equality impact

Equality impact on service users

Category	Impact
Disability	No impact
Race	No Impact
Marriage and civil partnership	No Impact
Religion or belief	No Impact
Sex	Negative

Pregnancy and maternity	No Impact
Age	Negative
Sexual orientation	No Impact
Gender reassignment	No Impact

Impact on service users.

For all service users there will be a short transition period when their care will be transferred from Carr Gomm to an alternative Care@Home provider. This may have a short term negative impact on some clients as they will be receiving their care from different staff. The majority of clients are older people and as a higher proportion of clients are likely to be female it could be considered that this change will have a disproportionate impact on older people and females.

Don't knows identified:

None specific to protected characteristics

Equality impact on service deliverers

Category	Impact
Disability	No Impact
Race	No Impact
Marriage and civil partnership	No Impact
Religion or belief	No Impact
Sex	Negative
Pregnancy and maternity	No Impact
Age	Negative
Sexual orientation	No Impact
Gender reassignment	No Impact

Impact on service deliverers.

There are likely to be a small number of Carr Gomm staff in the Cowal & Kintyre area impacted by this proposal. As the workforce is predominantly female there will be a higher impact on female employees. Older staff may also have more difficulty finding alternative employment if made redundant

Don't knows identified.

The final number of staff who will be made redundant by Carr Gomm if they are unable to redeploy them to other parts of their service

Due regard.

We have worked closely with Carr Gomm to mitigate the impact of this proposal. Local teams are committed to ensuring that clients are transferred to alternative Care@Home providers as quickly and smoothly as possible. We have minimised the number of staff affected by agreeing to the retention of the staff based in Oban & Lorn to provide Care@Home services.