



Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Date: 12 August 2013

**Committee:
Health and Adult Social Care Scrutiny Committee**

Date: Monday, 19 August 2013

Time: 12.30 pm

Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

You are requested to attend the above meeting.
The Agenda is attached

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Members of Health and Adult Social Care Scrutiny Committee

Gerald Dakin (Chairman)

Jane Mackenzie

David Minnery (Vice Chairman)

Peggy Mullock

John Cadwallader

Peter Nutting

Tracey Huffer

Vivienne Parry

Simon Jones

Madge Shineton

Your Committee Officer is:

Fiona Howe

Tel: 01743 252876

Email: Fiona.howe@shropshire.gov.uk

AGENDA

1 Apologies for Absence and Substitutes

2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

3 Public Question Time

To receive any questions, statements or petitions from the public of which members of the public have given notice.

Deadline for notification is: Wednesday, 14 August 2013
Contact: Fiona Howe (01743) 252876

4 Members Question Time

To receive any questions of which members of the Council have given notice.

Contact: Fiona Howe (01743) 252876

5 Call-In Day Service Reconfiguration (Pages 1 - 76)

A copy of the Call-In Notice received from the leader of the Council's Labour Group together with the report considered by Shropshire's Portfolio Holder Decision Making Session on 1 August 2013, are attached, marked **5**.

This decision has been called in by the Labour Group and Liberal Democrat Group, as detailed in the Call-In Notice. The Scrutiny Committee is asked to consider the report and the decision taken by the Portfolio Holder.

If having considered the decision, the Scrutiny Committee is still concerned about the decision, then it may refer the matter back to Cabinet, setting out in writing the nature of its concerns. If the Scrutiny Committee does not refer the matter back to Cabinet, the decision shall take effect on the date of the Scrutiny meeting.

The delegated Portfolio Holder decision was as follows:

The transformation of day services proceeds in line with the adult social care strategy and the outcomes of the consultation on the transformation to

modernise day services.

- A. The transformation of day services proceeds in line with the adult social care strategy and the outcomes of the consultation on the transformation to modernise day services.
- B. That the use of day centre buildings, as a primary means of delivering day time support is reduced by both utilising existing accommodation to maximum effect, supporting individuals to take up alternatives to building based services in line with transformation activities already underway and that where accommodation is not being utilised effectively that accommodation is rationalised accordingly. The details of the transformation plan are attached in Appendix D (as amended).
- C. That the Adult Social Care service confirms the model and resources required to meet the specialist day service provision required by those with some of those with most complex physical health and disability needs.
- D. That commissioning of support for day time activities is undertaken at strategic level for those areas where specialist day service provision is needed, that locality commissioning opportunities are developed for the personal assistance-based resource needed to support some personalised alternatives and that brokerage resources are commissioned supporting individuals with personal budgets.

6 Date and Time of the Next Meeting of the Committee

The Committee is scheduled to next meeting at 10.00 a.m. on Monday, 7 October 2013 at 10.00 a.m.

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Agenda Item 5

CALL IN NOTICE FROM COUNCILLOR A MOSLEY LEADER OF THE LABOUR GROUP

I wish to call in the decision made by Councillor Tim Barker, Portfolio Holder for Adult Services, made on 1 August 2013.

Reason for call in:

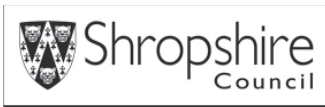
There has been insufficient attention given to the potential for all-party talks regarding the decision making process and the particular outcomes for such a vital service area.

Alternatives for consideration:

The alternative course of action proposed is that the decision be set aside until the formation, deliberation and report of a Commission. The Commission to comprise representatives of all parties, expert advisor, relevant interest groups, including representatives of users of service and carers. The precise composition and terms of reference to be determined by the Scrutiny Committee.

Councillor Alan Mosley
Labour Group Leader, Shropshire Council

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Committee and Date
Portfolio Holders Decision
Making Meeting – Adult
Services
1 st August 2013
Health & Adult Social Care
Scrutiny Committee
10.00 a.m.

Item
5
Public

DAY SERVICE RECONFIGURATION

Responsible Officer Stephen T Chandler
e-mail: Stephen.chandler@shropshire.gov.uk Tel: 01743 253704

1. Summary

- 1.1 The demand for social care support increases each year with people living longer and more people living with longer term conditions; there are an increasing number of young adults in transition to adult services and adults with complex needs. There is an increased public expectation and, rightly an expectation of more personal and flexible support for those eligible for social care. This increased demand for service is at a time when the council is facing unprecedented financial pressures with an overall reduction in the financial settlement.
- 1.2 In order to respond to these challenges whilst continuing to deliver high quality support and service offers, we need to radically transform our services - whilst giving a clear signal of a different offer of support to individuals in the future. An offer that focuses on maximising the individual's potential utilising their individual capabilities, their family and community resources and with less expenditure on formal place based and funded council support.
- 1.3 Social care is often a vital part of enabling people to live healthy and independent lives but it is far from being the only component of enabling people to live fulfilled lives. We must build and harness the contributions communities can make to support themselves and the people living in them. There are already notable successes, where as a consequence of transformation and a different approach to supporting individuals this has been possible.
- 1.4 During 2012 Shropshire Council confirmed its ambition to become a commissioning council. As part of realising this objective the council has developed a range of commissioning models at strategic commissioning level, locality commissioning level and through personal commissioning

using personal budgets. Each of these commissioning options provides an opportunity to support the transformation of adult social care services.

- 1.5 The transformation of Adult Social Care has been underway in Shropshire for a number of years, focusing on the delivery of personalised services within the existing day service provision. A number of positive changes have occurred in recent years as part of this process including increased choices and variety of support, maximising individuals potential and use of local resources. This has also included the rationalising of some building based provision.

2. Recommendations

- 2.1 The portfolio holder for adult social care approves the following:
 - 2.1.1 The transformation of day services proceeds in line with the adult social care strategy and the outcomes of the consultation on the transformation to modernise day services.
 - 2.1.2 That the use of day centre buildings, as a primary means of delivering day time support is reduced by both utilising existing accommodation to maximum effect, supporting individuals to take up alternatives to building based services in line with transformation activities already underway and that where accommodation is not being utilised effectively that accommodation is rationalised accordingly. The details of the transformation plan are attached in Appendix D.
 - 2.1.3 That the Adult Social Care service confirms the model and resources required to meet the specialist day service provision required by those with some of those with most complex physical health and disability needs.
 - 2.1.4 That commissioning of support for day time activities is undertaken at strategic level for those areas where specialist day service provision is needed, that locality commissioning opportunities are developed for the personal assistance-based resource needed to support some personalised alternatives and that brokerage resources are commissioned supporting individuals with personal budgets.

REPORT:

3. Introduction

- 3.1 Over the last 3 years adult social care services in Shropshire have undertaken a series of significant consultation activities to gather the views of users of services, their carers' and other stakeholders about what is important in the delivery of social care, what works well in relation to current services provided and what needs to be included in future service developments. The details of both the consultation process and outcomes are included in Appendix A.

- 3.2 This gathering of opinions, views and thoughts began with development of the adult social care strategy 'Live Life Your Way' published and approved by cabinet in October 2011, was followed by a further and very detailed consultation regarding the future of day time activities specifically the use of a personalised approach to support service change during the summer of 2012 with a formal report to Cabinet in September 2012. (Appendix B).
- 3.3 The overwhelming feedback from both exercises was that people want much more choice and control over the way services are organised and delivered. People want services to be modern and aligned to the activities and support that individuals could expect to receive if they were non-disabled or in receipt of any form of support. People also wanted to be able to experience these opportunities irrespective of their level of disability or age.
- 3.4 People also expressed concerns about service models that risked segregation from main stream society and reduced the opportunity to integrate with other non-disabled members of their community. Since 2011 there have been a number of individual changes that have occurred, specifically within the services that support people during the day; the review of support provided to individuals who had been attending The Grange Day Centre in Shrewsbury; the development of individualised packages of support for people who historically used traditional day centres and people who approached the service for the first time. In addition, a move away from using buildings in both Coton Hill and Ellesmere has supported a positive change for individuals.
- 3.5 Proposed Changes
- 3.5.1 The service has now reached a point where it is important to progress at pace the transformation of the way people in Shropshire receive that support. This transformation builds clearly on the experiences and activities to date and seeks to put the individual service user at the heart of service delivery. It does however recognise, and our experience has shown us, that people are naturally hesitant about changes and may not take up the opportunity of doing something different even if they believe that a new support arrangement will be much more positive, due to the anxiety and influences that they receive. For this, we believe that it is necessary to set a clear change agenda programme and to ensure we provide the right levels of support for individuals during that transformation process. The transformation of day services will concentrate on individual and total service review with a view to completion by no later than December 2014.
- 3.6 The outline plan for each existing service are set out in Appendix D.
- 3.7 There will be a number of overarching principles that will underpin the transformation as follows:

- In line with the council's strategic aim to be a commissioning council adult social care will from January 2015 cease to be a provider of any form of day time opportunities but will purely commission these where appropriate on behalf of individuals.
- The transformation agenda will seek to maximise the opportunities that local commissioning or individual commissioning using personal budgets offers.
- Individual and appropriate levels of support will be provided to maximise the opportunities in both these areas.
- The changes in service will be implemented using a well-established and comprehensive process including an individual review and planning meetings; the involvement of family carers and advocates; an individual timetable for each service and service users based upon the outcome of the reviews.

4. The Challenges and Opportunities

4.1 The challenge in transforming day service provision is to adequately explain and indeed convince existing users of services and their families that the alternative to a day centre or to a programme of activities that focuses solely on a day centre are credible and possible. The service now has a number of clear examples where it has already successfully supported individuals in changing the way daytime support is organised and delivered which offers greater personalisation whilst maintaining some of the key features of their original programme that were important. This convincingly shows both the success of sensitive engagement and planning with vulnerable people, many of whom have complex communication needs as well as identifying suitable and more positive outcomes.

4.2 Carers

4.2.1 Carers provide a valuable resource both supporting the individual whilst they are home, reassuring the individual in respect of their planned activities and through day services receiving an element of respite from their caring role. The council recognises the importance of ensuring that this support continues and as with individuals now has a proven track record of ensuring that the support day service has provided to carers is replaced by adequate and equivalent support.

4.2.2 Practical examples of the positive changes that individuals have received are set out in Appendix C.

4.3 Staffing.

4.3.1 The transformation of day services will have a number of impacts on staffing. The role that staff play now and the role that staff play in the future will be very different. There will be opportunities for people to undertake new roles such as brokerage and personal assistance but will require individuals to be much more flexible and confident than they have been required to in the past.

4.3.2 There will also be less staff required overall to provide support, this will be due to less bureaucracy surrounding the overall organisation and management of day services, less staff required to supply direct support as individuals will share support. Individuals will as well access social capital and will access activities which in themselves include support. Initial assessments and experience have shown that a 30 to 40% reduction in the staffing is possible within the new model. This reduction is in line with the Council's experience of transforming other services and the Council's overall staffing plan. The service will seek to minimise the negative impact of such changes on the workforce through appropriate skilling of staff to take on new roles and duties, redeployment to other council services and through other means such as redundancy management.

4.4 Commercial Focus – Daytime Activities

4.4.1 There are a number of commercially focused daytime services at present these include Corner Patch, Maesbury Metals, Oak farm and Greenacres farm. The concept of having a range of commercially orientated activities coupled with appropriate levels of support is one that people felt was important to continue in the future but the sustainability of such services is only possible if they are able to attract individuals who want to attend such resources and they are able to secure income.

4.4.2 The Council will through this transformation work robustly to secure the long term future of each of these services building on the work that has already been undertaken.

4.5 Buildings

4.5.1 Our analysis carried out within the current day centre provision evidence confirms the on-going need for some specific buildings. This we believe is for individuals that predominately have the most complex learning and physical disabilities. Current and future levels of demand have identified the requirement for 2 physical bases to support these groups. We believe that on current and future demands one is best located in Shrewsbury and one in Oswestry.

4.5.2 In relation to other building requirements the overarching principle is that where an individual requires a building as either a base or a meeting point; their local community based facilities are used for this purpose with a definite move away from the reliance on local authority provided buildings that are provided solely for day service provision. The model of having council owned and run buildings that are used solely for the purpose of day time activities has an inherent segregation from local communities and whilst significant efforts have been made to integrate local communities into our existing buildings this has not proved to be successful. There are now a number of successful examples of where community' resources are used effectively, thus providing a positive opportunity for people to integrate within the local communities as well as providing valuable financial support to small communities.

4.5.3 As set out in 3.3.1 where staff are required either, as a result of local commissioning, or personal commissioning or indeed whether there are significant services for people with complex needs, the council will seek to identify a range of provider options for this. However, the council will cease as the employer and deliverer of these services.

4.5.4 There are a number of specific buildings (PFI) that the council will continue to have an on-going responsibility for. The use of these buildings will be explained as part of the individual planning for the people in that area. The council will wish to ensure these building are used to maximum effect, ideally much more local community based resources where some day time activities may continue but they do not exist solely at a day centre.

5. Risk Assessment and Opportunities Appraisal

5.1 Risk Management Appraisal

5.1.1 The proposed transformation of day services using personalisation will ensure an equitable approach to offering services and support. By ensuring transformation plans are developed on the basis of individual reviews including all stakeholders then the person will remain the centre of the change.

5.2 Human Rights Act Appraisal

5.2.1 The proposal to transfer day services using personalisation across all services offers is compatible with Human Rights Act.

5.3 Equalities Appraisal

5.3.1 The transformation of day services through a personalised approach will ensure that individual needs are met in a tailored and individual way.

6. Financial Implications

6.1 The full financial implications of the overall transformation can only be confirmed when the final implementation of charges occurs.

6.2 Savings however, have been identified across the 3 key areas of expenditure namely building usage, transport and staffing

6.3 A provisional saving of £1.6 million has been developed based on the specific proposal where the greater detail is available for. The detail is included in Appendix E

7. Conclusion

- 7.1 The transformation of day services is a critical part of the overall adult social care agenda. This transformation of services has already been underway for many years with many people having benefited from a modern service.
- 7.2 The approach to transforming day services has been used successfully within Shropshire, managing the inherent stress associated with such a change process involving vulnerable people, their carer's and staff.
- 7.3 This transformation not only will provide a better individualised package for people but also will deliver savings for the council.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Member (Portfolio Holder). Tim Barker

Local Member. All, county wide changes

Appendices

Appendix A – 'Live Life Your Way' Adult Social Care Strategy Report on Consultation Outcomes

Appendix B – Personalisation of Adult Social Care Services in Shropshire – Next Steps

Appendix C – Case examples of positive changes already achieved

Appendix D – Day Service Transformation Plan

Appendix E – Value for Money Plan

Appendix F - EINA

Declaration of Interest

- I have no interest to declare in respect of this report

Signed Date
NAME:
PORTFOLIO HOLDER FOR:

- I have to declare an interest in respect of this report

Signed Date
NAME:
PORTFOLIO HOLDER FOR:

(Note: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter.)

For the reasons set out in the report, I agree the recommendation(s) in the report entitled

Signed
Portfolio Holder for
Date

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and pro-forma is returned to Democratic Services for processing.

Additional comment :
.....
.....

Note: If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, Head of Legal and Democratic Services, Chief Executive and the Head of Finance, Governance and Assurance (S151 Officer) and, if there are staffing implications the Head of Human Resources (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Portfolio Holder: Your decision will now be published and communicated to all Members of Council. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication.

‘Live Life your Way’

A STRATEGY FOR THE FUTURE OF ADULT SOCIAL CARE IN SHROPSHIRE

live life: your way



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Appendix B – Consultation Methods

Appendix C – Consultation Events Schedule

Appendix D - Diversity Monitoring

Appendix E - Examples of Materials used

Appendix F – Consultation Key Messages

Appendix G – Draft Implementation Plan

1.0 Background to the Strategy

Shropshire Council undertook its most comprehensive consultation on the transformation of Adult Social Care over a period of 3 months from the 4th July 2011 to the 30th September 2011. During this time over 600 people took part in events and discussions as follows:

- 6 Public events held throughout the county
- 2 Stakeholder events
- 15 smaller discussion groups held in local day centres and with stakeholder groups
- 3 Staff events held in north, south and central locations
- A member briefing was held attended by 28 councillors
- A feedback event attended by approximately 90 delegates was held

Full details of the consultation methodology can be found at Appendices B-E.

Consultation Outcomes:

This period of consultation has been the most extensive about adult social care in Shropshire for a number of years. This reflects both the level of and the importance of the wide ranging changes that are required to ensure service provision for the most vulnerable in our local communities.

The extensive public consultation resulted in a wealth of information and data which has been used to produce this strategy for Adult Social Care. A number of significant key messages have emerged of the things that are the most important to the people who use or come into contact with our services. There has been some positive and negative feedback and also some useful and practical ideas for future service provision. Detailed below are the key areas that have been highlighted as important to people:

- Support for the Individual being Tailored to their Needs and Preferences and Localised within their Communities
- Good Information & Communication Systems and Processes
- Simple Processes that are Easy for the User to Follow
- Effective Partnership across all Partners
- High Quality Staff/Service
- Support for Carers (Broad Ranging)
- Better use of Transport Resources
- Developing the Role of the Council as a Facilitator
- Improving Community Involvement and increased use of the Voluntary Sector
- More use of Technology
- Improve Access to College and Employment
- Improve Peoples Opportunities to Socialise and to be an Effective Member of their Communities
- Modernise Day Centres
- Housing

Full details of key messages can be found at Appendix F.

1.1 Local Context

In the vision for adult social care presented to cabinet in June 2011 we said that future service models would be based on the principles of working together, prevention, enabling, maximising independence, and providing targeted incremental support where it is needed. The key messages from the consultation highlight that these areas are also felt to be the important principles by those who use or are affected by our services.

We said that users of services no longer want a narrow range of standardised support options, as has been traditionally the case but, rather, now want personal support that enables them to remain independent and active members of their communities for as long as possible. The key messages from the consultation agree with this particularly in terms of **'Supporting the Individual.'**

We aimed to create a culture that encourages and supports collaboration, innovation and collective learning. Improving outcomes through greater choice and control, offered through a joined up approach across health and care services. The consultation with public and service users has shown that **'Effective Partnerships'** are an inherently important factor in ensuring the successful delivery of Adult Social Care services.

Throughout the consultation process people told us that they want to the **'Council to act as a Facilitator'** – to enable them to do things for themselves. We want to improve the range of choices being offered to people focusing on empowering and giving a clear voice to all residents (and their carers) who need care services.

We believe that by making care services more personalised, more preventative, more efficient and more focused, better outcomes that meet the evolving needs of our local communities are possible. We also believe that real efficiencies can be achieved, to provide greater public value as well as more personalised care services.

In our vision for the future of Adult Social Care in Shropshire we set out a number of key elements that will make service transformation a success. The feedback we have received throughout the consultation has endorsed this vision based on the following principles:

'Participation': encouraging, engaging and promoting local participation and contribution.

'Prevention and enablement': empowering local people and communities to work together to maintain independence. Where it is needed, we will support communities and help people to retain and regain independence through integrated and joined up services and promotion of new support and assistive technologies, such as Telecare and Telehealth.

‘Personalisation’: personalisation starts with the person not the service. We will ensure that individuals, not institutions, take control of their care. Personal budgets, preferably as direct payments, will be provided to all eligible people. Information about care and support will be more relevant, accessible and available for all local people, regardless of whether or not they fund their own care.

‘Partnership’: care and support will be delivered in a partnership between individuals, communities, the voluntary and private sectors, the NHS and Shropshire Council - including wider support services, such as housing, leisure, training, education and employment.

‘Plurality’: the variety of people’s needs will be matched by diverse service provision, with a broad market of high quality service providers.

We want to get to a position where service users can engage with the market and are able to purchase services that help them achieve their planned care outcomes.

We want to promote competition within care markets in order to make sure providers are responsive to users’ requirements and at the same time ensure quality of service is maintained.

‘Protection’: there will be sensible safeguards against the risk of abuse or neglect. Risk will no longer be an excuse to limit people’s freedom. Published information about agreed quality outcomes will support greater transparency and accountability. Decision making by users will be informed by this information.

‘Productivity’: Greater personal choice and transparent published information about services will drive increases in productivity and value for money.

‘People’: the Council has significant resources to help providers create a highly skilled and innovative workforce, who can provide care and support with compassion, empathy, creativity and imagination. The Council recognises that the whole workforce, including care workers, nurses, occupational therapists, physiotherapists and social workers, alongside carers and the people who use services must have access to learning and self development opportunities to lead the transformation of care services across all care domains be they public, private or third sector based.

1.2 National Context

This strategy has been developed on the basis of the feedback from the consultation process but has also considered the national policy drivers:

- A Vision for Adult Social Care: Capable Communities and Active Citizen, Department of Health, 16th November 2010.
- Transparency in outcomes: A framework for quality to adult social care
- The Association of Directors of Adult Social Care (ADASS) – How to make best use of reducing resources: A whole system approach

- Making a Strategic Shift to Prevention and Early Intervention 2008 (Putting People First)
- Think Local, Act Personal, January 2011

2.0 Vision

Our vision for the future of Adult Social Care in Shropshire is to put people in the driving seat deciding more and more how they want to Live Life their Way! Put simply we want people who are able to, to commission their own care within the resources available to them. The vision for the future is that the Council's role will become one of a facilitator and enabler rather than a provider of services. We will provide support to help people plan their care and take control over decisions. We will ensure we safeguard those most vulnerable adults and maintain a high quality service.

2.1 Aims

We set out a number of strategic aims to achieve this vision, the Council will act as a facilitator to:

Aim 1: Ensure information about services is made easily available to those who need it. Build a transparent information infrastructure that can support users and their families, and include information about existing providers and new market entrants, Shropshire Council, NHS partners and voluntary sector. To enable people to be better able to exercise personal choice and make decisions that are best for them based on relevant information.

Aim 2: Work effectively with our partners in health, business and the voluntary sector across boundaries and departments.

Aim 3: Enable people to lead independent, fulfilling lives becoming a greater part of their community through increased chances for socialising, gaining personal recognition and making helpful relationships while remaining in their own homes for as long as possible.

Aim 4: Encourage community and voluntary sector involvement in the provision of services. Enable groups/people to help each other and collaborate on a wide variety of issues, share knowledge and know how.

Aim 5: Ensure each person is treated as an individual whether as a person using our services or as a carer, family member or friend and provide tailored support to those who need it. Enable people to confidently select appropriate quality services or equipment and feel secure about their personal safety and lifestyle.

3.0 Implementation

3.1 Priority areas for further work

These areas form the focus of the implementation plan (*Appendix G*)

- Encourage and develop further social enterprise:
 - Through day services review – multi use community centre's, drop in etc.
 - Through voluntary groups and by linking with local businesses and working in collaboration with the business and enterprise team.
- More accessible information communicated more effectively:
 - Database of information – web based search engine/directory–signpost to this through parish councils, GP's, local businesses.
 - Make information in person – use of drop in centres
 - Use local/digit TV
 - Maximise knowledge of First Point of Contact Staff (FPoC)
- Community and voluntary sector involvement:
 - Capacity building in the community – opportunities for: start ups, existing for profit and not for profit organisations
 - Use community to disseminate information
 - Facilitate volunteer recruitment scheme such as retirement courses
 - Help voluntary groups promote themselves – provide a mechanism for web promotion
 - Encourage use of and promote the Voluntary and Community Sector Assembly (VCS)– audit of Shropshire's voluntary groups – facilitate/encourage networking and collaboration
- More effective partnership working:
 - Link up with other council departments, ICT, Housing, Transport, Business & Enterprise through organised data sharing
 - Maximise links with health through Health & Well Being Board
 - Encourage greater links with business sector
- Encourage use of modern technology:
 - Help maintain independence through a greater use of Assistive Technology and Telecare support and electronic home care monitoring.
 - Work with other organisations and ICT team to encourage greater broadband provision and training for vulnerable people to encourage independence and avoid isolation.
- Enable socialisation through a variety of methods:
 - Enable and promote the use of personal budgets/personalisation
 - Review of day time opportunities including the role and future requirements of Day Centres
 - Introduction of charges across adult social care

- Better use of transport:
 - Review day services transport provision and capacity in down time
 - Work with transport team and voluntary organisations to provide innovative transport methods
 - Promote community transport through information database and other communications strategies

- Create more capacity in Short Term Assessment & Reablement for Young Adults and Older People to enable greater use of targeted support to enable people to remain independent

- Review in-house provision of residential and nursing homes:
 - To keep up with reduced demand through increased independence from other initiatives

3.2 Timetable for implementation

Develop framework and Implementation plan	October - November 2011
Agree framework and Implementation plan	Cabinet 16 th November 2011
Develop project plan	November - December 2011
Implement programme of transformation	January 2012 onwards

4.0 Monitoring, evaluation and review

An implementation plan to ensure the aims of this strategy are met is set out in *Appendix G*. Progress will be reviewed at regular intervals and reported as appropriate.

Appendices

Appendix B: Consultation Methods

Publicity:

Website:

- A new database Live Life: Your Way was created for the consultation including the following pages which give information about the consultation process and background and details of how to get involved including publicity of events:
 - [About live life: your way](#)
 - [How to get involved](#)
 - [Interesting facts](#)
 - [Living their life: their way](#)
 - [More information](#)

Press:

- An initial press release was made public through Shropshire Councils newsroom on the 4th July.
- Stephen Chandler (Group Manager for Assessment and Eligibility) gave an interview with the local press on the 4th July to highlight the importance of the consultation.
- A video of Ann Hartley explaining the Adult Social Care consultation with signing was made public on the 4th July and is available to view on the website.
- Press releases were issued following each event to promote the success of the events and to advertise future events.
- An article about Live Life Your Way was placed in the Independent Living Magazine with a front page spread.
- Stephen Chandler gave an interview with Radio Shropshire during a recent event at Ludlow.
- The campaign has also been highlighted in the Senior Citizen forum newsletter (September edition) which goes out to over 5,500 members. It mentions the campaign and the feedback event on 23 September.
- As far as possible each event was available to view via a live feed on the internet to enable those unable to attend to view.
- A press release was published on the newsroom ahead of the Feedback event outlining the consultation progress to date and inviting the public to attend the event.
- A video response to the consultation and live video streaming of the Feedback event was published on the website to coincide with the feedback event for those who cannot attend to find out about the consultation process and key messages.
- Radio Shropshire undertook interviews of key delegates following the Feedback event.

Intranet:

- A Live Life: Your Way intranet page was made available for all staff to find information about the consultation and inviting interested parties to attend a number of Staff Events in the three main areas of the county.

A feature on the home page directed people through to the intranet page, which in turn directed through to our main WebPages for further information.

Social Networking:

- A Facebook and Twitter account were set up for the consultation process; these pages linked through to the consultation webpages and provided regular updates on the consultation process. We have a number of followers on Twitter and tweets were issued during the public events.

Email:

- An initial email was sent out to approximately 500 key consultees and stakeholders informing them of the consultation process and inviting people to attend the public events. Two posters were also attached outlining the consultation and details of events and consultees were asked to print off and display the posters and encourage others to get involved.
- All council members and local MP's have also received an email regarding the consultation and inviting them to events.
- Update emails were sent out prior to the first public events to both categories above to act as a reminder for the events.
- Reminder emails were sent out to local members ahead of the area events.
- An email was sent out to consultees and members to inform them of an additional evening event.
- Attendees of previous events were invited by email where possible to the feedback event on the 23rd September.
- An email was also sent out to all consultees and stakeholder previously contacted and all members inviting them to attend the feedback event.

Postal:

- The two posters as mentioned above were also mailed out by post to approximately 300 standard consultees and council buildings including GP's, Leisure Centres, Libraries, Parish Councils, Post Offices, to be displayed to the public.

Responses:

- 89 email responses received; predominantly related to the public events.
- Over 600 people attended public events and discussion groups.

Events:

Two stakeholder's events have been held:

- VCS Assembly Event on the 8th July – Approximately 35-40 delegates attended the event in which Live Life: Your Way had a slot. Ruth Houghton Service Manager for Assessment & Eligibility gave a

presentation on the Transformation of Adult Social Care and the attendees were then facilitated through a group workshop exercise.

- Partnership Boards Event on the 22nd July – 40 Delegates attended the event which was introduced by Cllrs Ann Hartley and Stephen Charmley. Stephen Chandler Group Manager for Assessment & Eligibility gave a presentation on the Transformation of Adult Social Care and a group workshop took place.

Six public events have been held throughout the county:

- The first of 5 area public events was held for the Central area at the Shrewsbury Town Football Club on Friday 29th July between 930am and 12pm. - Over 80 members of the public attended the event which was introduced by Cllr Ann Hartley. Stephen Chandler Group Manager for Assessment & Eligibility gave a presentation on the Transformation of Adult Social Care and the attendees were then facilitated through a group workshop exercise.
- Further public events were held in the North West, North East, South East and South West areas of the county, plus a further event held in the Central area in the evening by request, approximately 100 people attended these events.

Staff events:

- Three staff events were held on the 5th September in the North, Central and South areas of the county. Staff were invited through the intranet and email. 44 staff attended.

Discussion groups:

- The first in a series of discussion groups were held on the 8th & 9th August at Hartley's day centre, with approximately 30 carers and service users.
- A further 2 discussion groups have been held in day centres in Shrewsbury combining 4 day centres into two events with approximately 40 attendees.
- 4 discussion groups have been held in day centres in the north of the county and 4 in day centres in the south talking to service users and staff with approximately 140 Older People and Adults with Learning Disabilities and staff being involved.
- A discussion group has been held with the Carers leadership group with 8 attendees.
- A discussion group has been held with the Peoples Panel with approx 20 attendees from the General Public.
- A discussion group has been held with the Parent Carers Council with 8 attendees.

Member briefing:

- A member briefing took place on the 5th September with 28 Councillors attending to hear about the consultation process and key messages so far and also to contribute personally to the consultation.

Feedback event:

- A final public event was held on the 23rd Sept to give Feedback on the Key Messages that have come out of the consultation process. This event involved a video and presentation on the details of the consultation process i.e. how many events were held, numbers of people attended, breakdown of the type of people that have been involved and how. The presentation then went on to give the key messages that have come from the consultation in general and broken down by the four domains. The event will also involve a brief explanation of the process involved in the formulation of the strategy.

Live Life Your Way Working Party:

- Information gathered at these events has been collated and fed into the LLYW working party with Cllr Keith Barrow. The party is a cross party group with representation from interested parties and key stakeholders.
- The purpose of the group is as a sounding board for the key messages coming out of the consultation and to provide a critical oversight to the development of proposals.

Appendix C: Consultation Events Schedule

Table 1: Public events schedule

Public Events			
Area	Date	Venue	Numbers Attended
Central	29.7.11	Shrewsbury Town Football Club	Approx 80
North West	4.8.11	Marches School Oswestry	25
South East	18.8.11	Bridgnorth Leisure Centre	20
North East	22.8.11	Whitchurch Leisure Centre	20
Central Evening	23.8.11	Community Hall, The Lantern	6
South West	24.8.11	Ludlow Food Centre	30
Discussion Groups			
Area	Date	Venue	Numbers Attended
North	16.8.11	Bradbury Day Centre, Whitchurch	Approx 15 + Service Users and staff
	13.9.11	Ellesmere Opps & The Meres	Approx 30 + Service Users and staff
	19.8.11	Oswestry, Lorne St	Approx 15 Service Users
	26.8.11	Oswestry Maesbury Metals and Cornerpatch	Approx 15 Service Users
Central	8.8.11	Hartleys, Shrewsbury	Approx 15 Service Users and staff
	9.8.11	Hartleys, Shrewsbury	Approx 15 parents/carers
	14.9.11	Albert Road & Aquamira, Shrewsbury	Approx 20 Service Users + staff
	15.9.11	Abbots Wood & Sabrina Court, Shrewsbury	Approx 20 Service Users + staff
South	8.9.11	Oak Farm,	Approx 20 + service users and staff
	8.9.11	Helena Lane	Approx 10 service users and staff
	9.9.11	Innage Lane	Approx 15 service users and staff
	16.9.11	Helena Lane	Approx 15 Service Users + staff
Stakeholder Events			
Group	Date	Venue	Number Attended
VCS Assembly	8.7.11	Shirehall Council Chamber	Approx 40 stakeholders from voluntary organisations

Partnership Boards	22.7.11	Community Hall, The Lantern	Approx 40 stakeholders from partnership boards
Peoples Panel	13.9.11	Guildhall Council Chamber	20 members of the general public
Carers Leadership Group	6.9.11	Abbots Wood	8 members of the carers leadership group
Parent Carers Council	16.9.11	Gateway, Shrewsbury	8 members of the group
Staff Events			
Area	Date	Venue	Number Attended
North	5.9.11	Castle View Council Chamber, Oswestry	13 members of staff
Central	5.9.11	The Guildhall Council Chamber, Shrewsbury	17 members of staff
South	5.9.11	Shropshire Hills Discovery Centre	14 members of staff
Member Briefings			
Invitees	Date	Venue	
All Members	5.9.11	Council Chamber, Shirehall	28 councillors

Appendix D: Diversity Monitoring

Table 2: Diversity Monitoring at Public Events

Numbers Attended	Diversity	
Approx 180 at the 6 public events	Gender	69% Female 31% Male
	Age Groups	1% 17 and under 72% 18 – 64 25% 65 – 79 2% 85 and above
	Disability	14% Physical disability 12% Learning disability 3.5% Sensory disability 3.5% Mental Health 13% long term limiting illness 54% none
	About You	12% Service User 30% Carer 11% Companion/family/friend 39% Stakeholder 8% General public
	Ethnicity	98% White British/English/Welsh/Scottish/Northern Irish 1% other white 1% any other

Figure 1: 6 Public Event Attendees by Disability

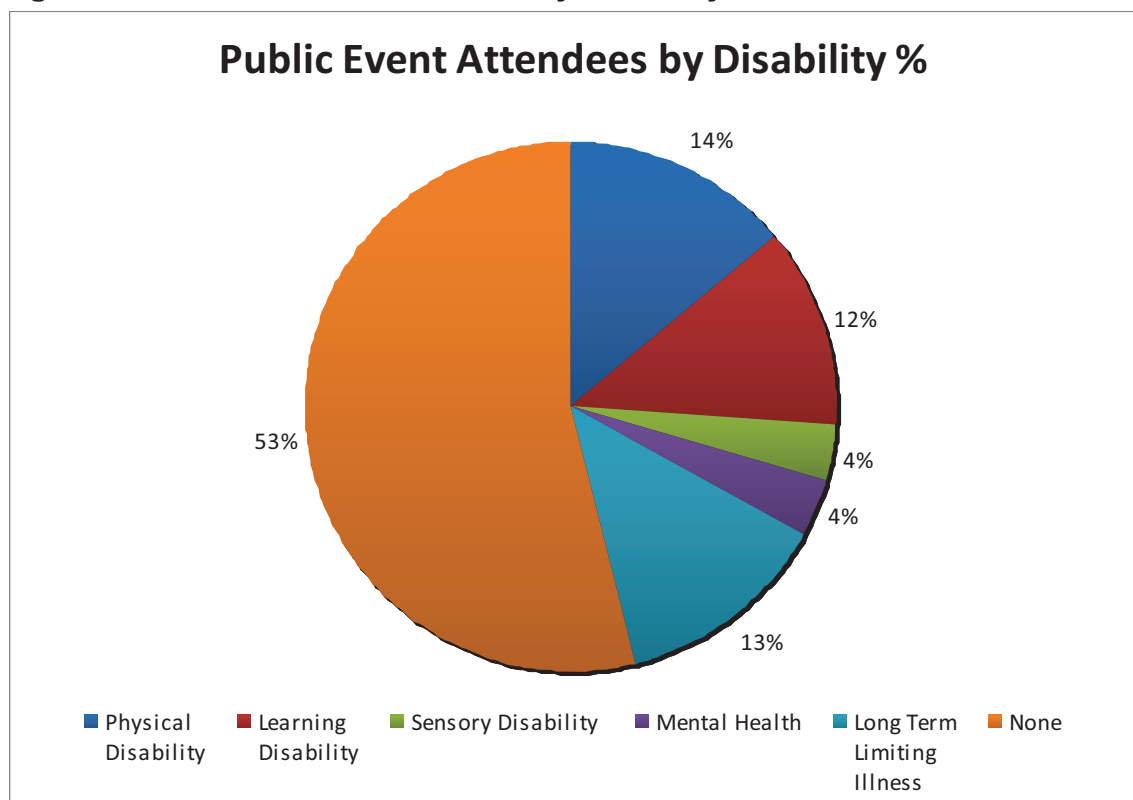


Figure 2: Public Event Attendees by Age and Gender

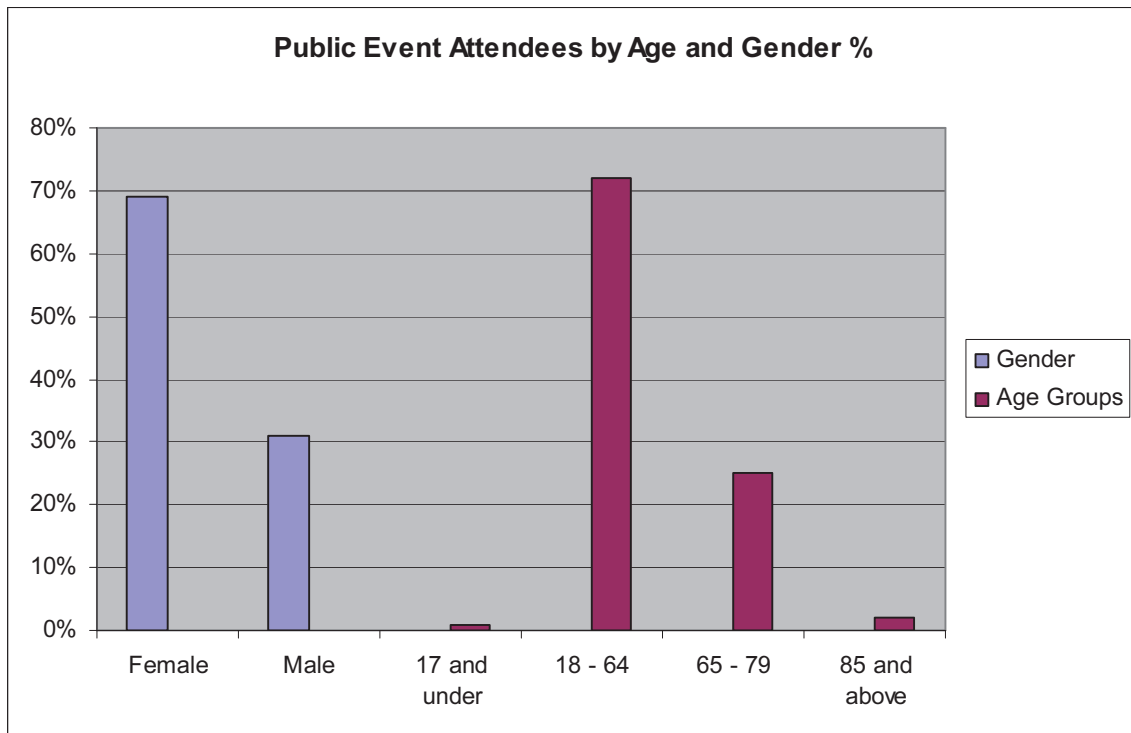
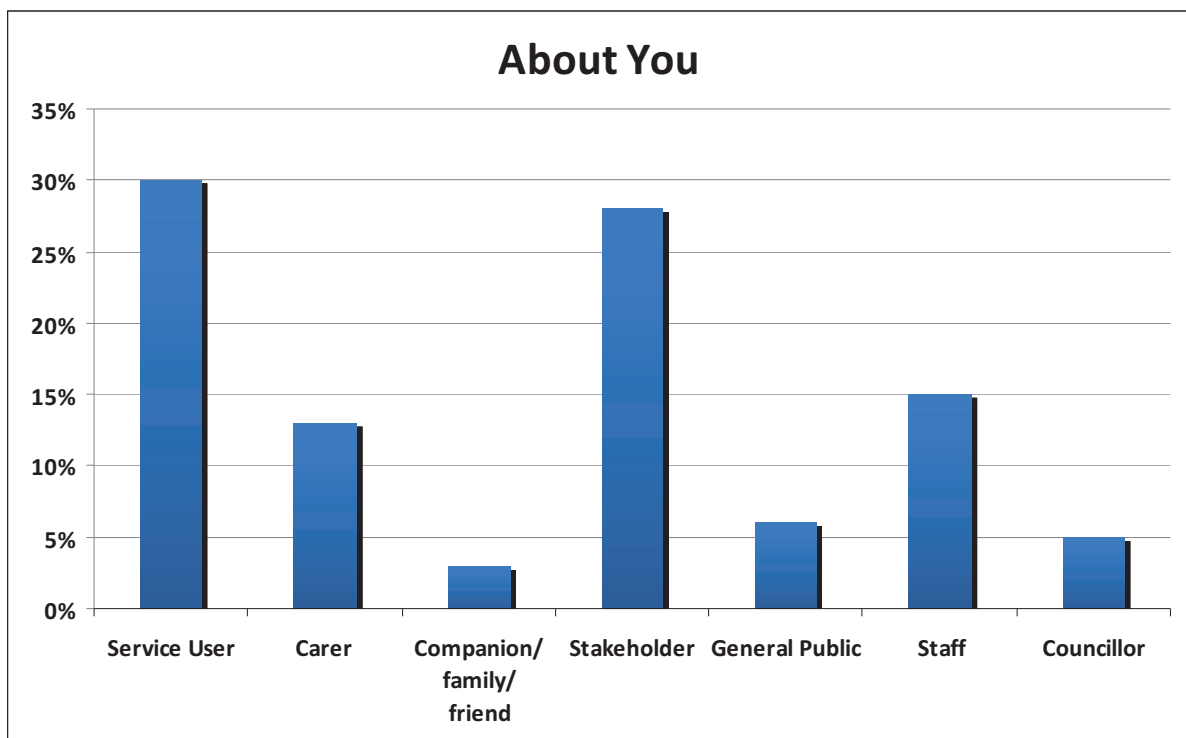


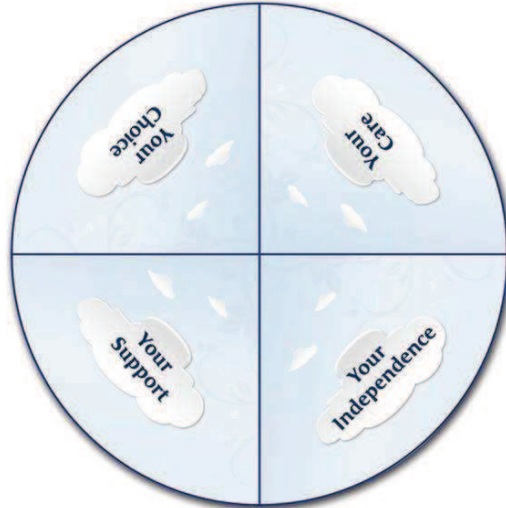
Figure 3: All consultees by About You Category (approximately)



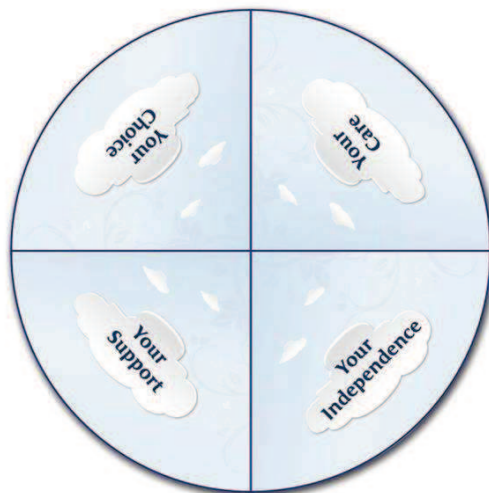
Appendix E: Examples of the materials used at the workshop

Live Life Your Way Posters used in table workshop exercise:

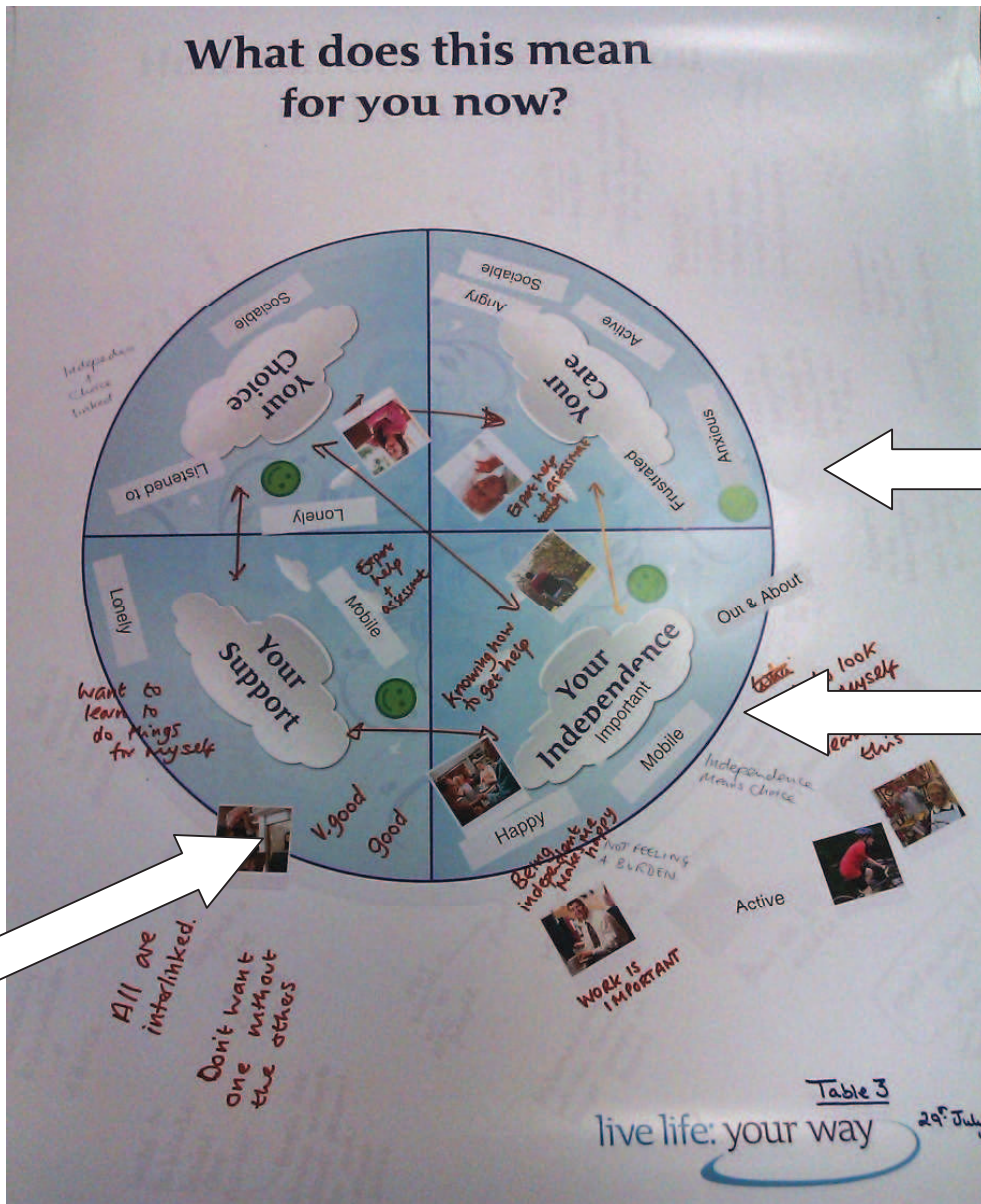
What does this mean for you now?



How will this look for you in the future?



Example of filled in posters:



Picture stickers

Traffic light smiley face stickers

Pre printed word stickers

How will this look for you in the future?



'Would you like to help us more' cards:

Thank you for
helping us today.

Would you or someone you
know be willing to talk to us more
about your needs, situation,
family or ideas for the future?

If yes, how shall we contact you?

Name:

.....

Hand this card in at the end of the event.
If you know someone else who might
like to help, ask them to get in touch.

lifelifyourway@shropshire.gov.uk
0345 678 9005



Would you like to
help us more?

lifelifyourway@shropshire.gov.uk
0345 678 9005

Appendix F: Consultation Key Messages

INFORMATION & COMMUNICATION:

Key points -

- Improve information, help direct people to what they need
- Database of information – web based search engine/directory– signpost to this. Information about directory to be where people go – accessibility – GP's, Banks
- Info also to be available on the phone – FPOC
- Info to be available in person – drop in centres etc
- Utilise the council to bring information together
- Make information available in all formats
- More info on Personal Budgets
- Use parish councils
- Use local/digi TV

Ideas –

- Impartial crisis number for people to call / Advice Line
- 'Self Shop' – brokerage of care – signposting/information – simpler central place – what's available in the local area, on the high street – people don't want to have to go through council
- Mentoring should be available so that people deciding which route to take (SC administer the budget, an agency like Crossroads can manage the PB for you, PB is paid over to you as a direct payment) can talk to those from similar circumstances who have already gone through the process.
- Shop for support database - IT courses for the elderly – Age UK
- Match making on info website – local groups, voluntary organisations can post up wanted ads or offer services, swap shop, notice board
- Local social care road show for info giving
- register of PA's
- online joint personal care records for PB's
- online PB control facility using prepaid debit cards
- Voluntary sector directory of services localised and easy access with search facility
- Success stories with personal budgets
- Info centre look at the army.

EFFECTIVE PARTNERSHIP:

Key points -

- Better coordination between partners – transfer management (health to Social care) share data
- Working with health – not to raise expectations of one type of service before an assessment is done. Better accountability between services
- Links with health – annual health checks – LD/OP, prevention, family carers
- Joined up working – other areas /partners, council depts. – housing, transport, economic development

- Cooperation and communication – needs to be good/better – two way street, partnership
- Improve linkages between PCT/GP's and local authorities – signposting, training GP's to better understand assessments.
- Serious review of care agencies – rethink in rural area
- Cross border working
- Work better / more with local businesses /partners – social responsibility – not just funding issues.

Ideas -

- Look at potential for services to be sponsored by local business, social enterprise, VCS companies - major employers in Shropshire could be used to tap into volunteers – give something back
- Changing peoples perception of ALD - work with schools, GP's. SU's raising awareness promote understanding by working consulting with doctors

COUNCIL AS FACILITATOR:

Key points -

- Council role in facilitation voluntary groups – avoid duplication/fill gaps – for delivery of services
- Council facilitate assessment/engagement /gatekeeper
- Council – support rather than care – enabling people to do things for themselves
- Councils role more focussed

COMMUNITY INVOLVEMENT/VOLUNTARY SECTOR:

Key points -

- Providing support to local communities and local initiatives
- Volunteers to be better coordinated
- Locality based services
- Advocacy
- Cut the red tape
- Bringing voluntary groups together – VCS assembly – help them promote themselves – website they can update themselves
- Keep up regular public involvement – ongoing engagement sessions

Ideas –

- Young carers and education in schools
- Contribution from local communities – intergenerational work – some good examples - LD/OP – local housing scheme
- Changing peoples perceptions of ALD – work with schools, GPs etc
- Local colleges could help create information directory
- one CRB for all
- Fit over 65's encourage to volunteer scheme to bank credits to buy care later
- Tap into early retirees for volunteering - Retirement course - MOD
- One CRB to cover all

- Small steering groups
- Kids get involved in volunteering – volunteers of the future
- Use job centre plus to signpost people to voluntary work too
- Schools as community hub

SUPPORTING THE INDIVIDUAL:

Key points -

- Person not issue – challenge / Values
- Supporting the individual
- Needs focussed
- Flexibility of individual package vs. one size fits all
- Independence & Choice / Independence at home
- Get the balance right between -Risk & Informal care / Overview of support plans – safeguarding/risk
- ‘Somewhere’ central to their lives
- Choice – real choices for delivering care and communicating these choices in a transparent way. Robust systems in place to enable people to make informed choices
- Needs identification – to identify practical and sociological needs – therapeutic needs.
- Same opportunities rights as others – go to cinema normal community facilities
- Support to live I own home
- Reablement process is crucial – promote independence

SUPPORT FOR CARERS:

Key points -

- Need to support carer too
- Support for carers specialist
- Respite – more, quality, local, flexible – ALD go on holiday with friends
- Any strategy should acknowledge and take into account the huge contribution that family carers make to the local economy.
- Training and support for carers groups to help them support each other and represent their views to statutory agencies.
- Planning in advance especially at transition points e.g. 17 and 65 (retirement). There are waiting lists for social workers which can mean that although plans are in place nothing actually happens.

Ideas -

- Respite voucher system

SIMPLER PROCESS/SYSTEM:

Key points -

- Planning for future

- Effective planning – Avoiding Crisis
- Simpler process/systems
- SU involvement to help shape services
- Ensure support with reviews help to ask the right questions
- Processes too slow
- Transition support and management needs to be good – better pre-transition info
- Rethinking care in a rural area, e.g. petrol cost etc.
- Review system needs strengthening
- Importance of social workers
- Supervision of staff – quality/personal development/flexible
- Staff expertise and skills to deal with things that aren't going right
- Consistency of training
- Better quality of support
- Services local and specialist
- Choice to pick your own carer
- Staff culture change – guidance on their future roles
- Improve staff morale – encourage staff sense of ownership and responsibility for council run services, ideas should be encouraged – alleviate fear, allow calculated risks
- Give frontline staff more responsibility
- Self funders and council funded same quality
- Recognise day service staff skills avoid bringing people in to save money
- Named key workers
- Clear guidance needed for staff on their roles in the future.

Ideas -

- Services more flexible -care at home, day care, not same everyday, flexi booking - More flexible booking system for attendance of day centres - More regular care plan reviews and more informal easier to change
- Performance related pay
- Council run care agency
- Convalescence homes
- Autism services – centre for excellence
- Life long plan from birth

MORE USE OF TECHNOLOGY:

Key points -

- Expansion of Telecare – Easy, local, available
- Use of internet – info
- Support use of computers/internet for Service Users
- Access to specialist equipment e.g. I Pad
- Use technology more to be inclusive of those who cant physically participate
- IT – Facebook – ALD

Ideas -

- Use best practice – use technology etc Telecare, Facebook, Twitter / Examples of where other people have done things differently to build confidence in the new approach
- mobile technology bus
- use Skype to get isolated people connected – link with Age UK training
- Access to specialist equipment e.g. I Pad's.

BETTER USE OF TRANSPORT RESOURCES:

Key points -

- Make sure transport is available to facilitate delivery of care regardless of the funding or lack of funding that people have
- Needs to be more efficient
- Joined up working with other council depts.
- Public transport – bus passes before 930am
- Transport, promotion, rurality - dial a ride to be utilised more

Ideas –

- Link volunteer drivers with buses – e.g. mini buses from day centres during down time
- get rid of mobile libraries – heavy, very expensive to run and make rural libraries better and provide better transport for people to get there, include coffee shop in library make it a social place, get people into the community avoid rural isolation
- Link up community transport schemes throughout the county
- make best use of transport resources – school, day centres buses etc

COLLEGE/EMPLOYMENT:

Key points -

- Improve quality, choice and flexibility of college - links
- Integrate with other people not segregated - Tailor college courses integration
- More specific training/learning new skills– doesn't have to be college based could run from day centres - better range of training and college courses – e.g. garden centres, farms
- Access to work and voluntary opportunities – continued job coaching support
- choice of job and day centre not either or
- Work placements to continue very important - Fulfilling job
- More employment and voluntary opportunities for ALD

Ideas –

- Training courses at other places than colleges.
- Permitted work

SOCIALISATION:

Key points -

- Day centres important for socialising and independence
- Getting out and about is important - Support to do shopping get into town
- Go on holidays with friends
- Meet up with friends
- ALD want the opportunity to be involved in running of day centre, cooking, selling in coffee shop
- Sharing services with other people – more public, community based day centres
- Activities are important – support needed
- Services more than 5 days a week – evening and weekends
- Move away from building based services
- Same access to services within the community as everyone else don't need special services just support to access
- ALD support with relationships:
 - Want to live with partners
 - Get married
 - Have kids

Ideas -

- Network people with each other – example given of a group that has been organised for people with acquired brain injuries that they run themselves – using Facebook and twitter – alleviates the need for support and services. Friendship groups, lunch clubs, reading groups
- Red cross ambassadors – neighbour watch
- Volunteering support for people with lower needs – get them into community, avoid isolation

MODERNISE DAY CENTRES:

Key points –

- Variety not just day centre other ways to get out too

Ideas –

- More use of community buildings and sharing facilities
- One stop shop with activities, courses and info preferably in a central location shared with other people. Day care as a 'Pit Stop' – come in and recharge, use centres as info points. Day centre as drop in with café for service users to run themselves Drop in for local elderly people to socialise advertise menu like Mayfair. Drop in for ALD run by people who use services - coffee shop could help to pay
- Micro enterprise – creative use of day centres, entrepreneurial, fund raising. Enhance the income generating capacity of centres such as Abbots Wood and Louise House. E.g. the Olive Tree a café/restaurant at Ironbridge with 15 people with LD working there. Promote rooms for rent more, better advertising. Expansion of meals provided to WVRS – Helena Lane – money making. Make it easier for day centre staff to access council credit card to facilitate social enterprise
- Expand Maesbury metals and site working. Maesbury metals would like to expand train new people and have a showroom could be used by other services

- Day centres more mixing between groups e.g. older people and ALD i.e. tea dance each month
- Allow people to utilise the bath facilities at Day Centres with their own carers at a cheaper price
- More flexible booking system for attendance of day centres -

HOUSING:

Ideas -

- Use of shared lives, supported living for ALD giving them more independence with partners
- Room sharing – home share
- Village/café type clusters, near urban areas with flats for visitors (Derwen College)

Some examples of the positive and negative responses that were received are shown below:

POSITIVE:

- Positive about choices available locally to service users – high quality – improve this range of services to rest of county – concern over rural areas.
- Positive – we are finding ways to work together now that we're under the same umbrella – older people and ALD day services
- Independence – network people with each other – example given of a group that has been organised for people with acquired brain injuries that they run themselves – using Facebook and twitter – alleviates the need for support and services
- Standards of care were considered to be high – just a fear as to whether these can continue.
- The Community Council was praised for the work it does in providing support for Carers.
- People liked the idea of being able to stay at home with support, rather than going to a day centre (or at least to have the option)
- Doing activities
- Special Olympics
- Day centres link with community through walking through health
- Oak farm link with village – community compost
- Mencap social nights
- Macaton group – Abbots wood
- Shared lives
- Work placements
- Trio project Wrexham
- Day centres very important for socialising and to feel safe

NEGATIVE:

- Lack of knowledge of what is out there
- Complicated process

- Volunteers - get rid of red tape / make it easier to get involved (CRB checks)
- Acknowledgment of how people have become disabled by using day centres – losing independence
- The county is diverse – socio –economic – poorer in Oswestry – people who don't meet the eligibility criteria might not be able to afford to self fund – less choices
- Difficulty in promoting ethos with staff – different styles / delivery of services
- Long lead times for assessment in some cases
- Age can be a barrier- look at the person not the disability
- Quality of service in home is not good enough
- Cancellation of activities in day centre at short notice
- Not enough staff - short staffed can not take us anywhere
- Personalisation choices that have been given are unrealistic. not enough info about PB's
- Too much change too quick
- day centres too clinical make more inviting
- no more large day centres
- inconsistency between service received by different service users
- Fear about how children will integrate - Transitional support
- Carers preventing us doing what we want
- Ability to be free from family influence
- College for ALD not good enough
- link between LA and college is bad look at Telford for best practice
- inconsistency between service received by different service users
- Lack of transport – dial a ride stopped
- Lack of variety
- Personal preference

Figure 4: Ranking of Key Messages – Rank 1

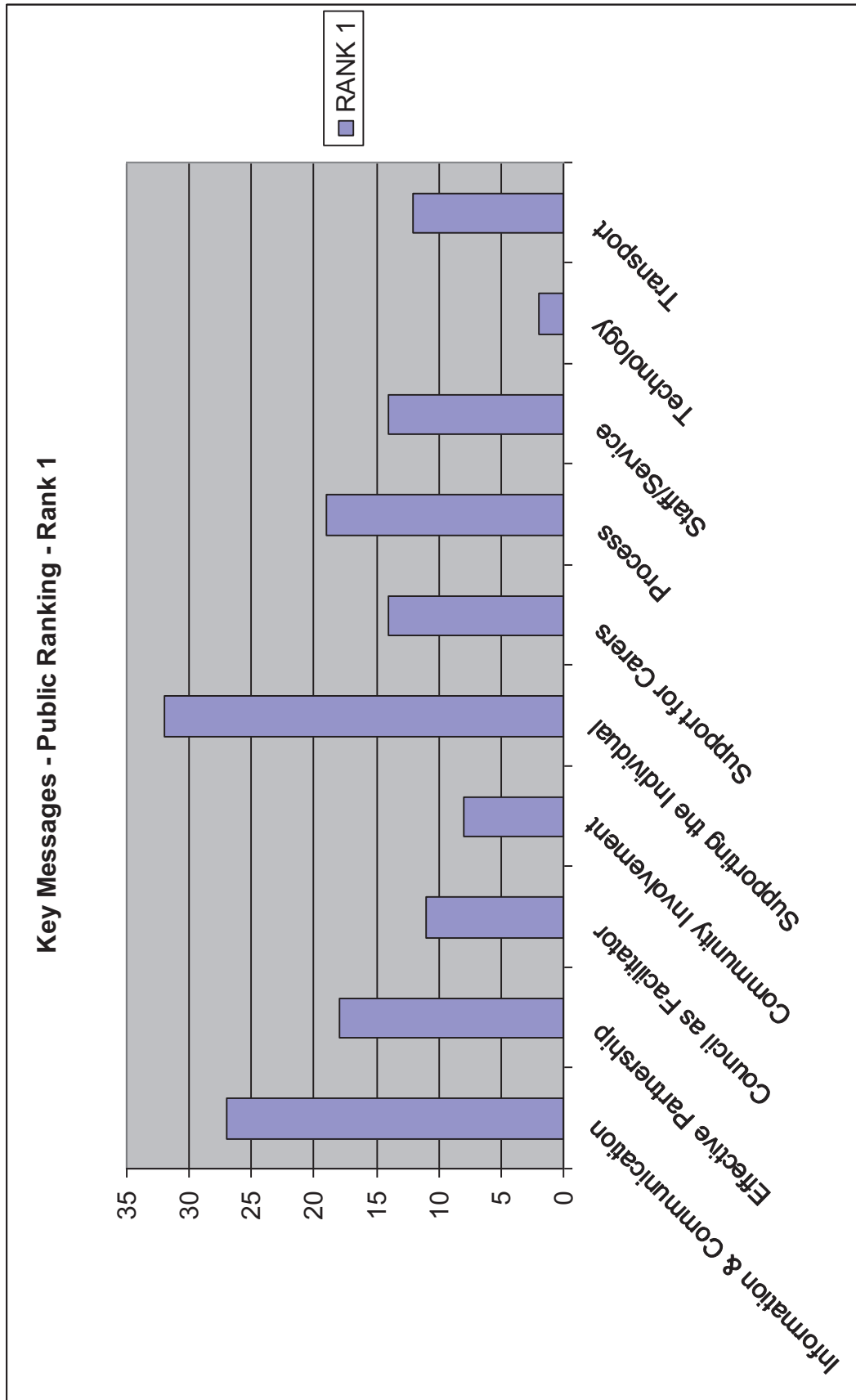
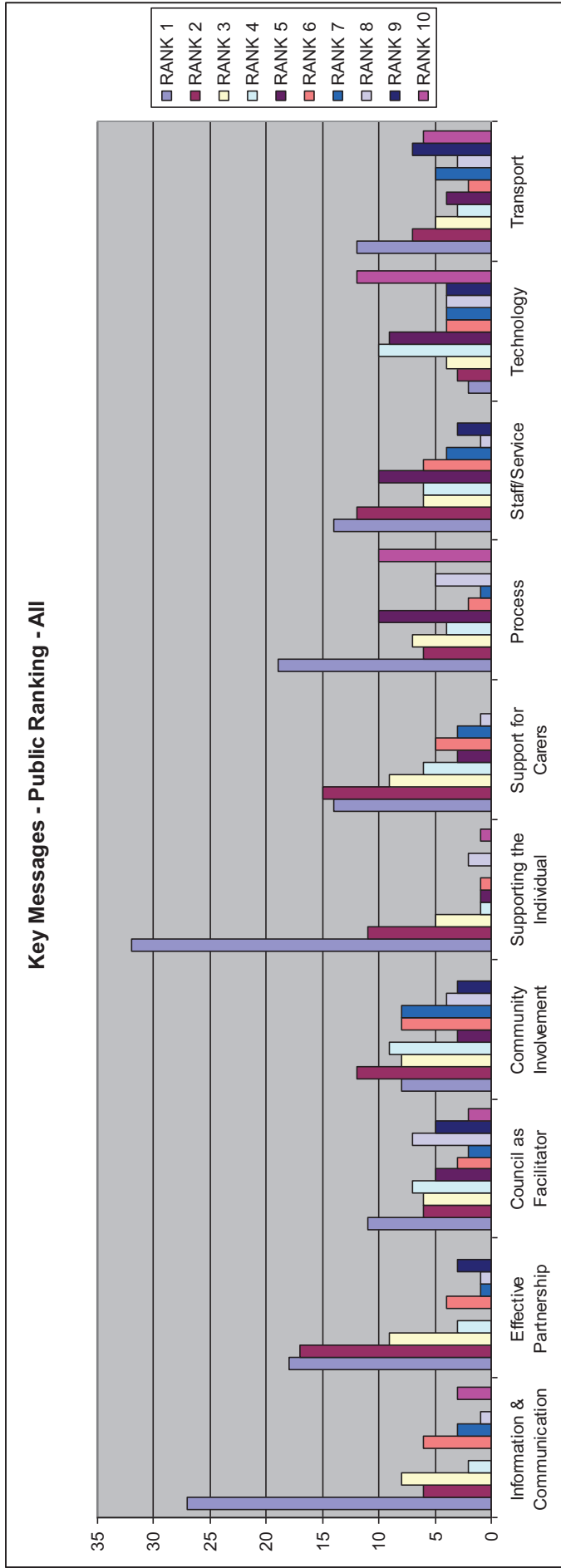


Figure 5: Ranking of Key Messages – All



Appendix G – Draft Implementation Plan

Adult Social Care Strategy – Implementation Plan

Aim 1: Ensure information about services is made easily available to those who need it. Building a transparent information infrastructure that can support users and their families, and include information about existing providers and new market entrants, Shropshire Council, NHS partners and voluntary sector. To enable people to be better able to exercise personal choice and make decisions that are best for them based on relevant information.

Priority:

- More accessible information communicated more effectively

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
1.1	The council will create a database of information on Adult Social Care related services and make it available through the Shropshire Council website	ICT & A&E	Improved customer experience of web based information provision and support customers control over commissioning their own services.	To be monitored through web based customer feedback tool.	March 2012
1.2	The Council will undertake a promotional campaign to signpost to the information database and to the First Point of Contact number through local Parish Councils, GP's and local businesses.	Comms & A&E	Improved customer awareness of web based information provision and support customers control over commissioning their own services.	To be monitored through web traffic analysis.	March 2012
1.3	The Council will ensure this information is available to people in person through the use of local libraries, community centres and Broad places.	Area directors	Improved customer accessibility to information and support customers control over commissioning their own services.	To be monitored through roll out of front line staff training in promoting new database.	April 2012
1.4	The Council will evaluate the opportunities to create a digital television channel to advertise Adult Social Care and other information to the public, particularly those without internet.	Cust Insight	Improved customer accessibility to information and support customers control over commissioning their own services.	To be monitored through regular updates to ICT Stakeholders Board/Group.	May 2012
1.5	We will maximise the knowledge of our First Point of Contact Staff to ensure that everyone coming into the council through this route is provided with adequate and appropriate information.	Cust Services & Transform Lead	Improved customer accessibility to information and support customers control over commissioning their own services.	To be monitored through number of calls completed at FPOC.	Jan 2012

1.6	The Council will promote the use of other technologies such as SMS to provide information	Cust Insight	Improved customer awareness of information provision and support customers control over commissioning their own services.	To be monitored through SMS data.	End 2012
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Aim 2:

Work effectively with our partners in health, business and the voluntary sector across boundaries and departments.

Priority:

- Encourage social enterprise

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
2.1	The Council will undertake a complete review of in house day service provision aiming to look at a more flexible way of working and enhancing social enterprise and employment opportunities e.g. multi use community centre's, drop in centre's.	Provider Services Manager	Increased choices for individuals promoting better quality of life through increased social opportunities within the community. Increase sustainability of services through income revenue.	To be monitored through reduction in demand for council run building based day centres and take up of self directed support through indicator NI130. Also through NI146 adults with learning disability in employment.	Mid 2012
2.2	The Council will encourage social enterprise through voluntary groups and linking with local businesses and working in collaboration with the business and enterprise team.	VCS	Increased choices for individuals promoting better quality of life through increased social opportunities within the community. Increase sustainability of services through income revenue.	To be monitored through the voluntary and community sector assembly annual review and through individual contracts annual reviews.	Mid 2012

- Priority:
- More effective partnership working:

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
2.3	Linkages between council departments, (i.e. ICT, Housing, Transport, Business & Enterprise) will be promoted through organised data sharing	Group Managers	More efficient working practices, greater transparency and provision of information.	To be monitored through progress reporting at group management meetings.	Dec 2011 & Ongoing
2.4	The Council will maximise links with health colleagues through the Health & Well Being Board	Director Health & Wellbeing	Promote efficiency and transparency and enable greater provision of information.	To be monitored through Health & Well Being board reporting mechanisms.	Dec 2011 & Ongoing
2.5	The Council will work more effectively with the business sector and encourage greater links between business and the voluntary sector	Commissioning & Procurement Business & enterprise, VCS	Joint working between local businesses and voluntary groups, enabling more people to volunteer, more efficient use of resources and greater provision of social care services in the community.	To be monitored by reduction in demand on council provided services.	May 2012

- Priority:
- Better use of transport:

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
2.6	The Council will undertake an audit of day services transport provision and capacity to make more effective use of vehicle down time	Passenger Transport/ Day services manager	More efficient use of transport resources and reduction in associated costs.	To be monitored through transport financial plan.	March 2012
2.7	Voluntary organisations will be encouraged to provide innovative transport methods through joint working between the councils transport team and Adult Social Care.	Transport/ VCS/ A&E	Greater accessibility to convenient and suitable forms of transport in the county particularly in rural areas. Enhancement of individuals' independence by providing accessible means to access services, activities and groups.	To be monitored through customer feedback.	March 2012

2.8	We will promote community transport through new information database and other communications strategies	Comms	More people to be aware of dial a ride and voluntary car schemes and using them to their full capacity.	To be monitored through call volume to customer services for such services and passenger journeys.	Jan 2012
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Aim 3:

Enable people to lead independent, fulfilling lives becoming a greater part of their community through increased chances for socialising, gaining personal recognition and making helpful relationships and remain in their own homes for as long as possible.

Priority:

- Encourage use of modern technology and enable people to do more for themselves and remain independent.

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
3.1	The council will help people maintain their independence through a greater use of Assistive Technology and Telecare support and electronic home care monitoring. By creating and implementing an Assistive Technology Strategy.	Short Term Services Manager	People will remain independent in their own homes for longer and feel increasingly independent and have enhanced quality of life.	To be monitored through levels of equipment issued and corresponding reduction in other associated services e.g. admissions to residential care.	Dec 2011 & Ongoing
3.2	We will work with other organisations and the councils ICT stakeholders group to encourage greater broadband provision and training for vulnerable people to encourage independence and avoid isolation.	ICT & VCS	Help rurally isolated individuals maintain social networks and gain access to information about services, activities and groups useful to them.	To be monitored through broadband provision data and up take of ICT training schemes.	Mid 2012
3.3	Create more capacity in Short Term Assessment & Reablement for Young Adults and Older People to enable greater use of targeted support to enable people to remain independent in their own homes for longer.	Service Manager Short Term Support	More people remaining independent in their own homes for longer and reduction in dependency on Council services, promoting greater confidence, self esteem and quality of life for the individual.	To be monitored through numbers of customers using the service and corresponding reduction in other associated services e.g. admissions to residential care.	Oct 2011 & Ongoing

3.4	Review in-house provision of residential and nursing homes: To keep up with reduced demand through increased independence from other initiatives	Provider Services Manager	Reduction in the use of expensive residential placement, enabling the council to reduce costs and provide better value for money.	To be monitored through numbers of new residential placements and corresponding numbers of people going through reablement service.	Oct 2011 & Ongoing
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Aim 4:

Encourage community and voluntary sector involvement in the provision of services. Enable groups/people to help each other and collaborate on a wide variety of issues, share knowledge and know how.

Priority:

- Community and voluntary sector involvement:

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
4.1	The Council will undertake capacity building in the community to encourage opportunities for: start ups, existing for profit and not for profit organisations	Area Directors & Business & Enterprise	Increase in employment opportunities for adults with learning disabilities and increased sustainability of services through income generation.	Monitored through NI146 numbers of Adults with Learning Disabilities in employment and reduction in day centre usage.	Dec 2011 & Ongoing
4.2	The Council will maximise its links with the voluntary and community sector and use this community to disseminate information related to Adult Social Care.	VCS Assembly Coordinator	Information made more accessible to the people who need it through methods other than technology based.	To be monitored through regular reporting of progress to VCS Assembly.	March 2012
4.3	The Council will facilitate volunteer recruitment schemes such as retirement courses	Training/ VCS	Increased levels of volunteer recruitment in the county.	To be monitored through regular reporting of progress to VCS Assembly.	March 2012
4.4	The Council will help voluntary groups promote themselves by providing a mechanism for web promotion	ICT	Improved publicity for voluntary groups and information provision to public.	To be monitored through web traffic data.	March 2012

4.5	We will encourage use of and promote VCS Assembly – undertaking an audit of Shropshire’s voluntary groups – facilitate/encourage networking and collaboration	VCS Assembly Coordinator	Better utilisation of the county’s large voluntary sector capacity and more joint working between groups; avoid duplication of services/tasks.	To be monitored through VCS Assembly register.	Mid 2012
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Aim 5:

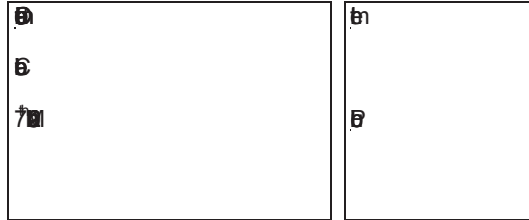
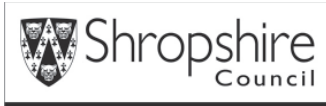
Ensure each person is treated as an individual whether as a person using our services or as a carer, family member or friend and provide tailored support to those who need it. Enabling people to confidently select appropriate quality services or equipment and feel secure about their personal safety and lifestyle.

Priority:

- Enable socialisation through a variety of methods:

Ref	Action	Lead	Outcome	Progress & Monitoring	Timescales
5.1	The Council will enable and promote the use of personal budgets/personalisation	Transformation Lead	Increased choices for individuals promoting better quality of life through increased social opportunities within the community.	To be monitored through indicator NI130, Average cost of a personal budget.	Mid 2012
5.2	Introduction of charges	Provider Services Manager	Enable equal and fair charging structures for comparable Council services.	To be monitored through income contributions.	April 2012

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Personalisation of Adult Social Care Services in Shropshire – Next Steps

Responsible Officer Stephen Chandler

e-mail: Stephen.chandler@shropshire.gov.uk

1. Summary

- 1.1 The council carried out the most comprehensive consultation on adult social care in the history of Shropshire in 2011, talking to more than 600 people about how the council can deliver the best care possible.
- 1.2 During this 'Live Life Your Way' consultation people told us that they want to have more choice and control over their services and they want a wider range of personal support that enables them to remain independent and active members of their communities for as long as possible. Indeed, local users and their carers emphasised the importance of personalisation – supporting the individual to ensure people receive care that best suits their needs.
- 1.3 We were told to move away from building based services and to prioritise:
 - Support for the individual
 - Flexible individual packages of care
 - Independence and choice
 - Independence at home
 - Robust systems to enable people to make informed choices
 - Offering variety, not just day centres
 - Access to the same services within the community as everyone else
- 1.4 The consultation shaped a new strategy for adult social care, 'Live Life Your Way', which drives forward these messages by focusing on equity, choice and variety in the way support is offered and provided. This paper aims to provide Cabinet with a progress update on the introduction of these personalised services, including personal budgets for vulnerable people in Shropshire.
- 1.5 The paper also sets out the next steps on implementation to embed personalisation as the way for individuals to choose and secure services and

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seeks Cabinet's support for this. This will then form the impetus behind transforming current provision to more effectively meet needs.

2. Recommendations

6

1. [REDACTED]
2. As part of realising the adult social care strategy, approve a period of consultation on the personalisation of day time support and the extension of the fair charging policy to achieve this. Consultation would include which elements of services are to be charged for and the process and timeframe for the introduction of any new arrangements.
3. [REDACTED]

REPORT

3 INTRODUCTION:

3 [REDACTED]

2 [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

3 [REDACTED]

3 [REDACTED] Service aims to offer all new referrals to adult social care the opportunity to have their support provided [REDACTED]

5 [REDACTED]

	2009 2010	2010 - 2011	2011 – 2012
<i>Number of people who have a personalised service</i>	1919	3341	3600 (Predicted)

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3.6 Whilst it is clearly important to look at the numbers of people taking up and being supported in this way, it is equally important to reflect on some of the positive experiences that people have had. Individuals have said that personalisation has allowed them to remain much more an integral part of their family and community and the changes have allowed them to be much more creative with the money the council provides than they believe the council itself may have found possible.

3.7 [REDACTED]

3.8 [REDACTED]

4. DAY TIME SUPPORT

4 [REDACTED] personalisation at the forefront of this transformation agenda.

2 We want people who use the services, their carers, supporters, families and friends to be at the centre of this process, including them in the planning as well as the transition to the new and modern support offered.

3 We propose consulting on the implementation of personalisation as a support for daytime activities. This is consistent with one of the key messages that we heard during the Live Life Your Way consultation when people told [REDACTED]

4 *Modernisation*

4 [REDACTED]

2 [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

4.5 *Long Term Gains:*

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- Individual's needs.
- Increased employment and training options through joint work with partner organisations.

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- [redacted]
- [redacted]

4.6 *In House Charging:*

- 6 The way the council operates the charging and contribution arrangements for in house or directly provided day care is inconsistent with all other adult social care support provided by the council, and is also inconsistent with such support from other providers of day care, as well as being inconsistent with similar provision by other authorities within the region.
- 2 There is in fact, a disincentive for individuals who attend council delivered day centres to consider personalised alternatives, as at present they do not make a contribution to the cost of the day care placement, transport to it and any day care meals and refreshments provided. However people using other adult social care services such as home care are making a contribution.
- 6 [redacted]
- 6 [redacted]
- 6 ***While it is proposed that day care services would be brought into an overall charging policy, any policy would still ensure that no-one makes a contribution unless they are able to pay.***

5. Risk Assessment and Opportunities Appraisal

5.1 Risk Management Appraisal

- 5 [redacted]
- 2 [redacted]

5.2 Human Rights Act Appraisal

- 2 [redacted]

5.3 Equalities Appraisal

- 3 [redacted]

5.4 Community and other Consultation

- [redacted]

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- 2 [redacted]
- [redacted]
- [redacted]
- 3 [redacted]

6. Financial Implications

- 6 [redacted]
- 8 [redacted]
- [redacted]
- [redacted]
- [redacted]

7. Additional Information (Fairer Charging)

7.1 The current position

7.1.1 Financial Assessment:

[redacted]

7.1.2 People likely to be affected:

- [redacted]
- [redacted]
- [redacted]

7.1.3 What do other local authorities do?

[redacted]

8. Conclusion:

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- 8 [REDACTED]
- 8 [REDACTED]
- 8 [REDACTED]

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>			
Cabinet	Member	(Portfolio	Holder)
[REDACTED]			
Local			Member
[REDACTED]			
Appendices			
[REDACTED]			

APPENDIX A

CONSULTATION ON THE PERSONALISATION OF DAY SUPPORT IN SHROPSHIRE

1.0 WHY we are consulting:

- 1 [REDACTED]
- 2 [REDACTED] Personalisation?
- 3 [REDACTED] Personal Budget?

2.0 WHAT we are consulting on:

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This consultation has two main strands:

Strand 1 - Personalisation and day time support

- 2.1 In order for personal budgets to be effective there must be a range of opportunities available for people to buy using their budget. These can be services that are provided by voluntary organisations, local groups, and local businesses or by the Council. These different service providers will have a range of activities available to purchase and will have a clear price list for these services so that people know what they can get for their personal budget amount.
- 2.2 We want to enable individuals to have maximum choice and control over their lives, to support people to be independent to lead fuller lives. Services need to be personalised with a focus on individuals and not institutions. We aim to encourage people to interact more within their local communities rather than being dependent on Council provided services.
- 2.3 We will consult on the implementation of personalisation as a support for daytime activities. We wish to put stakeholders at the centre of the planning for the transformation of this important part of our transformation agenda including them in the planning as well as the transition to a new and modern support offer.

2.4

In order for Shropshire Council to offer services to people with personal budgets, a clear charging system needs to be put in place. Currently there are some discrepancies in the way people contribute to and are charged for different social care services within Shropshire Council and this needs to be rectified to ensure that processes are fairly and transparently administered across all services.

2.5

2.6

2.7

- 2.8
- 2.9
- 2.10
- 2.11

2.12

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3.0 WHO will we consult?

3.1 We will consult widely on these proposed changes. The Council will seek the views and aspirations of:

- Adults who use day services
- Those who care for adults and older people who use day services
- Advocacy organisations
- Independent sector organisations
- Health Trusts and GPs
- Relevant Cabinet and Local members
- Residents of Shropshire
- Staff
- General Public

3.2 A clear and up to date record will be kept of all information sent out, who has been consulted, how and when, including the use of reference numbers and summary of response for ease of review. All responses will be acknowledged by a standard letter/email which will be logged.

4.0 HOW we will consult:

4 

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APPENDIX B

Provisional Events Timetable:

Stakeholder Group	Event Type	Area	Venue	Date	Time	Strand
Staff	Briefing in team meetings	n/a	n/a	29/2/12-7/3/12	n/a	Strand 1 - Personalisation and day time support and Strand 2 – Introduction of Contributions
Local Members	Member Briefing	Central	Shirehall	27/02/2012	5pm-7pm	Strand 1 - Personalisation and day time support and Strand 2 – Introduction of Contributions
Key Stakeholders	Pre consultation meeting	n/a	Shirehall	5th March	n/a	Strand 1 - Personalisation and day time support and Strand 2 – Introduction of Contributions
Public, stakeholders, service users, family, carers, members, partners	Public Event	Central	Shirehall Council Chamber	Wednesday 21st March	2.30pm – 4pm	Strand 1 - Personalisation and day time support
		South	Helena Lane Day Centre	Wednesday 28th March	3.30pm – 5pm	
		North	Oswestry Council Chamber	Monday 16th April	10.30am – 12pm	
Selected stakeholders and those affected by the proposals	Selected Stakeholder event	Central	Guildhall Council Chamber, Shrewsbury	Wednesday 18th April	2.30pm – 4pm	Strand 2 – Introduction of Contributions
Parents and Carers of Adults with Learning Disabilities Day Services Users	Discussion Groups	Central	Hartley's	Linking into existing meeting mechanisms in day centres		Strand 1 - Personalisation and day time support and Strand 2 – Introduction of Contributions
			Abbotswood			
		North East	Wayfarers Mkt Drayton			
		North West	Lorne St Oswestry			
		South West	Helena Lane			
South East	Bridgnorth Council Chamber					
Adult with Learning Disabilities who use day services	Taking Part coffee chat clubs at each day centre	TBC	TBC	Linking into existing meeting mechanisms in day centres		Strand 1 - Personalisation and day time support and Strand 2 – Introduction of Contributions
Older People who use day services and their Carers	Discussion Groups	North East	Bradbury	Linking into existing meeting mechanisms in day centres		Strand 1 - Personalisation and day time support and Strand 2 – Introduction of Contributions
		North West	The Meres	Linking into existing meeting mechanisms in day centres		

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APPENDIX B

		centres
South West	Helena Lane	Linking into existing meeting mechanisms in day centres



These questions will be used as the basis for our consultation events and discussion groups.

Strand 1:

We want to enable individuals to have maximum choice and control over their lives, to support people to be independent to lead fuller lives. To achieve this, services for day time support need to be personalised with a focus on individuals and not institutions.

We want to talk to people about the implementation of personalisation as a support for daytime activities. To enable us to plan for the future of day services based on what people want to do.

1. What does personalisation mean to you?
2. How do you think personalisation applies to day time support?
3. How do you think personalisation should be implemented in terms of day time support?
4. What is important to you in terms of the day time support you receive now?
5. What is important for you in terms of the personalisation of day time support in the future?
6. What do you want to see from future personalised services?
7. What is important to you as we move from the traditional model of day services to a future more personalised model?

Strand 2:



1

2 Dr. [redacted]

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Person A

Is a 47 year old man who lives independently in Shrewsbury with some support from his sister. J had been in receipt of a five day a week day service, transport, and respite provided by Shared Lives.

A attended Greenacres for four days a week where he spent time using the small greenhouse near the farmhouse to grow plants and flowers. J enjoyed spending time following his own creative pursuits, he had designed and built a feature in the garden, using blue Lobelia as a water feature and had built a willow arch which has been incorporated into the nature walk. A did sometimes struggle with the noise levels at Greenacres and would on those occasions take himself off to the bird hide where he was able to take photographs of the wildlife.

A had a review from the Day Services Transformation team in July 2012.

Hartley's day service was for one day a week A usually spent his time at Harley's using the computer where he was able to download the photo's he had taken and put them onto disc. The photos were then used for the Handmade cards Hartley's sell, these are the bestselling item in the Enterprise range from Hartley's. A did feel some frustration at times due to the noise levels and the lack of available computers, A did not interact on a social level with the other clients.

A has had some work placements in the past mainly working in Horticulture, this has caused A some health issues, mainly Back Pain which meant that A was unable to continue working. These placements were with Green Horizons and Pathways, A also had a paid job working for an elderly couple in their garden, this fell through, possibly due to lack of on-going peer support offered to A. A is interested in working with plants but on a more design level than heavy manual work.

Computer and Graphic work has also been discussed as an option for A due to his creative skills. A is a very skilled artist and model maker, and is able to take Photographic images of a very high quality.

The reviewer identified the most important things to A are:

The opportunity to continue taking and working on his photos
Using a computer
Socialising with friends
Gardening

A's original care package annual cost was £12,250.12 per year

A worked with the Transformation team who spent time developing an alternative package to meet his needs. He now accesses his local library one day a week to use the computers in a quieter, community setting. He required several weeks support from the team to walk from his home to the local Library to ensure that this new routine became embedded into his weekly programme, this is now firmly in place. A appreciates the quieter atmosphere and has become confident in using the café and other facilities on offer, taking out books and DVD's on a regular basis.

A was also supported to volunteer for a day at the Wildlife Trust; he is able to use Public transport to access this group with a pick up point in town. A obtains a great deal from being part of this mainstream group, he enjoys the conservation work and is also given the opportunity to take photographs of the locality and wildlife on the sites. A has become so enthusiastic about this work he now volunteers for an extra day a week.

A accesses Greenacres for one day a week, he has chosen to self-fund this as he does not meet the current criteria to receive a day service. A has been supported by the Transformation team to learn the bus route and is now able to travel on Public Transport out to the farm and back.

A has one day a week at home which he spends with his sister; they spend quality time together accessing a variety of trips to places of interest, A is always enthusiastic to explore new places and enjoys the opportunity to take his photographs.

A states that his week is much better now with a good balance of things to do!!

Current cost of care package – zero.

The positive benefits to A are:

- Increased independence, now able to use public transport
- Less reliance on Council based services, more use of local resources
- More local community interaction
- Increased Confidence
- Increasing personal responsibility, making decisions around daily activities, managing household budget efficiently to ensure important activities can take place.
- Feels more valued as a member of his community
- Positive steps towards employment

Person B

B is a woman in her mid-forties who has Downs Syndrome, she lives at home with her sister.

B had a five day a week day service from Sabrina Court, including transport via PTS. J also was in receipt of Respite 42 nights per year at Barleyfields.

B has been supported to work in The Links Café, initially she was supported by the day service staff, this has now been removed from her package and her sister arranges transport. This placement has been successful and B is now in the process of approaching voluntary organisations to find new placements that will help her to develop her skills further.

B has been offered one placement on Monday's at the Barnabus Church helping with the preparation of the lunch and then serving and clearing away.

B is currently being supported to approach Age UK to ask about a possible work placement at the Thursday Older People's group, in her local area.

Things that are important to B:

- Helping people
- Having a work placement that is supportive
- Reducing her day service provision
- Respite is important to both J and her sister to maintain the placement in the home.
- Self worth through employment
- Developing skills

B's original care package annual cost was £19,177.53

New Support Plan

Monday – Barnabus Centre

Tuesday – Day at home

Wednesday – Sabrina

Thursday – Age UK

Friday – The Links, until alternative sourced

Respite to be provided by Shared Lives

New Costs

£1772.76 Sabrina

£2,064.24 Respite 42 nights Shared Lives

Total £3,837.00

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	No on register	Average daily attendance	Max Building Capacity	Proposed Transformation Outcome
Abbotswood	29	20	30	This building develops as a community resource being used for more community based activities, some of which may include day time activities.
Albert Road	32	21	30	Mencap building on Council land. Mencap not currently interested in partnership beyond their evening and weekend use.
Aquamira	20	15	20+	There is need to ensure maximum use of this resource for people with the most complex needs.
Avalon	18	14		This building is becoming harder to maintain and to support positive services. There is a need to re-provide this facility.
Bradbury	31	8	30+	Locality developments – work in progress. Recommendation to be received in September.
Church Stretton	14	8		Some service users can continue to use support from Mayfair centre. Some will access opportunities in their local community i.e. Bishops Castle.
Corner Patch	16	7		This service will be considered for commercial development.
Greenacres	38	21	30	This service will be considered for commercial development.
Hartleys	33	21		This service will close. Existing users will take up individual service options or if needed will attend another building based service (this could be an existing community resource)
Helena Lane	36	18	30+	This building develops as a community resource being used for more community based activities, some of which may include day time activities..
Innage Lane	35	16	25	This service will be subject to review following detailed discussions with stakeholders.
Lorne Street	27	15		This building will be re-provided in conjunction with Avalon.
Maesbury	17	11	15	This service will be considered for commercial development
Meres	35	16	30	This service has already gone through significant transformation; support will be re-commissioned using a locality commissioning model.
Oak Farm	49	20	30	This service will be considered for commercial development.
Sabrina Court	28	16		This service will close. Existing users will take up individual service options or if needed will attend another building based service (this could be an existing community resource)
Wayfarers	30	17	25	This building develops as a community resource being used for more community based activities, some of which may include day time activities.

APPENDIX D – Day Service Transformation Plan

Appendix E	FULL YEAR			PRO-RATA	
	POTENTIAL SAVINGS 1415	PERM ONE OFF	DATE OF EFFECT	POTENTIAL SAVINGS IN 1314	
Staff savings linked to reduction in numbers needed to support reduced SU attendees	- 413,555	on-going	April	- 413,555	Based on Budget Build Up 5kN91/39223
Staff savings linked to reduction in staffing numbers as part of day centre rationalisation	- 287,009	on-going	October	- 143,504	10% Day Service Employee budgets that are not part of closure plan
Re-Structure of 1 base - 25% staffing efficiency	- 41,396	on-going	July	- 31,047	Inclusive of admin & management
Staffing savings from centre reductions from October 2013 (Shrewsbury & Church Stretton)	- 582,003	on-going	Oct/Feb	- 211,150	Inclusive of admin & management
Staffing savings due to accomodation consildation (Oswestry)	- 404,210	on-going	2014	0	Inclusive of admin & management
Closure of 3 transport routes	- 141,000	on-going	Oct/Feb	- 70,500	1 full year 1 half year 1 in 2014
York House	- 16,000	on-going	Oct	- 8,000	from Oct
ADDITIONAL COSTS - RECURRING					
Cost of 1 new base	205,765	on-going	2014	0	50% of cost of Avalon & Lorne Street
10 York House Residents	65,000	on-going	Oct	32,500	premium to home to cover non-attendance from Oct
PB in lieu of daycare attendance	81,120	on-going	Oct	40,560	Based on PB £20/day x 3 days for 26 people from Oct
6 Staff	72,900	on-going	Oct	36,450	21 clients(30%) transferring into alternative day services - additional staffing requirement
RECURRING SAVING	- 1,460,387			- 768,246	
ADDITIONAL COSTS - ONE OFF					
Redevelopment costs for new Oswestry base	100,000	one off		-	This cost would be met from Capital
NETT SAVING 2013/14	- 1,360,387			- 768,246	

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Equality Impact Needs Assessment (EINA)

Part 1 EINA (initial assessment with preliminary consultation)

Name of policy, procedure, function, project, etc	
Day Services Reconfiguration	

Names (list those involved in carrying out assessment)	Job titles	Contact details
Ruth Houghton	Head of Social Care: Improvement and Efficiency	Ruth.houghton@shropshire.gov.uk 01743 253093
Date commenced	July 2013	

Aims of the policy and description
Reconfiguration of day services as part of the change to becoming a commissioning Council whereby individuals as personal budget holders become commissioners of services to meet their own individual assessed needs.

Stakeholders, people concerned, interested parties
Shropshire Council Services Users attending day services Family Carers Shropshire CCG Providers Employees Health and Wellbeing Board

Progress summary	Date	Signature
Head of service	Part 1 24 July 2013	<i>RH Houghton</i>
Head of service	Part 2 (FULL)	

Potential Impact on Target Groups – Preliminary Consultation (see page 2)

Assess each of the following areas separately and consider how the policy may affect people's Human Rights
<ul style="list-style-type: none"> • Have you considered the relevant Protected Characteristics and/or consulted people with specialist knowledge? • Will the policy create any problems or barriers to any Community or Group?

- Will any group be excluded because of the policy?
 - Will the policy have a negative impact on community relations?
- If the answer to any of these is **Yes** to any **High Impact criteria**, you must prepare a **Full (Part 2) EINA**. Preliminary consultation will be required to help identify the impact and evidence of this recorded.

Initial assessment (and preliminary consultation)

Protected Characteristic groups	Significant (High) negative impact <i>Full EINA required</i>	Significant (High) positive impact <i>Full EINA required</i>	Medium or Low impact <i>Part 1 EINA only required</i>
Race (also ethnicity, nationality, culture, language, gypsy, traveller)			Low
Disability (mental & physical impairments, mobility, manual dexterity, speech, hearing, learning, understanding, visual, MS, cancer, HIV)			Medium – the existing in house day services support adults with learning disabilities who will be supported to access alternative means of support using personal budgets.
Sex (also associated aspects: safety, single-parenting, caring responsibility, potential for bullying & harassment)			Low
Gender re-assignment (also associated aspects: safety, single-parenting, caring responsibility, potential for bullying & harassment)			Low
Sexual Orientation (heterosexual, lesbian, gay, bi-sexual)			Low
Age (children, young people, working age, elderly)			Medium – most day services are for people aged 18-65. There are also day services for over 65. All age groups will be supported through personal budgets to choose alternative provision and support.
Religion & belief (Hinduism, Judaism, Buddhism, Christianity, Islam, Sikhism, Shinto, Non-conformists)			Low
Pregnancy & Maternity			Low

<p>Other (other target groups relevant to your service, for example, family carers, marital status, rurality, poverty)</p>			<p>Medium – family carers who rely on day services for respite will still be supported as eligible users will be able to access wider community based services.</p> <p>Medium – employees – the majority of the work force are female and part-time. For re-provisioned services TUPE will apply. There may be some redundancies. There will also be new employment opportunities as personal assistants for people who use direct payments to meet their assessed needs.</p>
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High	Significant potential impact, risk of exposure, history of complaints, no mitigating measures in place or no evidence available, urgent need for consultation with customers, general public, employees
Medium	Some potential impact, some mitigating measures in place but no evidence available how effective they are, would be beneficial to consult with customers, general public, employees
Low	Almost bordering with non-relevance to the EINA process (heavily legislation led, very little discretion exercised, limited public facing aspect, national policy)

What is your evidence for your answers to the above questions?

Consider quantitative and qualitative data. Customer equality monitoring data, consultation process, research data. Log details in Evidence part of form (page 4)

1. Knowledge of services provision
2. Performance Indicator Information
3. Consultation in 2011 on transformation of Social Care
4. Consultation in 2012 on detailed transformation and changes to day service charging and provision

Important: Only policy, procedure, function, etc rated as **High Impact** needs a **Full (Part 2) EINA**. Full assessment requires more in-depth consultation with members from the target groups highlighted as being at the receiving end of any potential High Impact.

Part 2 – Full EINA

Sources of evidence

- List the main sources of evidence on each group, both quantitative and qualitative
 - Consider how the policy may affect people's Human Rights
 - Qualitative evidence may include comments and opinions from stakeholders, as well as academic research
- Useful sources of information: complaints monitoring, customer records, census data, focus groups, face to face interviews, surveys, related information produced by other public bodies)

Consider the following when assessing the impact & seeking evidence/during consultation

1. How is the policy likely to affect the **promotion of equality** and the **elimination of discrimination** in each of the areas?
 - a) Give a selection of key facts relevant to each area
 - b) If there is little or no evidence, say what you will do to find some evidence and give examples of the types of evidence you might find
2. How will the policy meet the needs of the **different communities** and groups?
3. Give details of any **consultation** that has already been done which is relevant to this policy
4. Give examples of **existing good practice** in this area, for example, measures to make it easier for people in particular groups to influence policy

Challenges and opportunities: questions to consider throughout the assessment

- Consider using a Critical Friend (external to the department or organisation) to challenge the assessment
- What measures does the policy include, or what could it include, to address existing patterns of **discrimination, harassment or inequality?** (Consider the alternatives)
- What impact will the policy have on **helping different groups of people** to get on well together to **improve community relations?**
- If the policy is likely to have a **negative** impact, what are the reasons?
- What **practical changes** will help reduce any adverse impact on particular groups?
- What will be done to **improve access to take-up** of services and **understanding the policy?**
- What can you do to **promote equality** and **eliminate discrimination** when you procure goods and services?

Detailed evidence

	Source of evidence & baseline data	Outline of impact
Race		
Disability	Adults with learning disabilities and older people will be affected	Building based services will be reconfigured. Individuals will be able through the use of personal budgets to access alternative means of support including community based and peer support, education, training, leisure and employment. Some specialist building based services will remain for the most

		profoundly disabled. These though may not in the future be provided by Shropshire Council.
Sex		
Gender Re-assignment		
Sexual Orientation		
Age	Day Services are provided for adults with learning disabilities aged 18-65. Day Services are provided for older people over 65.	Building based services will be reconfigured. Individuals will be able through the use of personal budgets to access alternative means of support including community based and peer support, education, training, leisure and employment.
Religion & Belief		
Pregnancy & Maternity		
Other	<ul style="list-style-type: none"> • Shropshire Council employees • Family Carers 	<p>Medium – family carers who rely on day services for respite will still be supported as eligible users will be able to access under Community Services.</p> <p>Medium – employees – the majority of the work force are female and part-time. For re-provisioned services TUPE will apply. There may be some redundancies. There will also be new employment opportunities as personal assistants for people who use direct payments to meet their assessed needs.</p>

EINA decision

Decide whether to adopt the policy based on the aims, evidence collected, consultation results, relative merits of alternative approaches and compliance with legislation. Ensuring that:

- The approach is methodical and logical, records are kept and decisions are justified
- Balanced decisions are made, best accommodating conflicting interests

Summary of findings and analysis - EINA decision

Following consultation in 2011 and 2012 and further consultation to be undertaken with staff groups collectively and Service Users on an individual basis the impact of this service change is considered to be low.

Signature (Lead Officer)	Signature (Head of Service)
Date:	Date:

Next review date of this EINA

Every 3 years or when policy changes, if earlier
Date:

Action Plan guidance notes

Give an outline of your action plan, based on the evidence you find to support your decisions, and the challenges & opportunities you have identified. It could include:

- Plans that are already under way or that you are already thinking about to address the **challenges** and **priorities** you have identified
- Arrangements for continued **discussion** and **involvement** with stakeholders
- Arrangements for **monitoring** and **evaluating** the policy for its impact on different groups throughout the policy making process and as the policy is carried out
- Arrangements for ensuring that any pilot projects are evaluated and take account of issues described in the assessment, and that they are assessed to make sure they are having intended impact
- Arrangements for discussing how far you can take account of the issues in the assessment with other agencies, service providers, Non-Departmental Public Bodies and regulatory bodies
- Arrangements for ensuring that your relevant **colleagues** are **made aware** of the assessment
- Arrangements to make sure the assessment contributes to the Single Equality Scheme (SES)
- Arrangements for disseminating information about the assessment to all relevant stakeholders who will be implementing the policy
- Arrangements for improving the body of evidence you have

Also consider the following:

- Area of negative impact
- Actions/changes proposed
- Resource implications

Action Plan

		Person responsible	Target date
Involvement & consultation	<ul style="list-style-type: none"> • Second phase of consultation completed in 2011 and 2012. • Staff consultation – ongoing from August 2013 • Individual Service User consultation ongoing from August 2013 		
Data collection & evidence			
Assessment & analysis			
Procurement & partnerships			
Monitoring, evaluating & reviewing (including publishing the results)			

You may wish to change the above categories in the first column to reflect the actions needed, relevant to the policy and assessment

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