

## **BRIEFING NOTE**

**TO: Health and Social Care Scrutiny and Performance Panel**

**DATE: 3 November 2015**

### **Review of Adult Social Care Supported Employment and Day Services - Consultation process and update.**

#### **1. Summary**

- 1.1 Following the decision of the Cabinet 24<sup>th</sup> June 2015 (see the attached report), Scrutiny is invited to consider and provide comment as part of the consultation process on the options contained in the Cabinet Report. A further report on the consultation feedback and recommendations will be made to Cabinet in December 2015.

#### **2. Recommendations**

- 2.1 For noting and feedback and comment as part of the consultation.

#### **3. Report detail**

- 3.1 Outline proposals for a review of Learning Disability Provider Services were included in the Medium Term Financial Plan 2016/2017. As part of the 2015/16 Corporate programme of budget consultation service the public were asked on how savings could be made, in particular their views on proposals for day services for people with learning disabilities and proposals for supported employment services for people with learning disability.
- 3.2 On 24<sup>th</sup> June 2015 Cabinet approved formal consultation on the proposals. This report outlines the consultation process used to inform and shape the proposals for discussion in the autumn of 2015.
- 3.3 An inclusive programme of consultation is being undertaken, designed to gather the views of service users, their carers and families and stakeholders i.e., voluntary organisations, housing and health partners. It will be particularly important to understand the views of:
- Current day service users, their Carers and families
  - Links to Work clients, their Carers and families
  - Stakeholders e.g. Walsall Disability Forum, Carers Network, Learning Disability Partnership Board and Carers and users in transition.

- As a statutory consultation anyone can have their say and will be provided with means to do so i.e. individual advocacy and group advocacy.

### 3.4 Initial Phase of Listening and Engagement

Week commencing 13<sup>th</sup> July 2015 an initial and short phase of listening and engagement was conducted. This phase involved inviting carers and families to meet informally with senior managers to discuss the proposals.

These meetings provided the opportunity to explain the proposals and answer any questions or concerns Carers and families had.

Sessions were held at each Community Satellite Centre, Goscote Centre and Links to Work.

Findings from this initial phase have been used to structure the formal phase of consultation. This approach worked well when used for consultation on Fallings Heath in 2014.

Site	Registered Users	Category of Attendees	Attendees	Percentage Attendance
Manor Farm	17	Carers	10	58.82%
St John's - Pleck	23	Carers and Service Providers	13	56.52%
Chart Centre - Willenhall	18	Carers and Service Providers	14	77.78%
Moxley Peoples Centre	10	Carers	9	90%
Links to Work	51	Carers and Service Providers	28	54.90%
Blakenall	14	Carers	10	71.43%
Pier Street - Brownhills	17	Carers	9	52.94%
Goscote	21	Carers and Service Providers	15	71.43%
Goscote Greenacres	57	Carers and Service Providers	17	29.82%
<b>TOTALS</b>	<b>228</b>		<b>125</b>	<b>54.82%</b>

### 3.5 Formal consultation

Formal consultation began on 3 August 2015 and will close on 31 October 2015 a twelve week period, allowing sufficient time for people to fully consider the options and have their say.

Consultation focuses on:

- Seek people's views of each of the options relevant to them
- Understand the potential impact and benefits for service users the proposals may have on Carer's and their families
- Understand any concerns people may have
- Invite suggestions for alternative options or solutions for both individuals and friendship groups.

Consultation will take the form of both quantitative and qualitative methods.

### 3.6 Postal Questionnaire

A questionnaire has been sent to carers of people who use day services (237 people). We will track responses and seek to encourage those who have not responded to do so; particularly BME groups need to be monitored and encouraged to participate.

Support to complete the questionnaire has been offered via telephone supported by advocates if required, easy read versions are available.

Questionnaires have been circulated from 10<sup>st</sup> August 2015 the closing date for questionnaire will be 21 September 2015, to allow sufficient time for data entry, analysis and reporting to Cabinet / CMT prior to autumn Cabinet.

So far we have received 96 replies from a total of 250 circulated (38%) the initial information has been inputted into the local consultation data base. Corporate consultation and customer feedback officers are supporting us in the process. There is a further two weeks before the closing date for questionnaires 21 September 2015.

### 3.7 Carer workshops

In order to understand views and concerns in more detail, four discussion sessions for carers, families and stakeholders will be held in early October 2015. These meetings will be led by the Executive Director of Adult Social Care, and Senior Adult Social Care Managers. These sessions will be an opportunity for carers and their families to hear further about the proposals and to express their views face to face.

An emphasis must be made throughout the process in relation to individual carer's assessments and there availability.

### 3.8 Service user consultation sessions

At the request of service users, separate site specific sessions have been arranged for them to have their say. These sessions will be facilitated by Making Our Choice (MENCAP Independent Group Advocacy). Making Our Choice will be provided with clear and detailed guidance for leading the discussions and reporting outcomes.

Site	Registered Users	Category of Attendees	Attendees	Percentage Attendance
Manor Farm	17	Service Users		
St John's - Pleck	23	Service Users		
Chart Centre - Willenhall	18	Service Users		
Moxley Peoples Centre	10	Service Users		
Links to Work	51	Service Users	45	88%
Blakenall	14	Service Users		
Pier Street - Brownhills	17	Service Users		
Goscote	21	Service Users		
Goscote Greenacres	57	Service Users		
<b>TOTALS</b>	<b>228</b>	Service Users		

### 3.9 Consultation with Stakeholders

Meetings to discuss the options will be held with disabled groups including Disability Forum, Making Our Choice, and Learning Disability Partnership Board, care providers, housing, health partners and care homes.

Findings from the research will be analysed and reported alongside the results from the questionnaires to give a full and detailed picture of opinion to inform decision making.

The Consultation will be promoted via the local press, the Council's website and social media and at the venues themselves as well as direct mail to service users, carers and their families.

### 3.10 Enabling Meaningful Comment

Sufficient background information on the proposals and the options, as well as any earlier options that were discounted, will be published online and made available on request. Easy read versions will also be provided with alternative formats on request. This transparent approach supports intelligent consideration and meaningful comment. All letters and sessions will be designed with the needs of individuals in mind.

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## **Cabinet – 24 June 2015**

### **The review of social care employment support and day services**

<b>Portfolio:</b>	<b>Councillor E Hughes, Care and Safeguarding</b>
<b>Related portfolios:</b>	<b>Public Health and Wellbeing</b>
<b>Service:</b>	<b>Social Care and Inclusion</b>
<b>Wards:</b>	<b>All</b>
<b>Key decision:</b>	<b>No</b>
<b>Forward plan:</b>	<b>No</b>

#### **1. Summary**

- 1.1. The social care employment support and day services operated by the Council need to be reviewed in the light of best practice in promoting independence, the fitness for purpose under the Care Act 2014, and cost effectiveness of the service. Users and carers will be consulted formally on all options on meeting the needs of people requiring such support.
- 1.2. There is no intention to withdraw services that meet the eligible needs of disabled people. The service reviews will apply best practice, new legislation, and explore all options through detailed consultation with users and carers prior to bringing recommendations for any changes back to Cabinet in the early autumn. Individual users will be assessed under the Care Act as part of these reviews.

#### **2. Recommendations**

- 2.1 That the Executive Director of Social Care and Inclusion review and consult with users, carers and other relevant stakeholders on the options for improving outcomes of those receiving employment support and day services operated by the Council and we will then report to Cabinet on the options considered and feedback from consultation and recommend any improvements where necessary

#### **3. Report detail**

- 3.1 Cabinet had required a review of “in-house” social care services when it approved the retention and development of the Fallings Heath respite service in December 2014. Officers now seek approval to complete the review through

formally consulting with users, carers, and other stakeholders on all the available options for meeting the needs of the people receiving support from either or both employment support and day services operated by the Council. This report sets out the reasons for such reviews, and summarises the options to be considered and consulted upon.

3.2 The services to be the subject of this review are:

- Goscote Centre
- Day Services at Moxley, Manor Farm, Brownhills, Blakenhall, Pleck, Willenhall
- Links to Work based at Electrium Point

The number of people using these services is:

- Goscote 60 users
- Day centres 127 users
- Links to work 67 users

The budget, average attendance and unit costs are shown in the following table:

Unit	Budget (£s)	Average Annual Places	Unit Cost £s	Attendance
Goscote	1,083,550	13800	120	77%
Day Centres	1,393,614	25920	71	66%
LTW	736,087	10800	70	97%

3.3. The average attendance over the last two years by users at the Goscote service was 77% and at the other daycentres was 66%. This level of take-up warrants a detailed review and consultation on options to either reduce the service in line with choice and take-up, or seek alternatives that are personalised and meet the needs of those eligible for this type of service in cost effective ways.

3.4 The take-up at Links to Work is much higher (97%) than day centres and therefore needs to be reviewed in a different way to reflect that, and will be based upon improving outcomes for those eligible for a social care services that promote independence, best practice under the Care Act including seeking suitable alternatives for those not eligible.

3.5 The reviews of all these services will require each individual and their carer to be assessed for their needs under the Care Act, which may lead to some not being eligible and for those that are eligible to some changes in their total personal budget and the support to match their circumstances. There are some anomalies in the current pattern of service which built up over time and need resolution through reassessments, such as the use of day services by those placed in residential care or similar support for whom the cost of their

day opportunities has already been included in the placement cost and is duplicated by the cost of day support.

- 3.6 These individual reassessments would have occurred under the Care Act in any event, but the proposal to review these services would lend them to being carried out over the next three months and linked to wider consultation of options for the long term services required to meet both these peoples' needs, and the needs of future users.
- 3.7 Targets to reduce the budget for 'in-house' social care services in 2015/16 and 2016/17 were included in the Council's budget consultations during 2014/15 in order to meet the Council's overall cost reduction objectives. The key aim in these reviews will be to explore how to meet eligible needs, improve outcomes at lower costs, and help those that can find work or other social activities during the day through support that does not necessarily require social care funding. The reviews set out in this report would aim to provide cost effective ways of meeting disabled peoples' needs that would later be viable in an open market context, and thereby secure their sustainable on-going support to people with long term conditions.

#### Options for Day Services

- 3.8 Options for day support services to be explored through consultation are as follows:

Option 1: revise service arrangements to meet current users' needs through "resource centres" based at Goscote, and at Fallings Heath. This would take account of reduced levels of volume (at least 25%), and enable staff to provide a rounded, person centred day support and respite care service which would also take in to account the needs of carers. The definition of a resource centre would be: a multipurpose site for people with learning and physical disabilities where users can develop their life skills and employability skills; get support to improve their communication, numeracy and literacy skills; and participate in meaningful activities that enhance and improve their lives. Users will be supported by a team of reablement officers, and all users will have a support plan that "enables" and develops the individual to achieve specified outcomes in their chosen areas, including to gain employment or to live in their own homes independently.

There would be cost efficiencies in a resource centre approach, resulting in lower overheads and more flexible staff deployment. There would also be a better opportunity to open up employment and vocational training to those in day services through the resource centre approach than currently.

There would be a need for some capital investment (see 8.2 below) when adapting the redundant wing in Fallings Heath in order to be able to provide day services to achieve the range of facilities necessary for a resource centre. (Goscote already has an appropriate spread of facilities)

Option 2: retain the current locations, but reduce service capacity according to needs/take-up by users and the consequent staffing required for this service. There are considerable inefficiencies that would limit choice, and might make unsustainable this pattern of service due to the small size of some service units

Option 3: operate no daycentres by the Council and ensure that through Personal Budgets and Direct Payments users and carers have access to a wide range of personal support and opportunities. Whilst the use of Personal Assistants through Direct Payments has helped some users meet their needs, the range and availability of this type of service has been limited. Expansion and diversification of support services in this way can be linked to Option 1 with in-house services operating more outreach support, as well as promoting the development of the wider market.

Option 4: A variation on the options above would be a community initiative whereby we would explore with community associations or other organisations, opportunities for the users and carers not eligible for a resource centre service under option 1, to create social activities on a self-funded or voluntary basis.

#### Options for Links to Work

- 3.9 Links to Work was established in 2000 to prepare users for work and to offer supported/sheltered employment to some of them. The success in finding jobs in the open market has been very limited in the last 5 years, which has resulted in it becoming a sheltered work scheme.
- 3.10 This approach to meeting needs of people with learning disabilities has been phased out over the last 15 years across the country in response to government guidance (Valuing People and Valuing People Now) and personalisation whereby vocational training support into jobs on the open market has been the objective. There was a rationalisation of this service from 3 sites to one and some reduction in numbers in 2008. In the draft Employment Strategy a focus has been put on developing an employment "pathway". Those national providers of employment support such as Remploy and the Rathbone Society have also phased out the sheltered workshop model, opting for the placement and support approach. The national indicator 1E which replace NI146 is about enhancing quality of life for people with care and support needs. The new indicator is about reducing social exclusion, which some sheltered workshops can inadvertently cause.
- 3.11 The Care Act requires new assessments of each person's needs, and that of carers, with a new approach to ensuring their wellbeing. This is likely to lead to a different, more person centred approach to meeting the eligible needs for support, and transitional arrangements and alternatives for those are not eligible.



- 3.12 Links to Work therefore needs a review and consultation into what options might best meet eligible needs, and improve outcomes (i.e. employment) not just for current users but future demand.
- 3.13 The property at Electrium Point is on a lease and is subject to renewal in January 2016 which allows for a withdrawal from this site if agreed by Cabinet following consultation and approval for alternatives to current services.

Option 1: Support those not eligible for social care funded support to find appropriate community and vocational support that continues to ensure their independence (an estimated 50% of current users may not meet eligibility criteria subject to assessments under the Care Act); resulting in opportunities to develop solutions similar in approach to those that are outlined in option 4 for day support above.

Option 2: There are some current users with eligible needs who may require day services support for them and their carers to sustain their independence, and to develop choice and person centred support with meaningful activities and social relations. The revised resource centre option in option 1 for day services above would lend itself to current staff ensuring a safe transition for this group of users from links to work to alternative provision;

Option 3: Develop close links to colleges ( such as WACC, and Walsall College) and other agencies involved in vocational training and support that meets the needs of many young people with learning disabilities coming out of education (and who therefore have not taken up Links to Work in recent years). Personal support through personal budgets for those eligible with appropriate staff with such skills would enable access, transport and other related support to such opportunities. Given the length of time many current users have had in Links to Work a specialist transition programme would be needed for this option, as appropriate to their needs.

Option 4: All the above options would lead to the reprovion of services for those currently attending the Links to Work service in its current form, and location. A reduction in numbers and a different approach would be practical and affordable following a withdrawal from the facilities operating at Electrium Point. There may be some staff redundancies under these proposals (subject to review and outcomes that would have to be agreed by Cabinet as an outcome of the consultation). Alternative provision for those eligible, and transitional support for those not eligible, would need to be consulted upon and subject to a further Cabinet report by November 2015 at the latest.

Option 5: The retention of the current I Links to Work service.

#### **4. Council priorities**

- 4.1 The options outlined in this report would help the Council meet its objectives of meeting the needs of the disabled and vulnerable people through appropriate assessments of need, and meeting those needs in the most person centred

and cost effective way. It would also help meet council requirements to seek budget reductions in the longer term.

## **5. Risk management**

- 5.1 There may risks associated with individual user and care assessments in cases where they no longer meet eligibility criteria under the Care Act 2014. Experienced and qualified staff would be deployed to carry out these reviews and independent advocates made available where requested. Support and transition plans would be consulted upon and developed subject to approval by Cabinet in a further report.
- 5.2 For those eligible for social care, a resource centre approach, a direct payment service or a new employment support package would be amongst the alternatives to be offered.

## **6. Financial implications**

- 6.1. The financial implications of the options to be consulted upon are in line with the savings set out in the Medium Term Financial Plan for 2016/17, which for these services are reductions of 21% for day support (£517K out of a net budget of £2.447m) and 40% (£300k out of a net budget of £736k) for links to work in 2016/17.
- 6.2. The majority of the costs for both services are for the salary costs of approximately 90 staff (£2.002m out of a net budget of £2.447m in day centres and £711k out of a net budget of £736k in Links to work). Clearly the redundancy implications and cost would need to be the subject of reviews, although with the deletion of the posts proportionate to service reductions there is a business case to justify this.
- 6.3. The savings therefore potentially available if the Cabinet agrees after consultation would be:  
Day services: £517k in 2016/17 and circa £50k in the final quarter in 2015/16 if the transition to new arrangements is was implemented from January 2016.  
Links to Work: £300k in 2016/17 and possibly £30k in the final quarter in 2015/16 if the transition to new arrangements was implemented from January 2016.
- 6.4 In addition to the above there are also potential further savings of £192k from rental, dependent on the option that is implemented, if all day centres and the links to work service was ceased as an internal service (though subject to funding required to re-provide alternate services to eligible users), although it must also be noted that there may be one-off dilapidation costs that could be incurred when vacating these buildings which would need to be met from any savings in the first instance. And also a further potential saving from an associated review of management posts following the restructure of services of circa £200k.

- 6.5 Subject to the consultation on the above options, there may be a reduction on planned savings in order to develop transitional plans for non-eligible users. This would be in the form of a one-off cost of up to £80K

## **7. Legal implications**

- 7.1 All users and their carers are entitled to assessments of their needs under the Care Act 2014. All those affected by the consultation will be offered a re-assessment over the next three months – the first such assessment under the new legislation. Those not eligible for social care funding will be offered advice, information and signposting to alternative or transitional support as necessary. Those eligible will be involved directly in the development of options for the services they receive through consultation.
- 7.2 All relevant stakeholders including users and carers will be consulted in accordance with statutory requirements prior to a further Cabinet report on the future of these services no later than November 2015.

## **8. Property implications**

- 8.1 The rental of community association premises used in day services (i.e. All day services except Goscote and Fallings Heath and Brownhills which are council owned), and the private lease of Electrium Point for Links to work would require notice served and withdrawal no later than April 2016 if all proposals were agreed by Cabinet.

RENT	INVOICES REC.	AMOUNT	TOTAL
St. Johns Church (Community Hub) Pleck	Quarterly	£4,561.26	£18,738.00
CHART Community Centre Willenhall	Quarterly	£3,750.00	£15,000.00
Moxley People Centre	Quarterly	£3,000.00	£12,000.00
Blakenall Community Centre	Quarterly	£4,400.00	£17,600.00
Manor Farm Community. Assoc.	Quarterly	£3,500.00	£14,840.00
			£78,178.00

- 8.2 A separate capital investment estimated up to £100k and available with adult social care capital in Fallings Heath to adapt the current redundant wing to enable a day service operate there will form part of the options appraisal.

- 8.3 There will be dilapidation costs to the extent of £100 per square metre up to £85k subject to confirmation.

**9. Health and wellbeing implications**

- 9.1 Each user and carer will have their health and wellbeing taken into account in the assessment of their needs, as well as in the development of the review of service options to be put to Cabinet.

**10. Staffing implications**

- 10.1 There may be some staff redundancies arising from the outcome of the review, and this may lead to some concerns from users or carers. A detailed transition plan linked to any changes proposed would form part of a further Cabinet report to ensure a safe resolution to all users and carers needs. Appropriate staff consultation would follow any Cabinet decision in due course.

**11. Equality implications**

- 11.1 The application of Care Act appropriate assessments of need will ensure that the disability and related equality issues can be fully addressed in the reviews recommended. There is no intention to withdraw services to those eligible and obligations to meet individual needs will be met through options developed in consultation. A full Equalities Impact Statement will be produced in the report feeding back on the outcome of the reviews and consultation to Cabinet.

## 12. Consultation

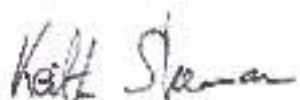
- 12.1 The consultation with service users and carers that was conducted for Fallings Heath in 2014 provided a good example of how careful attention to individual needs, the carers and other stakeholders and the development of options all led to changes that were accepted, and produced cost reductions without inappropriate loss of service. The same approach will be adopted towards the simultaneous reviews of the services subject of this report.
- 12.2 This will include using appropriate communications and independent advocacy support, and involving carers, voluntary organisations and other stakeholders (including the community associations or other premises in which these services operate).

### Background papers

Cabinet report Fallings Health December 2014

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**Executive Director  
Safeguarding**

9 June 2015



Councillor E Hughes  
**Portfolio Holder for Care and**

16 June 2015

## Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Options Review of Employment Support and Day Services for people with Learning Disabilities		
Directorate	Social Care and Inclusion		
Service	Provider Services		
Responsible Officer	Gary Mack		
EqIA Author	Michael Hicklin		
Date proposal started		Proposal commencement date (due or actual)	

1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy	Yes	
	Procedure	Yes	
	Internal service	Yes	
	External Service		
	Other - give details		
	To redesign the current service models so that they reflect best practice, are fit for purpose under the Care Act 2014 and cost effective and sustainable.		
2	What are the intended outcomes, reasons for change? (The business case)		
	<b>Outcomes:</b> <ul style="list-style-type: none"> <li>To deliver services in Walsall that targets the most vulnerable adults who are deemed as having an eligible need for social care services.</li> <li>To ensure all users have had a current review so that they are made aware of support services available to them and that they have received their Personal Budgets or Direct Payments which will enable them to pursue these.</li> <li>To support users who are no longer eligible for social care services to move to alternative community support services.</li> <li>To consolidate some of Walsall Councils Provider Services to make them more efficient and cost effective.</li> <li>Consult with users and carers so that they can make informed choices about which options they feel should be included in the next Cabinet Report.</li> </ul> <b>Reasons for Change:</b>		

- Walsall Council cannot continue to be everything to everyone therefore we need to be SMARTER with the limited resources we have. Therefore by redesigning services we will still be able to meet the identified outcomes for users with an assessed need but at lower costs.
- Ensuring future services are fit for purpose, cost effective, efficient and sustainable so that they can endure future pressures and challenges.
- Day Services are currently operating on reduced occupancy levels, which mean that it is not cost effective when we take into account the potential of the service.
- Links to Work needs to be reviewed in light of best practice in promoting independence, the fitness for purpose as it is struggling to meet expectations of Employment Pathways, as the current sheltered scheme provided is outdated.
- It is expected that by exploring different operating models users and carers will have more choice and control and a say in how future service provision is shaped.

#### **How and Who has formulated these options:**

The proposals are based on statistical data compiled over a significant period of time to ascertain occupancy levels, needs of customers, staffing ratios as well as assessing income generated and expenditure incurred in sustaining current level of services. Therefore areas of weaknesses have been identified which has resulted in the options to be discussed in forthcoming consultations subject to Cabinet approval.

Also Best Practice and findings of previous consultation events have also proven useful as they have given us an insight into the needs of carers as well as users. Other influences for this EQIA has been drawn from:

- **Carers Act 2014**  
Places responsibility on public services to assess the needs of carers in their own right
- **Health and Social Care Act 2012**  
Places emphasis on Providers to be Innovative and take the lead in designing services rather than commissioners, and empowers users of services
- **National Care Standards Strategy 2015**  
Provides a framework to ensure services are user led and effectively managed
- **Valuing People 2001 Valuing People Now a 3 year Strategy**  
Defines the responsibilities of care providers who provide services for people with Learning Disabilities

Options will be agreed with Councillors and Senior Officials, who are responsible for these services, Portfolio Holder for Social Care and Inclusion, the Director for Social Care and Inclusion, Assistant Director and relevant others

All options are subject to Cabinet approval and a summary of the outcomes of consultations with users, carers will be submitted to Cabinet in the Autumn.

Options that will form the basis of our consultation with users and carers:

#### **Day Services (6 Community Bases)**

- **Option 1**

To consolidate the 6 community bases we have in the Borough of Walsall into 2 Community Hubs which will be Fallings Heath and Goscote Centre. It is anticipated that this option will facilitate community integration and access to improved facilities as both buildings meet DDA regulations and therefore are equipped to meet the changing needs of our users as they get older or if their health care needs change.

All of the users in the Community Bases have visited Goscote Centre to access resources on site, and a few have attended Fallings Heath for Respite Care.

This option will facilitate efficiencies in overheads and staffing, and create further opportunities to develop employment and vocational pathways.

- **Option 2**

To continue to provide a service from all 6 Community Bases, but reduce staffing in line with low occupancy levels.

This option is inefficient and would have a significant impact on the choice and variety of activities currently provided to users.

- **Option 3**

To de-commission all the Community bases and ensure that through Personal Budgets and Direct Payments users and carers have access to a wide range of personal support and opportunities.

This option may prove difficult for a significant amount of users whose needs are complex, as the current market for day care providers in Walsall is weak and requires further investment. However Option 1 can be a basis for outreach support whereby Personal Assistants can be used to develop community links which promote external providers.

- **Option 4**

A variation on the options above would be a community initiative whereby we would explore with community associations or other organisations, opportunities for the users and carers not eligible for a resource centre service under option 1, to create social activities on a self-funded or voluntary basis.

## **Links to Work**

Links to Work is based at Electrium Point and provides a sheltered work scheme which simulates a factory environment. The lease with New Street LLP who owns the building is due to expire in January 2016, therefore we need to look at the future of employment opportunities and how these will be promoted within Walsall Council.

- **Option 1**



	<p>Support those users who are not eligible to receive a social care service to access alternative community and vocational support services which will continue to promote their independence (An estimated 50%)</p> <ul style="list-style-type: none"><li>• <b>Option 2</b> Facilitate transition for those users who are eligible to receive a day care service to a Community Hub as identified in Option 1 for Day Services. This transition would ensure independence was maintained and would enable more choice and control in accessing meaningful opportunities and social engagement.</li><li>• <b>Option 3</b> To develop close links and networking with external partners such as local colleges and employment training providers so that new referrals and school leavers can be sign posted to alternative support services. To access support mechanisms in place such as Personal Assistants to overcome barriers such as transport and communication so that meaningful opportunities can be accessed by everyone.</li></ul> <p>Transition pathways for users at Links to Work should take into account the length of time they had been at Links to Work therefore a specialist transition plan would be required to ensure all support needs were addressed.</p> <ul style="list-style-type: none"><li>• <b>Option 4</b> Re-provision of Links to Work so that it changes form and location. This would mean a different approach in the future towards employment pathways, so that it is affordable and sustainable.</li></ul> <p>Transformation would incur staff redundancies and a transition programme would be required for all of Links to Work users who were not eligible for a social care service, whilst those who are we would look at Option 1 for day care services.</p> <ul style="list-style-type: none"><li>• <b>Option 5</b> Retaining the current service, which includes those who are not eligible and those whom the current model does not fully meet all their needs.</li></ul> <p>This option is less effective and maybe difficult to sustain.</p>												
3	<table><tr><th colspan="3">Who is the proposal potential likely to affect?</th></tr><tr><th>People in Walsall</th><th>Yes / No</th><th>Detail</th></tr><tr><td>All</td><td>No</td><td>N/A</td></tr><tr><td>Specific group/s  Adults with LD who currently access the services identified in</td><td>Yes</td><td>Adults 18yrs plus with Profound Multiple Learning Disabilities, Physical Disabilities and Sensory Impairments, Mental Health  Users of services may find transition to alternative</td></tr></table>	Who is the proposal potential likely to affect?			People in Walsall	Yes / No	Detail	All	No	N/A	Specific group/s  Adults with LD who currently access the services identified in	Yes	Adults 18yrs plus with Profound Multiple Learning Disabilities, Physical Disabilities and Sensory Impairments, Mental Health  Users of services may find transition to alternative
Who is the proposal potential likely to affect?													
People in Walsall	Yes / No	Detail											
All	No	N/A											
Specific group/s  Adults with LD who currently access the services identified in	Yes	Adults 18yrs plus with Profound Multiple Learning Disabilities, Physical Disabilities and Sensory Impairments, Mental Health  Users of services may find transition to alternative											

	this document.		services or locations upsetting and confusing resulting in distress and anxiety.
	Council employees	Yes	<p>Employees may be at risk of redundancy if services are redesigned and downsized.</p> <p>Employees may become distressed and find it difficult to become motivate and focused at work leading to performance issues.</p> <p>Risk of increased absenteeism for work related stress</p>
	Carers of Service Users	Yes	<p>Carer's may feel under more pressure to provide support, where they cannot meet the costs of purchasing alternative services, creating pressure on family units increasing the possibility of them refusing to provide any care which would place additional burden on the council if they have to fund the full cost of care packages.</p> <p>Carers often have to manage the Impact of changes which may result in having to deal with increased challenging behaviours.</p> <p>Carers will require support so they understand this transition process and can support users effectively into alternative services.</p>
	Stakeholders	Yes	<p>Community Associations and other partners whom we currently share buildings with may have become financially dependent upon us to generate revenue to cover their building expenses and overheads. Therefore terminating lease arrangements may put them at risk of closure.</p>
	Users who currently access Goscote Centre for Day Care Services	Yes	<p>Providing additional accommodation for community bases within Goscote Centre would impact on current activities, the internal environment would need to be redesigned to accommodate other users.</p> <p>This would reduce the opportunity to move customers with challenging behaviours to quieter areas of the building to help them recover if they are distressed or agitated.</p> <p>Moving more than one community base into the two Hubs would mean relocating other services within Goscote Centre such as the Rehab Unit or</p>

	Staff and visitors	Yes	<p>Goscote Community Base (Physical Disability Group) to free up capacity.</p> <p>Although Goscote Centre has got designated parking capacity would need to be increased.</p>
<b>4</b>	<b>Summarise your evidence, engagement and consultation.</b>		
	<p><b>Evidence</b></p> <p>The Options discussed in this document enables Provider Services to make the target savings that it has been asked to attain which is part of a wider agenda to introduce efficiencies and SMARTER working, in line with Corporate Directives.</p> <p>There is now extensive data that clearly shows that Day Services and Links to Work have got significant flaws in the way they operate, and although users and carers are happy with our front line service delivery it is not sustainable. Some of the flaws include:</p> <ul style="list-style-type: none"> <li>• Paying for lease of buildings where occupancy levels are low Links to Work (Electrium Point) 77% Community Bases 66%</li> <li>• Current level of referrals to these services.</li> <li>• Not reflecting guidance and good practice with regards to employment pathways.</li> </ul> <p>Therefore it is essential that in order to continue to provide these front line services is some shape or form that they are redesigned and more focused on the most vulnerable users who are assessed as having an eligible need for social care services.</p> <p>In order to do this it is important that we understand what users and carers want so that the right options are taken forward to Cabinet for implementation. Below are some of the key functions that will form part of the consultation process to ensure users and carers have a voice and are listened to.</p> <p><b>Consultation</b></p> <p>There will be phased timetable of events to ensure that all target audiences have been reached, and a variety of communication aids and expert facilitators will be utilised to support the consultation process such as Advocacy Services. This is subject to the outcome of the initial report.</p> <p>Care and Assessment teams will be involved in reviewing and signing off Support Plans to ensure they reflect the needs and wishes of users and identify their support needs. Support Plans will also ensure that Personnel Budgets and Direct Payments are in place where there is an assessed need.</p> <p>As well as formal planned consultation events, there will also be 1:1 meetings offered to ensure that everyone has had the opportunity to express their views. These will take place at times and locations suited to the needs of users and their carers.</p>		

If a transition to another support service or if someone is exiting the service altogether every effort will be taken to ensure users and carers are kept informed and supported.

As well as face to face meetings, information will be available electronically, and there will be printed versions to suit the needs of individuals (large print, Braille, Makaton) sent out to users and carers.

The Consultation Process will be lead by Senior Officers from Walsall Council and supported by Managers and staff from services areas affected.

Questionnaires will also be sent out to assess customer satisfaction on the consultation process to ensure support needs have been addressed.

Carers may also be concerned about relationships and friendships that service users may have established as they may believe that it would be difficult to replicate elsewhere. Therefore it will be important to carers to understand how relationships and friendships will be encouraged and supported in the future if services are redesigned.

Current status:

**Community Bases** are currently located within:

- Moxley People Centre
- Blakenall Community Centre
- St. Pauls Church in Pleck
- CHART Centre in Willenhall
- Manor Farm Community Centre
- Brownhills Piers Street Centre is owned by WMBC but shared with the local Senior Citizen Group who use this building on evenings and weekends.

All users in community bases have Learning Disabilities and are eligible for a social care service. However there is potential for some to move onto more independent services with support.

- Goscote Community Group

Again there is potential for some users of this service to access more independent services with advice and support.

### **Links to Work**

Based at Electrium Point where we have leased industrial units and office space to provide Employment Opportunities.

There are users of this service that could be supported to access mainstream services in the local community with advice and support.

Background details;

Most of the carer's are immediate family members, and composition is made up of:

- Lone carer's

- Elderly Carer's
- Working Carer's
- Carers with childcare responsibilities

Some of the conditions service user's may present are:

- Downs
- Autism
- Physical Disabilities
- Learning Difficulties
- Behaviours that Challenge
- Mental Health
- Dementia

There is no intention to withdraw services for users who are eligible to receive a social care service as previous consultations carried out in 2014 clearly indicate that the services we provide is the main source of integration and support for people with substantial and profound learning disabilities. Feedback has shown that Day Services plays an important part in meeting the needs of it users and their carers

The positive impact will be relating to work undertaken to find the best alternatives and personal outcomes for service users affected. This process will enable service users to consider options not previously discussed which may have better longer term benefits.

Every effort will be made during the consultation period to ensure services offered are fair and equitable and that is one of the reasons why Advocacy services will be utilised throughout this process.

5	<b>How may the proposal affect each protected characteristic or group?</b> <b>The affect may be positive, negative or neutral.</b>			
	<b>Characteristic</b>	<b>Affect</b>	<b>Reason</b>	<b>Action needed Y or N</b>
	Age	No		
	Disability	Yes	Difficulty in getting access to specialist services. Potential break in continuity of service (new location, unfamiliar staff, problems with transitions, which for some clients (autism spectral or presenting difficult challenging behaviour) may be disproportionately distressing and disruptive.	
	Gender reassignment	No		
	Marriage and civil partnership	No		
	Pregnancy and maternity	No		

	Race	Yes	Difficulty in accessing services that are culturally sensitive.	
	Religion or belief	Yes	Difficulty in getting services that are able to cater for specific needs	
	Sex	No	May be issues of intimate care for users that will need to be gender sensitive. Alternate providers may not be able to consistently deliver this.	
	Sexual orientation	No		
	Other (give detail)			
	Further information	Support needs will be addressed for those users who may wish to access alternative services through the care and assessment management processes.		
<b>6</b>	<b>Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details below.</b>			<b>Yes</b>
<p>The options to redesign Links To Work and Day Opportunities would enable Provider Services to redefine its key functions for the Authority, so that the quality and efficiency of services can be improved. The focus will be to provide our statutory obligations rather than optional add-ons.</p> <p>The majority of all service user's live at home and therefore the impact on the dynamics of the family would need to be assessed during any period of transition as part of the consultation process.</p> <p>The above information makes us aware of the diversity of the service user's, and therefore the impact change is likely to have a significant effect on service user's and carer's, if not managed sensitively.</p>				
<b>7</b>	<b>Which justifiable action does the evidence; engagement and consultation suggest you take? (Bold which one applies)</b>			
	A	No major change required		
	B	<b>Adjustments needed to remove barriers or to better promote equality</b>		
	C	<b>Continue despite possible adverse impact</b>		
	D	Stop and rethink your proposal		

Now complete the action and monitoring plan on the next page

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome

Update to EqIA	
Date	Detail