

## **Cabinet – 3rd February 2016**

### **Outcome of Consultation of Day Opportunities and Employment Services**

<b>Portfolio:</b>	Councillor E Hughes
<b>Related portfolios:</b>	None
<b>Service:</b>	Social Care and Inclusion
<b>Wards:</b>	All
<b>Key decision:</b>	Yes
<b>Forward plan:</b>	Yes

#### **1. Summary**

Cabinet approved (24<sup>th</sup> June 2015) that consultation should take place on the future of the Council run Opportunities and Employment Services with options given for developing alternatives to current services.

- 1.1 This report outlines the feedback from the comprehensive consultation programme carried out between September and December 2015 with users, carers, and key stakeholders as outlined below and in the appendices. The Health and Social Care Scrutiny Panel were included in this consultation and scrutinised the process.
- 1.2 This report sets out the options for Day Opportunities and Employment Services with a view to deliver cost effective outcomes for people with disabilities and their carers. It also outlines the implications and feedback of the options outlined in the Cabinet report.
- 1.3 The review associated with the consultation has concluded that there is a strong need for developing alternatives to the current services.
- 1.4 Alongside the consultation, individual users of Links to Work and Day Opportunities have had their needs reviewed and considered against the wider implications of the Care Act 2014, in meeting the new eligibility criteria for social care. Full details of timelines, full consultation responses and the questionnaire are all contained within the appendices.

## **2. Recommendations**

- 2.1. To approve the development of two resource centres (Centres of Excellence) at Goscote Centre and Fallings Heath to meet the current and future needs of people with disabilities, their carers and families.
- 2.2. To approve the development and consultation on a Disability Employment Strategy **Appendix 4** and development of a Supported Employment Service based at the Disability Hub, in place of the Links to Work service.
- 2.3. To approve the development of local community based social clubs and activities for people with disabilities through partnerships and one off pump priming grants. The funding available for collective bids will be a total of £60K.

## **3. Background (Including Options originally laid out in the Cabinet Paper 24<sup>th</sup> June 2015)**

- 3.1 Cabinet approved a review of all Council run services for people with learning disabilities within the Social Care and Inclusion Directorate in December 2014 to be carried out during 2014/15 and 2015/16. The purpose was to ensure services are operating efficiently, and are compliant with the guidance and principles of the new legislation. This report focuses upon the review and consultation on Day Opportunities and Employment Services as the second stage in this approach: following on from the Cabinet approved review of Fallings Heath Residential Respite Service (December 2014)

### **3.1.1 *New legislative requirements in social care***

The Care Act 2014 places a new duty on Councils to assess carer's needs in their own right, and subject to meeting eligibility criteria; meet those needs with services that ensure their wellbeing, ability to work, and that they have a social and family life. These proposals do not detract from the respite impact of existing provision and further enhances the choice for service users.

- 3.1.2 A Council run Day Opportunities and Employment Service is a key local service that would be needed to meet these new duties, especially as the local care market in the near future is inadequate to meet needs and choice. Whilst Shared Lives and other types of support are being developed to meet the choice requirement, the feedback from consultation indicates the need to enhance the council run services on a sustainable basis.

- 3.1.3 The Children and Families Act 2014 places new duties on Councils to integrate assessments of health, education and social care needs of those between 14 and 25 years of age with Special Educational and Disability Needs (SEND). Young people accessing adult day and employment have not needed the current council run services. The proposed revised services are more likely to ensure young people access services to meet their needs.

### **3.2 Day Opportunities (Background)**

Day Opportunities (Community Day Services) have developed into 7 satellite bases over a number of years in line with the closure of large Adult Training Centres.

- Shepwell Green ATC closed in 2003 approximately 80 service users,
- Northgate ATC 2007 approximately 65 service users
- Brewer Street ATC 2008 approximately 110 service users.

Goscote Centre remained and has developed into a service primarily for adults with profound multiple learning disabilities and complex needs, although it still also provides the following community activities:

- Autism Befriending Group (evenings),
- Resources for Autism in partnership with Children's Services (weekends),
- Short Breaks a non term time service/activities provided in partnership with Children's Services
- Doctor Surgery's supporting Consultants from Dorothy Patterson to access their clients in a community setting,
- Community gardens offering volunteering and supported employment opportunities and local community access to its restaurant facilities. (For a broader range of activities see Appendix 3a)

3.2.1 The feedback on consultations review on Day Opportunities and Employment Services (Links to Work) are shown in **Appendix 2**.

3.2.2 The options for Day Opportunities approved by Cabinet considered four broad headings: 1) Develop Goscote and Fallings Heath as Resource Centres; 2) Continue satellites with efficiencies; 3) cease all council run service and provide via Personal Budgets in the market; 4) community based social clubs. These are explained listed in the EQIA and summary of consultation outlined in the appendices.

### **3.3 Consultation Outcomes and Analysis for Day Opportunities**

3.3.1 173 questionnaires were posted to Carers, families and stakeholders regarding Day Opportunities. 98 responses were received by the closing date of the 21<sup>st</sup> September 2015 and this represented a 57% response rate. It is important to note that not all respondents answered all of the questions.

3.3.2 The feedback from carers and stakeholders was that the community satellite day service provides essential day care. Carers acknowledged the high costs of the service and the need for Walsall Council to reduce its budgets - but favoured a model that enabled the satellite model to be retained in a cost effective way.

- 3.3.3 Respondents were asked which option they would prefer for the continued delivery of day services. Most respondents (57%) prefer Option 2: continue delivering day services at all seven satellite bases with efficiencies being made thorough changes to existing staffing arrangements.

Option 1 – 24\* Carers 26%  
Option 2 – 54 Carers 57%  
Option 3 – 2 Carers 2%  
Option 4 – 0 Carers  
None of these – 1 – Carer 1%  
Don't know – 7 Carers 7.5%  
Other – 6 Carers 6.5%

(\*please note that not all respondents answered every question, so the totals in this report will not always add up to the total of 98 responses)

- 3.3.4 It is essential to note the importance of the service users' voice. They were supported by MENCAP's independent advocacy service and were asked which option they would prefer for the continued delivery of day services. 61 out of total 95 services users attended the consultation sessions (64%). The outcome of this part of the consultation was very close. Only 3 users (39.5%) preferred Option 2 over Option 1 (34.5%). This would suggest there is credence in developing the two resources for the Centres of Excellence model.

Option 1 – 21 Users 34.5%  
Option 2 – 24 Users 39.5%  
Option 3 – 1 User 1.5%  
Option 4 – 0 Users  
Don't know – 15 Users 24.5%

*For detail on the responses and a summary of the consultation see Appendix 1 & 2*

### **3.4 Future Considerations for Day Opportunities**

- 3.4.1 The benefits of the resource centre model would be the provision of more modern and fit for purpose day opportunities, and therapy services for eligible users and their families. (See Appendix 3a for a list of established activities)

The current model has been a success. It has developed a model for those with profound and multiples learning disabilities at Goscote, as well as re-organising the respite offer at Fallings Heath, which some of the Opportunities and Employment users, and carers take up. The success of personalisation in Walsall, however, has given younger adults access to college courses, direct payments and better input to support plans. Five years ago the satellite sites were the only service of this type on offer. There is now the opportunity for younger adults coming out of education to develop their own activities and influence what activities they access laid out in a support plan, leading towards lower day centre take up.

- 3.4.2 In response to concerns that the local satellite service offer was being withdrawn (voiced during consultation) it is proposed that a partnership and bidding process for small grants will give Community Associations and other local organisations the seed money to set up social groups for those eligible and ineligible for a funded social service, within their localities. The total value of the grants will not exceed £60,000. This is in addition to Goscote and Fallings Heath service offers and will give a greater variety and balance the model between central and local provision for those users who are eligible.
- 3.4.3 Whilst the analysis clearly evidences that 57% of carers would like services to remain at the satellite sites additional sources, the review suggests that it is older carers who would prefer to retain the satellite model, as opposed to younger carers who would like more flexibility. 26% of carers also wanted a more flexible approach at the two centres of excellence.
- 3.4.4 In terms of the eligibility analysis and response: those with 'Critical' needs (14) are equally divided in their opinion on Options 1 and 2 (40% respectively), whilst they least favour Option 3 (7%), with 7% saying they 'don't know' what option they prefer. 6% did not answer the question. Those with 'Substantial' needs (22) preferred option being Option 1 (43%) over Option 2 (38%), Option 3 (9.5%), 5% 'don't know'. 4.5% did not answer the question. Whilst those with 'Moderate' needs (17) favouring Option 1 (44%), followed by 37.5% favouring Option 2, with this group most likely to favour Option 3 (12.5%). 6% did not answer the question.
- 3.4.5 Transport access to services has also been an issue with carers for many years in Walsall. With the full implementation of the Transport Policy in the last 12 months, each person's transportation needs have been reviewed and tailored to their needs and in line with their mobility/personal budget funds. This policy also means that whilst mobility and related benefits are called upon first, if such benefits were insufficient to cater for all relevant costs, the personal Budget would be topped up.

### **Conclusions**

- 3.4.6 Younger users, through the questionnaires, consultation process and feedback sessions have voiced their need for a more flexible offer of opportunities and employment. The proposals in this report regarding Day Opportunities will give that.
- 3.4.7 Older carers have voiced their concerns about the perceived withdrawal of the local offer and, whilst there was some resistance against the satellite model when it came into being, older carers have appreciated the services that developed nearer to their homes. The social club proposal should allow local services to develop in communities, and carers themselves would be encouraged to support the local and Community Associations with their developments.

### **3.5      *Links to Work (Background)***

- 3.5.1      Links to Work was established in 2000 to prepare service users for work and to offer supported/sheltered employment. 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, and an enhanced day care service.
- 3.5.2      The approach in meeting needs of people with learning disabilities in this way has been phased out nationally over the last 15 years. In response to government guidance (Valuing People and Valuing People Now) and personalisation vocational training support into jobs on the open market has been the primary objective. Many Councils closed sheltered work environments from 2000 onwards.
- 3.5.3      In October 2008 Cabinet approved an approach to restructure Links to Work, specifically to reduce a £400,000 deficit. There was a rationalisation of the service from 3 sites to one and some reduction in staffing numbers.
- 3.5.4      In the Disability Employment Strategy (**Appendix 4**) 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, which the Walsall strategy would implement.
- 3.5.5      Links to Work attendance figures are not included in the national performance indicator (NI146/1E) as adults in employment as they do not make a national insurance contribution directly from their allowance.

### **3.6.      *Consultation outcomes and analysis: Links to Work***

- 3.6.1      59 questionnaires were posted to Carers, families and stakeholders of Links to Work. The total number of responses received by the closing date of 21 September 2015 was 46, representing a 78% response rate.
- 3.6.2      The feedback from carers and stakeholders was that Links to Work provides essential support. Carers acknowledged the high costs of the service and the need for Walsall Council to reduce its budgets but favoured a model that enabled the service to be retained in a cost effective way.
- 3.6.3      Carers were asked which option from the following they would prefer for the continued supported employment services: A) Support for those ineligible; B) day services not in a workplace; C) Expand education and similar support; D) All these options in combination to reprovide for current service; E) Retain current service. . Most respondents 30 (70%) prefer Option E: i.e. the retention of the current Links to Work sheltered employment service supporting those eligible under the Care Act 2014.

Option A – 2 Carers 5%  
Option B – 1 Carers 2%  
Option C – 2 Carers 5%  
Option D– 0 Carers  
Option E – 30 Carers 70%

None of these – 2 – Carer 5%  
Don't know – 3 Carers 6.5%  
Other – 3 Carers 6.5%

(\*please note that not all respondents answered every question, so the totals in this report will not always add up to the total of 46 responses)

- 3.6.4 Service Users supported by MENCAP's independent advocacy service were asked which option they would prefer for the continued delivery of Links to Work or Supported employment Services, 46 out of a total 59 questionnaire recipients attended the consultation sessions (78%). Half the users (54.5%) prefer Option 5: continue delivering day services at links to Work.

Option A – 5 Users 11%  
Option B – 2 Users 4.4%  
Option C – 5 Users 11%  
Option D– 0 Carers  
Option E– 25 Users 54.4%  
Don't know – 9 Users 19.6%

- 3.6.5 Whilst the analysis of the data for Links To Work is straight forward and would suggest that users and carers would like to retain this model of employment support it is important to reiterate that this is not in line with national policy regarding Employment Services. The target age group for grant aid for employment support is generally 19-31. The age range of service users at Links to work is 33-84. The average age is 55 which is nearing retirement age for many. The National Institute of Health Research report (see reference in background papers) clearly shows that a supported employment model is the most effective way to support people (with social care needs) into paid employment. A greater emphasis on promoting an individual's wellbeing, particularly in relation to accessing, gaining and maintaining employment is essential. It is widely recognised that employment plays a significant role in any individual's wellbeing.

### 3.7 **Eligibility of those attending Links to Work** (see table 1 below)

In the original cabinet paper 24<sup>th</sup> June 2015 the number of Links to Work users referred to was 67. They were on different levels of placement between 1 and 5 days a week. In the last 2 years 10 users have either left the service or moved onto other forms of support. During the consultation process we had 58 service users which is why the documentation reflects that in the appendices. The current total is 57.

- 3.7.1 Following a data review of the current 57 individuals who attend Links to Work:
- 28 service users have been identified as having an Individual budget and remain eligible for social care services.
  - Of these 28 the oldest client is 84 years of age with the youngest being 32. The average age of the client group currently attending Links to Work is 55 years old.

- Of the 28, 14 service users reside in Supported Living placements, with a further 2 in residential care services.
- A further 7 were found eligible after review and will be entitled to a support plan and budget.

### 3.7.2 Those ineligible or without an individual budget

There are 29 service users who were ineligible or did not have an individual budget prior to recent reviews:

- 19 service users along with their carers in most cases have attended reviews. They have had transition plans for ensuring a safe alternative would be available completed and agreed by both individuals and their carers.
- 3 service users have been referred to Mental Health Services for further review.

Status	Number
Those deemed eligible after review	35
Those deemed ineligible for service after review	19
Those who have a review but have been referred to the mental health team to complete the multi-disciplinary aspects of their plan.	3
<b>Total</b>	<b>57</b>

### 3.7.3 Future Considerations and Conclusions

Should the council retain Links to Work it would be retaining the site and service which costs in excess of £800,000 for 27 service users. This is approximately £30,000 per head. This makes it an expensive and inequitable resource. The revenue would be better invested in employment support with additional places offered at Goscote and Fallings Heath to support more people who need a social experience. Feedback from the transitions meetings, clearly demonstrated that Links to Work has played a key role in developing individuals confidence, social skills and provided them with a real sense of purpose. In many cases, whilst Links to Work has played an important role in people's lives, many people felt they had outgrown the service and felt they would benefit from new experiences and challenges, including supported employment opportunities and accessing further courses via Walsall Adult Community College.



- 3.7.4 In order to access and engage effectively with people with social care needs and long term health conditions, it is essential that the employment support service is based within a central location and can be easily accessed.
- 3.7.5 The Walsall Disability Hub, located on Lichfield Street, provides the appropriate location to house the Supported Employment function during its proposed development and it is envisaged that the hub would become a one stop shop for learning disabled peoples' needs. A number of our key partner organisations already operate from this resource for example Mencap, Landau (work choice provider), Health Watch, and Advocacy Support.
- 3.7.6 The expectation is to develop services that provide broader opportunities to a larger number of individuals with disabilities, including learning disabilities, sensory impairment, physical and mental health, substance misuse and carers needs.
- 3.7.7 In order to achieve future service objectives, greater emphasis must be given to securing maximum external funding opportunities for specific target groups. Through our partnership working with the councils Economic Regeneration Service, we are looking to access a number of European Social funding streams, including Building Better Opportunities (BBO) that looks to address individuals who are over 25 with barriers to employment, alongside the Youth Employment Initiative (YEI) that aims to support 16-29 year olds who are not in employment, education or training.

## **Conclusions**

- 3.7.8 The proposal to cease delivery at Links to Work does not mean an end to meaningful activity for those who currently attend. For those who (through the support planning process) are eligible for social will be supported into mainstream employment placements, or if they (or their carers) have social support (respite) needs they will have a transitional plan towards a tailored service delivered at either Fallings Heath or Goscote. Those non eligible can still access a local offer developed for them by community associations.
- 3.7.9 In all cases an unspecified further period of review will begin to support users through their support changes. These reviews will involve social work staff where appropriate as well as their current support staff.

## **4. Council priorities**

This report reflects all of the aspects of Walsall Council Priorities:

- Supporting business to thrive and supporting local people into work
- Improving Health and well being, including independence for older people and the protection of vulnerable people
- Creating Safe, Sustainable and Inclusive Communities
- Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations

- Create a modern, dynamic and efficient workforce designed around what Residents need

## **5 Risk management**

- 5.1 The revised recommended service cost model also only includes provision for one employment co-ordinator post (with the costs for the building already being met from other budgets within the social care directorate). The intention being that any additional staff / costs required to fund this service can be secured from the external grant funding set out in the report (see 3.10.2) thereby implying a risk which will be managed according to needs placed on the service.
- 5.2 Should the recommendations of this report not be carried out then there will be savings that will not be made and additional pressure on the service.
- 5.3. There is envisaged a phased programme of individual user reviews and the appropriate arrangement of alternative services for day opportunities and Links to Work people. This will take account of individual need to mitigate the risk and impact of change on their wellbeing (as outlined in consultations).

## **6 Financial implications:**

- 6.1 The recommended options set out in the report will deliver efficiencies against Day Opportunities and Employment of £1.132m in a full year, once fully implemented. However there is still a risk that a reduction of up to £200k may arise during 2016/17 due to slippage in implementing the transitional plans to the start of June 2016 if buildings or other considerations are necessary.
- 6.2 As these efficiencies are included within the budget proposals for 2016/17 this would create a one-off financial pressure in that year. To seek to mitigate this risk the service is currently seeking to identify other relevant vacant posts that are available within the rest of the directorate that may be suitable for individuals within day opportunities and employment services that are at risk through these proposals. Additionally they are reviewing the use of temporary staff which could be ceased for a period of time if the staff at risk through the proposals are suitable and willing to undertake these duties, which would result in reduced costs to offset the potential pressure.
- 6.3 The £60k costs associated with pump priming for social clubs have been included within the revised service cost model going forward. If these funds are not required or used in full the balance could also be utilised to fund any remaining pressure.
- 6.4 If the risks cannot be fully managed in this way it would result in a residual pressure to the social care directorate budget for 2016/17.
- 6.5 There will be a minor associated financial risk for the close down of additional activities. The Archives stored at Electrium point amount to approximately 3700 boxes. This could translate into costs of between £3k and £10k spread

across all council departments. There is currently a process in place in partnership with Information Rights to consolidate the information before repatriation to storage contractors.

## **7. Legal implications**

- 7.1 Full consideration of the application the Transfer of Undertakings (Protection of Employment) Regulations 2006 ('TUPE') as amended, where the Council no longer intends to provide services on its own behalf and instead another organisation provides them. Consultation with Stakeholders, implications of each of the options and alternative models has been made.
- 7.2 Formal collective consultation will be undertaken with employees in accordance with S188 Trade Union and Labour Relations (Consolidation) Act 1992. This obligation arises in the event that a decision is made to dismiss 20 or more employees as redundant in a 90 day period. In accordance with the Council's Redundancy Procedure staff must be given information and consulted with for a minimum period of 30 days (for 0-99 people) or 45 days (for 100 or more people). The length of consultation is likely to vary depending on the number of people involved and the complexity of the proposals. The consultation must be meaningful.
- 7.3 In accordance with its duty to consult 7.4 the Local Authority has undertaken consultation in respect of Service Provision in respect of Day Opportunities and Employment having regard to Local Authority's statutory obligations in respect of the Provision of Adult Social Care/ Community Care Services.7.5 The Local Authority have had regard to the following principles in undertaking consultation: In that it has been done whilst the proposal was at a formative stage; consultees were provided with sufficient information about the options available and the reasons why those options were being put forward; adequate time was given to those consulted to respond; and there has been conscientious consideration of the responses to the consultation.
- 7.4 **The Care Act: eligibility, criteria and outcomes:**  
The Local Authority has a statutory duty to assess those in need of Adult Social Care Provision and those providing care, and in doing so Local Authority must have regard to the four broad principles and specifically the individuals; personal dignity; physical and mental health; protection from abuse; participation in work, education and training; social and economic wellbeing; domestic and family relationships; suitability of living accommodation; the individuals contribution to society.
- 7.5 After assessing these broad criteria, it should be accepted that individuals are best placed to judge their own individual circumstance and care needs. When assessing a person's qualifying needs the criteria as set out by regulation requires that the adult must have at least two of the following needs managing and maintaining nutrition and personal hygiene; managing toilet needs; being appropriately clothed; being able to make safe use of the home and maintaining a habitable home environment; developing and maintaining family or personal relationships; accessing and enabling work,

training, education or volunteering; making use of necessary services or facilities in the local community including public transport and recreational facilities; carrying out any caring responsibilities for children.

7.6 The consequence or impact on the individual if they are unable to achieve two or more of the aforementioned needs must also “significantly impact on the adult’s wellbeing.” The Local Authority is also obliged to ensure that there is a pool of service providers who are able to provide a high quality service having regards to the demands on the service both now and in the future.

7.7 If the Local Authority has:-

1. undertaken a consultation and had regard to the views of the consultees, and
  2. have fed these views into the decision making process, and
  3. the Local Authority Service Provision and Service Modelling enables the Local Authority to assess and meet the needs of those individuals and their carers who are eligible for service provision,
- Then the Local Authority will meet its common law and statutory obligations.

7.8 However in the field of social care provision, individuals have strongly held views on what their family members/ service users/ stake holders require of Service Provision and as such even an open and fair consultation process followed by robust and thoughtful decision making and subsequent service remodelling which results in a sustainable diverse service to those in need of such services may not prevent challenge whether through local complaints procedures, the Local Government Ombudsmen or Judicial Review. Following proper process in changing service provision will reduce the risk of any such challenge.

## **8. Property implications**

8.1. The rented local day services in six community settings will continue through a transition period of 3 months depending upon local plans, and community groups will have opportunities to market or use the space thereafter.

8.2 The property at Electrium Point is leased and is subject to renewal in January 2016 which allows for a withdrawal from this site through appropriate notice, if agreed by Cabinet, following consultation and approval for alternatives to current services.

8.3. Notice will be served on the landlords of Electrium Point (Links to Work) with dilapidations and other considerations negotiated with the landlord. Alternative provision for a small number of administrative staff who support the Integrated Community Equipment service in a nearby building will need to be developed by agreement with the landlord of that facility through rental agreement/lease and covered by efficiencies derived from the relocation of the staff.

## 9. Health and wellbeing implications

- 9.1 Consultation shows that many families/carers and some service users have expressed the wellbeing benefits from the provision remaining local. The positive impact on Carers through day services and their own wellbeing by being facilitated a break from caring will continue through the alternatives proposed. A new statutory duty under the Care Act 2014. The greater choice in activity and opportunities for eligible users offered by the resource centres will promote wellbeing; the localised opportunities in social interaction will be promoted through alternatives where that can be generated.

## 10. Staffing implications

- 10.1 Efficiencies will lead to different ways of working within the range of the proposal. Formal staff consultation will be undertaken in the event the recommendation is approved. Up to 44 (47 but with 3 vacancies) staff may be at risk of redundancy from the recommended option after redeployment opportunities in the two resource centres and the employment support service are filled. 3 vacancies would also be deleted. See **Appendix 3** for staffing structures and lists of posts highlighting the before and after workforce numbers. **See Appendix 3a-c.**

## 11. Equality implications

- 11.1 Equality impact assessments have been completed relating to the 5 options considering both organisational change and Planning Policy statement impact. Alternative provision for those eligible is guaranteed in the recommended option and additional open access social activities will be promoted where there is localised community support to do so. See **Appendix 1.**

## 12. Consultation

- 12.1 A detailed account of the process, and engagement, and feedback from the consultation is in **Appendix 1** which was provided to users and carers and the Social Care and Health Scrutiny Committee.

Recommendation of the Scrutiny Committee on the review of Adult Social Care Supported Employment and Day Services;

*That Cabinet is advised that the Social Care and Health Overview and Scrutiny Committee received the 'review of social care employment and day services' Cabinet report. This was debated extensively; however, the Committee remain unclear on Cabinet's final proposals or preferred option. On the basis of change taking place the scrutiny committee assert that service users should be at the heart of the process. Consideration should be given to ease of access and timeliness to enable service users to adapt to*

*any new arrangements. Both service users and their families should be assessed to ensure that the impact on them is understood. The scrutiny committee will await a final recommendation from Cabinet.*

## **Background papers**

The Care Act 2014-11-14

The Children and Families Act 2014

Cabinet Report December 2014 Fallings Heath Review

Cabinet Report June 2015 Review of employment and Day Services

National Guidance for Commissioners (Employment)

[http://www.ndti.org.uk/uploads/files/SSCR\\_Commissioners\\_tool\\_-\\_Phase\\_3.pdf](http://www.ndti.org.uk/uploads/files/SSCR_Commissioners_tool_-_Phase_3.pdf)

## **Appendices**

- 1 Appendix 1 EQIA
- 2 Appendix 2 consultation feedback summary
- 3 Appendix 3 Staffing Details/structure and purpose of new service
- 4 Appendix 4 Disability Employment Strategy
- 5 Appendix 5 Questionnaires

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26 January 2016



Councillor Hughes  
Portfolio holder

26 January 2016

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

Proposal name	44 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	October 2014	Proposal commencement date (due or actual)	03/02/2016

1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy	Yes	Revision
	Procedure	Yes	Revision
	Internal service	Yes	Revision
	External Service		
	Other - give details		
2	What are the intended outcomes, reasons for change? (The business case)		
	<p><b>Outcomes:</b></p> <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 affordable.</li> </ul> <p><b>Reasons for Change:</b> The reasons why we need to improve efficiencies are because we are:</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 services indicates a continuous demand for customers with complex needs, and customers who would like meaningful employment opportunities, however we are not creating sufficient opportunities for customers who can be more independent, or who require low level support needs to move on if they wish to do this, by supporting them plan for the future</li> </ul>		

- At present we are not reflecting guidance and good practice with regards to establishing employment pathways which will enable customers to move on into other employment opportunities or community supportive services (colleges, training agencies)
- Customers and carers have low expectations of our services and we need to address this so that customers feel more empowered to achieve, and carers are more involved in making decisions that affect the care and support provided
- Spreading services throughout the borough reduces a manager's capacity to support and direct staff, and introduce and manage change effectively. This can mean activities and feedback from customers and carers are not reviewed and evaluated to assess areas for improvements as frequently as they should be. This has led to some carers raising concerns and making complaints as they have felt they are not listened.

It is essential that in order to continue to provide front line services in 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. In order to do this well it is important that we understand what customers and carers want so that they have got an opportunity to influence decisions about the future of the services they currently receive.

- Walsall Council cannot continue to be everything to everyone and its needs to become 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 as it is struggling to create Employment Pathways. The current sheltered scheme provided is outdated and has created a dependency which is not in the best interests of the trainees attending.
- It is expected that by exploring different operating models customers 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. This has enabled areas of weaknesses to be identified which have resulted in the options to being discussed in consultations meetings.

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 customers. 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

#### **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 customers in the Community Bases have visited Goscote Centre and Fallings Heath recently so that they can make informed choices about the proposals that may affect them.  
  
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 as it would have a significant impact on the choice and variety of activities currently provided to customers. Keeping all the bases open and reducing staff may put existing staff under pressure increasing risks of higher absenteeism due to stress, increase in customer accidents and incidents.
- **Option 3**  
To de-commission all the Community bases and ensure that through Personal Budgets and Direct Payments customers 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. Thus creating and promoting pathways for others to follow.
- **Option 4**  
A variations on the options above would be a community initiative whereby we

would explore with community associations or other organisations, opportunities for the customers and carers who are not eligible for a Community Hub 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 should be promoted within Walsall Council.

- **Option A**

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%)

- **Option B**

Facilitate transition for those users who are eligible to receive a social care service to a Community Hub as identified in Option 1 for Day Services. This transition would ensure continued access to meaningful opportunities and social engagement.

- **Option C**

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. This proposal would involve supporting future customers to access support mechanisms such as Personal Assistants to overcome barriers such as transport and communication so that meaningful opportunities can be accessed by all.

Transition pathways for users at Links to Work should take into account the length of time customers have been at Links to Work therefore a specialist transition plan would be required to ensure all support needs were addressed.

- **Option D**

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.

Transformation would incur staff redundancies and a transition programme would be required for all of Links to Work trainees who were not eligible for a social care service, whilst those who are we would be supported to access Option 1 for day care services.

- **Option E**

Retaining the current service, which includes those who are not eligible and those whom the current model does not fully meet all their needs.

This option is less effective and maybe difficult to sustain.

3	<b>Who is the proposal potential likely to affect?</b>		
	<b>People in Walsall</b>	<b>Yes / No</b>	<b>Detail</b>
	All	No	N/A
	Specific group/s  Customers who currently access the services identified in this document	Yes	Adults 18yrs plus with Profound Multiple Learning Disabilities, Physical Disabilities and Sensory Impairments, Mental Health
	Council employees	Yes	Employees may be at risk of redundancy if services are redesigned and downsized.
	Others	Yes	Carers of Customers Community Associations Staff / Users and Visitors
4	<b>Summarise your evidence, engagement and consultation.</b>		
	<p>An agreed minimum twelve week consultation process therefore commenced on 17 August 2015 engaging service users, carers, staff (briefings) and other stakeholders in relation to the options available for both day opportunities and Links to Work. This report summarises the key findings gathered throughout this process on both service areas.</p> <p><b>1. Goscote/Community Satellite Services – Summary of findings from consultation 2015</b></p> <p>1.1 Currently day opportunities are delivered through a network of 7 satellite centres at:</p> <ul style="list-style-type: none"> <li>• Blakenall Community Centre</li> <li>• Brownhills Piers Street Centre</li> <li>• Manor Farm Community Centre</li> <li>• Moxley People Centre</li> <li>• St John's Church, Pleck</li> <li>• Willenhall CHART Centre</li> <li>• Goscote Community Group</li> <li>• Goscote Centre, Goscote Greenacres</li> </ul> <p>2.2 The consultation sought to gather the views of service users and carers on options put forward for how and where day opportunity services could be delivered in the future.</p> <p>2.3 Three options were put forward:</p> <p>Option 1 – <i>Develop centres of excellence, one at Goscote Centre and one at Fallings Heath, closing all other satellite bases. Those eligible under the Care Act 2014 and who attend satellite bases that close, would transfer to one of the newly developed centres of excellence and continue to access day services or find alternatives to meet their needs</i></p> <p>Option 2 - <i>Continue delivering day services at all seven satellite bases but make efficiencies through changes to existing staff arrangements, but in line with the individual needs of service users.</i></p>		

Option 3 - *Do not develop centres of excellence and cease delivering day services at all seven satellite bases, instead supporting people to choose and access other services themselves via direct payments and personal budgets.*

Thoughts on a further option involving day services being delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company were also sought.

### **3.0 Day Opportunity User Profile**

3.1 At the time of reporting there are currently 55 adult users accessing day opportunities at Goscote, with 114 adult users accessing services across remaining Community Satellite Bases. Generally speaking the needs of those attending Goscote are more complex.

3.2 The level of dependency for adults attending day care centres includes high, medium, or low levels of personal care requirements. Almost two thirds (35, 63%) of those using Goscote are considered to have high level support needs, personal care with full assistance and/or challenging behaviour. Whilst the needs of those attending the Community Satellite Bases are a bit more evenly spread overall; 33 (29%) users have high, 53 (46%) with medium and 28 (24%) with low level support needs, personal care with full assistance and/or challenging behaviour.

3.3 Overall across all provision the vast majority of users are living at home with family; Goscote 34 (62%), Community Satellite Bases 66 (58%). Those attending Goscote are far more likely to be living in residential accommodation (25%) compared to those attending Community Satellite Bases (7%). No one attending Goscote is residing with Shared Lives Services or independently, this is 7% and 5% respectively at Community Satellite Bases. Proportionally more live in supported living, who attends Community Satellite Bases 26 (23%) than at Goscote 7 (13%).

3.4 Those attending Community Satellite Bases are far more likely to attend periodically whereas attendance levels for 5 days a week is far higher at Goscote 31 (56%) than elsewhere 27 (24%).

3.5 Users with Personal Assistants or who are from out of borough placements are currently only accessing Goscote provision.

### **4.0 Summary of findings from questionnaire service user / carer**

4.1 In August 2015, 173 questionnaires were posted to carers of all current users of Community Day Services.

4.2 Following the 12 week consultation period, 98 responses had been received, representing an overall response rate of 58%. The number of people using each of the centres differs as does the number and proportion of those users who took part in the survey. The lowest response rate came from Goscote Community Group (35%; 7 respondents) and the highest response rate was received from users of Blakenall Community Centre (86%; 12 respondent).

Given the low number of responses (98) caution should be applied when interpreting the results as they are based on a small number of people.

#### **Preferred activities and benefits of attending day opportunities**

4.3 Respondents felt that those they care for preferred activities that were typically socially interactive; Outings (55%), Group Activities (53%) and Music (44%), Arts

& Crafts (40%), Cooking (33%). Carers felt that the least preferred activities tended to be more personally challenging and physical in nature; Reading, Writing and Maths (3%), Sports (4%), Gardening (9%), IT/Computers (7%).

- 4.4 The key service user benefits gained from attending community day services, somewhat reflects the creative type of activities felt to be most beneficial to users; 'Avoids Social Isolation' is of biggest benefit (81%). Followed closely by 'Building Confidence' (73%), 'Develop/Improve Communication Skills' (66%), and 'Maintain Positive Mental Health' (61%). This is similarly reflected in their comments;

*"Inclusion, to be with their friends, maintaining skills and safeguarding customers and carers."*

*"A different environment, safe and secure, with different activities to help stimulate and to mix with other people."*

*"To relate to a group of people sharing time, space and facilities."*

*"Has more confidence, and all the staff have helped with this."*

- 4.5 When carers were asked about how those they care for benefit from attending community day services, many commented on it enabling time out from caring and this helping them cope in their role. Users enjoy activities and experiencing some independence.

*"Knowing that she's enjoying it and also learning to be independent."*

*"Free time for us to do important day time duties with the confidence that our daughter is in a secure, safe environment with friends / professionals and learning to do everyday tasks."*

*"X enjoys the interaction, making it a lot easier to care for a happy young adult. Gives me time and space to be a person not a care 24/7."*

### **Usage and travel**

- 4.6 Daily usage amongst respondents is fairly high, with over a third of respondents saying that they use community day services five days per week, 22% using the service three days per week and 19% two days per week.

- 4.7 45% of those who attend Community Day Services travel to the service in a car (driven by someone else). A third (33%) use community transport/Ring and Ride and 18% drive themselves.

### **Use of other services**

- 4.8 Just under a third (30%) of all respondents who use community Day Services do not access any other services. 19% use residential respite care and 17% college. A small number of people use other services including 11% who use replacement support and 10% who use Shared Lives, sessional activities with a PA and holiday or short breaks. Three people access an advocacy/ forum. A number of respondents stated they use 'supported living'.

### **Importance of day opportunities**

- 4.9 Perhaps unsurprisingly, when carers were asked to state the overall importance of Day Opportunities almost all (99%) said the service was important (very important + important), backed up by many comments reiterating the value of

having time out from caring, stimulating activities and social inclusion.

- 4.10 To understand this further and when looking at net 'importance scores' (*very important + important*) – (*not important + not important at all*) the aspects of greatest importance to respondents tends to corroborate other findings; that users find important the familiarity of day care centres, social interaction and the staff; these aspects all having a net scores in excess of 90%; i.e. and in order

- skilled staff that understand the needs of individuals' (96 net score)
- friendly, approachable staff
- familiar faces
- welcoming environment
- relaxed, stress free environment and
- safe and secure environment (91 net score)

It was also noted that respondents feel that of lesser importance were the things that might suggest respondents are not looking for things to change, so consistency of provision will be an issue for some;

- Access to other support services advice and information (81), and
- Access to other opportunities (68)

Also, that how respondents get to day centres isn't as important to them, though being close-by is still relatively important, and these things are likely to be of more importance to the carers who take them there.

- Public transport nearby (43)
- Car parking onsite (63)
- Close to home (83)

Comments on important things tended to reiterate these things;

*"Stability and certainty without constant upheavals." "Stability!!"*

*"Professionally trained staff that are completely aware of the service users' complex needs."*

*"It is important to me for my own time to do things I like to do, and for the person I care for it is more important they need their space and mix with other friends."*

*"We work, and the centre is easy to get to if there is a problem. The staff are qualified and on hand. Peace of mind for both parents, the staff know the user very well."*

*"It is very important as it stops people being isolated it helps with mental wellbeing of the carer and the person being cared for. Because of community day services I have never needed or used full respite care as it provides the break I need."*

*"Community day services are important as they provide people with support and something to look forward to, a place to meet other people and learn new things. Without day centres most of them will be isolated and lonely."*

### **Meeting the needs of users**

- 4.11 Respondents were asked how well they thought Day Opportunities met the needs of the users who accessed the service. Over three quarters of carers (76%) felt that local provision fully met their needs as a carer; 23% partly met their needs and with only one person saying that the provision did not meet their needs.



4.12 Although based on small numbers, results indicate that respondents from White groups were more likely to say the service meets their needs (80%), compared to those from Indian background less likely to say their needs were met (50%); consequently more likely to say their needs were partially met (50%). BME respondents represent 9% of all respondents.

4.13 By age, younger respondents (< 32 years); were equally divided about the service meeting their needs. Half saying the service met their needs (50%), whilst the remainder (50%) saying their needs were partly met. Older respondents (48-62 yr old) were more likely to say that the service fully met their needs (89%), with comments indicating that they are less receptive to change and value settled and stable care that offered them respite.

*"To make sure that xxxx has a day service to attend and his routine is the same."*

*"A stable environment: It is really important to keep staffing and surroundings reasonably constant with only gradual changes to improve services – NO BIG SUDDEN CHANGE!"*

4.14 Regardless of whether a respondent's needs are assessed as Critical, Substantial or Moderate, they all state that their needs are met to some extent; with the proportions remaining in line with the general trend; 77% fully met with 23% partially met.

### **Options appraisal; Respondents prefer Option 2**

4.15 Respondents (carers) were asked to consider and select one of three options for how and where Day Opportunity services could be delivered in the future.

Most respondents; 54 (57%) prefer Option 2 - *Continue delivering day services at all seven satellite bases but make efficiencies through changes to existing staff arrangements, but in line with the individual needs of service users.*

4.16 Comments suggest preference for this option is probably because respondents feel it's the closest service delivery option to what they already currently receive. They prefer for things not to change, and want consistency of provision. Have preference for smaller groups, and concerns about accessibility and transport costs. Essentially the sentiment expressed in support of this option for the same reasons as commonly borne out throughout this research.

Maintaining stability and minimising the need for change was frequently mentioned as being the main reason why they prefer option 2.

*"Keep things the same, less distress and upset to client."*

*"This is xxxx 3rd centre in several years and the change unsettles him."*

*"People who use the centres do not need changes - they need familiarity and stability."*

Several people felt that option 2 offers the best option and best meets the needs of users.

*"This option works, we do not want the changes suggested I.E. the two centres of excellence. We feel that it would be a huge step backwards."*

*"Meets my needs better."*

Some people were worried about the size of groups if hubs were developed, with smaller groups being favoured.

*"Adults with disabilities can be challenging. To keep the option of smaller groups is healthier for them. Smaller groups are easier to manage."*

*"As my daughter suffers with anxiety issues smaller groups are far more beneficial. Therefore satellite bases would continue to enhance my daughters well being."*

Some were concerned about overcrowding.

*"Option 1 could quickly lead to overcrowding at both centres particularly for wheelchair users. Space already seems limited at Goscote Greenacres."*

Being part of the community, close to home and easily accessible was felt to be helpful to a number of carers.

- 4.17 Respondents do not like Option 3 – *Do not develop centres of excellence and cease delivering day services at all seven satellite bases, instead supporting people to choose and access other services themselves via direct payments and personal budgets.* Only two respondents, equating to 2%, expressed a preference for this option.

*"You have closed too much, why change things when they are working. Closing centres has had a big impact on too many."*

- 4.18 Just over one quarter of respondents (24 respondents, 26%) expressed a preference for Option 1 – *Develop centres of excellence, one at Goscote Centre and one at Fallings Heath, closing all other satellite bases. Those eligible under the Care Act 2014 and who attend satellite bases that close, would transfer to one of the newly developed centres of excellence and continue to access day services or find alternatives to meet their needs.*

- 4.19 Comments reflect that many of these respondents already value the service delivered through Goscote; staff here are valued and that this is a good site for the service. Respondents comment that getting together in larger hubs would be beneficial for everyone and that as long as people can still see their friends it shouldn't matter where the provision is.

*"Hopefully the new centres would provide new and existing services to all that attend"*

*"I feel that this would provide a service to all users"*

*"Because option 2 and 3 would result in a reduced service and a failure to meet all of the necessary needs."*

Developing hubs of excellence at Goscote and Fallings Heath was popular because it was seen to offer the best facilities. It was particularly popular amongst those who already use those sites and are therefore familiar with the venue and the staff.

*"Community and building on good site"*

*"Because Goscote Greenacres is one of the best places my sister has attended"*

*"Excellent service and staff care."*

Developing hubs of excellence was welcomed by some because they feel it would offer new and improved facilities.

*"New and better facilities"*

Others feel that the development of hubs offers the best option for the person



they care for, in particular the social aspects of everyone being together.

*"Because it is the best option for the person that I care for."*

*"Best option for our son."*

*"Everyone is together so can socialise better, hopefully same staff could be kept for each group as they know our needs."*

*"As long as my daughter is happy seeing her friends etc, she will be alright."*

*"For people to keep being able to meet and socialise and interact with people that understand."*

*"Hopefully staffing could be kept as they know my needs, would be better for socialisation if everyone was together."*

4.20 Option 4 is a variation on options 1-3 whereby exploration of service delivery with Community Associations or other organisations, opportunities for the user and carers (not eligible for Social Care under the Care Act 2014) to create social activities on a self-funded or voluntary basis. Only 6% of respondents, showed any clear preference for Option 4, but with just less than one quarter (21%) saying 'maybe'. Well over two thirds of respondents (73%) said they would not be happy for the service to be run by volunteers, CAs or community interest groups.

4.21 Comments about Option 4 can be summarised as largely expressing concerns about lack of skilled, trained professional staff and needing to be cared for in a reliable and safe environment. There appears to be a lack of trust that the voluntary and community sector have the capacity to deliver day services.

*"Don't feel safe that volunteers would be reliable. Prefer Council staff as they are trained and reliable."*

*"I need to have trained skilled staff who know my child. I would not be happy with untrained, unknown volunteers who could not be trusted to know my child's complex needs."*

*"Lack of trained and understanding staff, I wouldn't feel safe."*

*"People that attend these day services need specialist care, volunteers would need special training, which wouldn't be cost effective."*

*"We expect professional care."*

*"They would not be properly trained. What would happen if volunteers did not turn up?"*

*"I prefer day services to be run by professionals as they know what they are doing. Not just any volunteers."*

*"Accountability issues and unfamiliar staff issues, commitment issues."*

*"Concerns volunteers would not have the knowledge, understanding or training to offer support required for people with learning disabilities and mental health issues."*

4.22 When asked whether respondents would be happy to help deliver day services, the vast majority (85%) said 'no'. Just ten respondents said 'maybe' and two said 'yes' they would volunteer.

## **5.0 Service User Consultation**

5.1 Service users were invited to attend a series of information meetings that were supported by the Mencap Group Advocacy Service. Including further meetings

held at each community satellite base. Every effort has been made to support service users to participate in the consultation process. Mencap Advocates prepared an easy read PowerPoint presentation along with supporting pictorial resources/ handouts/ posters to aid understanding and aid discussion.

- 5.2 Their combined responses are detailed in the table below. Overall, marginally more users preferred Option 2 to retain day centres but make efficiencies through staffing and other means (39%) closely followed by Option 1 Develop two centres of excellence (34%). Almost all users do not like Option 3 to cease existing day centres and access services through alternative provision. About a quarter of users said no option was suitable and or they didn't know what option to say:

<b>Community Base</b>	<b>Option 1 (A)</b>	<b>Option 2 (B)</b>	<b>Option 3 (C)</b>	<b>None or Don't Know</b>
Chart Centre - Willenhall	6	3		1
Blakenall Community Centre	3	3	1	3
Moxley People's Centre	1	7	0	1
Manor Farm – Rushall	7	2	0	1
Piers Street-Brownhills	0	8		1
St John's Pleck	4	1		8
<b>TOTAL</b>	<b>21</b>	<b>24</b>	<b>1</b>	<b>15</b>
<b>Percentage</b>	<b>34%</b>	<b>39%</b>	<b>2%</b>	<b>25%</b>

- 5.3 Service users commented on the impact closure of the Community Bases would have on them and their carers. In summary users, say they would just stay at home, be bored and have nothing else to do. Closure would upset them and they wouldn't like it. Carers would worry. Others would have to look after them. Carers need a break, especially where they are older carers. Would miss the interaction with others and friends.

*"I would be bored." "I would do nothing." "I'd miss my friends."*

*"I would be at home on my own, I would not like that."*

*"My family would worry about me. I wouldn't be learning new things."*

*"My sister would have to look after me every day."*

*"I'd feel really down if I didn't come here."*

*"Mom and dad would be sad for me if I had to stay home all day."*

*"I'd feel more vulnerable in the community if I didn't come here."*

*"My mom is old. She doesn't need me under her feet all day. She doesn't need to be worrying about me."*

*"I've moved into supported living, so I'd need staff to support me at home. I can't be home alone. I can't cope alone."*

*"Gives family a break when I'm here, they'd lose that."*

## **6.0 Community Day Centre Stakeholder Consultation**

A stakeholder meeting took place at Goscote Centre in September 2015 and was attended by representatives from: Manor Farm, St John's, Pleck, Willenhall Chart Centre, Moxley Peoples' Centre, Blakenall, and Brownhills Community Satellite Base. Six people attended the meeting. The main issues raised can be summarised as follows:

- There was the feeling that the decision had already been made / it won't work. Concerns about what if people just stop going.
- Query of when the service would come into effect.
- Concern about the investment that has already been made at some centres.
- Concerns that two larger hubs won't be big enough.
- Queries over how the saving will be made.
- Concerns about transport needs for those having to travel further.
- Concerns about the change causing an impact on users; social isolation.

## **7.0 Public Consultation Events (Town Hall and the Crossings at St Paul's)**

Held in October 2015 these events represented carers, families, service users, external service providers, elected members and stakeholders. Supported by MENCAP, the event opened with a presentation and feedback on results of the user survey. Participants took part in table top activities allowing people to comment, raise issues and ask questions. By invite, 57 people in total attended both events, 33% of the total 173 invited.

In summary the questions asked can be themed and summarised as follows;

<b>Broad theme (summary of questions/issues raised by attendees)</b>
<u>Access to Social Work Support</u> Largely issues concerning the speed of assessments; including frustrations about already having difficulty getting access to social workers and a sense therefore that things may get worse. Will assessment lead to a preferred choice? Limited support to gain alternative services.
<u>Access to Services/Ineligibility for Services</u> When and how will decisions be made about where people end up, will there be any influence or choice left. Queries on eligibility criteria and what happens to those not meeting the criteria.
<u>Capacity/Health and Safety</u> Concerns that Goscote may not be big enough to take extra capacity, and hence oversubscribed and will that pressure lead to less access and or fewer places being available. Numbers too unwieldy and H&S issues will limit activities. Concerns about impact on health of carers.
<u>Transport</u> Concerns about accessibility to reduced day centres and increased cost of travel getting there. Concerns about suitable taxi provision i.e. no wheelchair

	clamping. Goscote isn't very accessible by public transport.
	<u>Financial/ Quality of Service will diminish/Staffing</u> Cuts leading to reductions in staffing and impact on service quality. No staffing consistency. Wasting money on other things (Town Hall renovation) and concerns about where else people will be able to go. Financial driven rather than customer driven. However with someone recognising that not all centres are running at capacity and hence that can't be good from an economic point of view. That two centres is better but query about how this will be staffed. Need to retain most competent staff to run the centres. Waste of money if changes don't work out.
	<u>Ethos/Quality of Service</u> Service undergoing retrograde changes and lack of clarity about what centres of excellence actually mean. Ethos has switched again; users have gone from large centres into the community and now back again, and out of their local communities. Whilst centres of excellence is best option, difficult to voice concerns without more detail on the option agreed. Need to make sure new centres meet customer needs.
	<u>Charging Policy</u> Concerns that costs will increase, and become dependent on where you go. Option 3 not suiting Direct payments and Personal Budgets.
	<u>Decision Making Process/Lack of Influence Regarding Final Decision</u> Most people want service to remain the same, but that doesn't seem an option. How and when in the process clients will be supported when the change happens. We are paying but don't feel like we can influence.
	<u>Not liking change and other miscellaneous issues.</u> Not liking change. Causing disruption Carers worry about an anticipated impact on users. Limited options remove personal choice. What if new service doesn't work out? What happens if <i>Fallings Heath respite service closed</i> ? Impact on wider community.
8.0	<b>Joint consultation event for carers of those who use Day Opportunities and / or Links to Work (St Paul's The Crossings, October 2015)</b>
8.1	By invite, 71 people attended this event, 41% of the total 171 invited. The audience comprising of carers, customers, stakeholders and external providers. Both the Executive Director of Adult Social Care Services and the Portfolio Holder for Adult Social Care Services were present to answer questions.  The main issues highlighted in relation to day opportunities included queries about the cost of services and the need to work more closely with community representatives and to use volunteers to help prevent closures. One person suggested tapping into private sector day services which they feel are often oversubscribed.  The need to minimise change was highlighted, as was the impact changes might have on transport costs. Ensuring there is sufficient space, suitable facilities and car parking was also mentioned.

## **9.0 Transition Family/Carers Consultation**

- 9.1 The Children and Families Act 2014 places new duties on Councils to integrate assessments of Health, Education and Social Care needs for 14-25 year olds with Special Educational and Disability needs. Hence a group of transition family/carers who utilise Mary Elliot School were consulted in October at Goscote Centre to gather views about future service requirements. With additional face to face meetings offered to transitional carers in November 2015.
- 9.2 Family/carers indicated that there was demand for the services that could be anticipated, they stressed the need for transitional support plans to recognise the needs of younger adults in established day service settings. They suggested developing age-related activities within services and a transitional pathway within the established service.

## **10.0 Employment Links to Work (L2W) – Summary of findings from consultation 2015**

The consultation sought to gather the views of service users and carers on options put forward for how and where day opportunity services could be delivered in the future.

Five options were put forward:

- A. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at newly developed centres of excellence at Goscote Greenacres and Fallings Heath.
- B. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at seven community satellite bases
- C. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could access a newly developed Supported Employment service based in Walsall. The service would focus on supporting individuals onto clear employment pathways with the aim of securing long term, meaningful employment for individuals
- D. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could choose and access other services themselves via direct payments and personal budgets e.g. attending college with the support of a PA
- E. Retain Links to Work as a sheltered employment service, supporting those eligible under the Care Act 2014. Links to Work would continue to provide real work opportunities as part of a clear, more structured employment pathway. The service would focus more on evidence based, outcome focussed Employment Preparation service, that would support individuals in making the transition into the open employment market.



Thoughts on a further option involving day services being delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company were also sought.

## **11.0 Links to Work User (L2W) Profile**

11.1 For context the profile of Links to Work service users identifies 58 adults currently accessing Links to Work as at November 2015. Made up of 38 males and 20 females. Users experience a range of diagnosis including learning disability, additional health care needs, cerebral palsy, dual diagnosis of learning disability and autism, mental health conditions and mobility issues.

11.2 Level of dependency for adults attending L2W includes high, medium, or low levels of personal care requirements. Most users; 34 (58%) service users are considered to have low-level support needs. 19 (33%) are considered to have medium-level support needs, with a small proportion 5 (9%) are considered to have high-level support needs and/or challenging behaviour. Note: Personal care is not provided at Links to Work.

11.3 Overall exactly half 29, (50%) are living at home with family; otherwise, roughly the same number are in supported living; 11 (19%) or living independently; 10 (17%). 5 (9%) are living in Shared Lives, whilst the remainder; 3 (5%) are living in residential accommodation. Two users are from out of borough placement, and one user attends with personal assistant.

## **12.0 Summary of findings from questionnaire feedback**

12.1 In August 2015, 59 questionnaires were posted to carers / users of L2W, of which the key findings are described below. At close of this consultation; 46 responses had been received, representing an overall response rate of 78%.

12.2 Information from respondents detailed the amount of days they attended at Links to Work. Daily attendance is fairly high, with over a third (35%) of respondents saying that they attend Links to Work 5 days per week, with 24% attending three days per week and 20% attending 2 days per week.

12.3 There are four key modes of transport respondents use to attend L2W; most travel by Community Transport/Ring and Ride (15; 33%), followed by Bus (12; 26%), car either independently or by someone else, (13; 24%) and walking (8, 17%).

12.4 When asked what benefits L2W attendees gain, building confidence (91%) and independence (84%) are felt to be the main benefits of attending Links to Work followed by gaining/maintaining life skills (78%), avoiding social isolation (76%) and developing/improving communication skills (76%).

12.5 When respondent carers were asked how they benefit from users attending L2W they tend to reiterate the sentiment respondents convey about key benefits to them, and that L2W gives users a 'sense of purpose', happy contented and provides respite from caring;

*"Gives us piece of mind that she is learning new skills"*

*"It keeps him from being stressed."*

*"Gives purpose in life."*

*"It gives the individual a safe place to go, a purpose for himself. We know he is safe with the staff in the work environment."*

*"To see the service user happy and contented to attend day services"*

*"xxxxx attending Links to Work allows me to work full time knowing that he is in a safe environment, this means I have a living wage and do not need to claim Benefits myself."*

*"By knowing that he is safe, occupied and meeting people outside of the immediate family."*

*"By seeing him have a role and purpose from his days, meeting new friends and maintaining old friends. Self worth by bringing home a wage."*

12.6 Just over two fifths of respondents (43%) who attend Links to Work do not access any other services. One fifth (21%) attend college and 14% for holidays/short breaks. There are small numbers accessing other services; community day services (4) other types of employment support (3), Shared Lives (2) and seasonal activities with a Personal Assistant (PA), residential respite, advocacy group/forums (1 each respectively).

12.7 Respondents were asked to state the overall importance of Links to Work to them as carers/users of the service. All respondents said the service was important; very important (93%, important 7%). Commenting that attending L2W enriched their lives, helped with social isolation, provided routine/structure and a caring environment, and an ability to learn new skills.

*"I know it helps my client achieve a more fulfilling lifestyle and maintains important social relationships as well as providing skills and variety, all in a safe, managed environment"*

*"Without links, this individual who is in supported living would become withdrawn and his behaviour would decline rapidly. He likes links and all it provides."*

*"Gives service user a structure to his day and makes him feel useful"*

*"Because it's very important the service user has a social connection, and they like routine and this has been for many years."*

*"We need him to maintain his self esteem and further his education to gain full time employment."*

*"It gives xxxx a focus and purpose and he makes friends. As we age we feel his future is more certain."*

### **13.0 Options appraisal; Respondents Prefer Option E**

13.1 When respondents were asked which option would best meet their needs, the vast majority (70%) preferred option E which would see L2W retained. Comments suggest that people don't like change and just want L2W to stay open, because change is unsettling. Small numbers prefer Options A, B and C. Two people preferred none of the options, 3 did not know and 3 people suggested other options.

Below are the options in order of preference;

Option E – Retain Links to Work as a sheltered employment service, supporting those eligible under the Care Act 2014. Links to Work would continue to provide real work opportunities as part of a clear, more structured employment pathway. The service would focus more on an evidence based, outcome focussed Employment Preparation service, that would support individuals in

making the transition into the open employment market.  
Preferred by 30 people; 70% of respondents.

Equal numbers preferred Option A: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at newly developed centres of excellence at Goscote Greenacres and Fallings Heath. Preferred by 2 people, 5% of respondents.

and

Option C: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could access a newly developed Supported Employment service based in Walsall. The service would focus on supporting individuals onto clear employment pathways with the aim of securing long term, meaningful employment for individuals.  
Preferred by 2 people; 5% of respondents.

Option B: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at seven community satellite bases.  
Preferred by 1 person; 3% of respondents.

Option D: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could choose and access other services themselves via direct payments and personal budgets e.g. attending college with the support of a PA. No one preferred this option.

*"On behalf of everyone concerned I hope that links to work remains open, for everyone concerned."*

*"I would like for Links to Work to continue as it is allowing all the people that currently attend to feel valued members of their own community with a reason to get up in a morning and a purpose to life."*

*"I feel that it is very important that Links stays open..."*

*"Keep Links open. There are so many service users who would lose out on social skills, confidence building, independence and what wages they get."*

*"The service user would benefit from and be much happier to stay at links to work. I as a carer would be happier too."*

*"I don't feel that any of these options suit xxxx needs, he likes things as they*

- 13.2 A further option put forward was for the service to be delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company. Whereby service users would be able to use their right to a personal budget (if



eligible) to fund sessions with the Council providing initial support in the form of small funding grants and monitoring service delivery.

Almost half of all respondents (carers) (48%) said they *may* be happy with this approach; 5 respondents would be happy with this arrangement, however, 16 respondents (40%) would not be happy with this service delivery approach. Neither would respondents be willing to help deliver day services, 82% of respondents said 'no' when asked if they were interested in volunteering; though there were two people who said 'yes' and four 'maybe' they would volunteer. Their comments reflect that they feel this option causes disruption, lack of consistency; and would lead to lesser quality service because of lack of trained staff.

*"I feel ... such an arrangement would still be very disruptive to my client. Also I would fear for how consistent standards of care, security and client well being could possibly be maintained under such circumstances."*

*"He goes to a place where they know him; he has moved that many times in his life he gets anxious and stressed."*

*"Not sure if volunteers would always be available where someone who is in paid employment hopefully would be."*

*"Because the staff at Links are trained for their work and understand how to deal with everything that may occur, I don't think volunteers would cope with all that entails."*

#### **14.0 Service User Consultation feedback**

14.1 There has been several opportunities put in place for service user consultation. At two informal pre-consultation meetings 50 people attended with 46 attending four separate formal consultation meetings. Meetings were also supported by the Mencap Group Advocacy Services in order to provide independent facilitation and easy read materials.

14.2 During the meetings clients were asked what they thought about L2W; what the impact has been and their feedback can be broadly summarised as follows;

- Learning new skills and feeling more independent and confident.
- Provides a sense of purpose and usefulness; self-esteem.
- Instils a sense of pride; a feel good factor and socially included, part of a 'family' of friends.
- It's good to work; even though wages no longer paid, though appreciate expenses being paid as that helps purchase things we need.

*If I didn't see my friends at Links to Work, I wouldn't be able to afford to see them at all – it costs too much money (bus fare, Ring & Ride, meeting up etc). I'd be alone*

*"We're like a family – we know each other's skills, strengths and weaknesses."*

*"It's helped me build my skills – I like the different sorts of work we do."*

*"I feel proud when work goes out of the factory – I know I've done a good job."*

*"I like spending time with my mates – I'd be lost and lonely if I didn't come here."*

*"I feel part of a team."*

*"Links to Work gives me more confidence to go to the job centre and talk*

*about jobs.”*

*“I like catching the bus here. I had travel training to do it myself and now I feel more independent.”*

*“I need Links to Work to help me get back into work.”*

- 14.3 When asked how they thought closure of L2W would affect them and their carers, and what they would be doing otherwise they commonly said they needed employment support and wouldn't know where else to get it, though there was a willingness to look for alternative activities. That returning to a day care alternative would be a retrograde step. Being in the house would not be beneficial to health & well-being. They would need someone to be with them during the day and how would families cope. They worry about their carers and their carers worry about them.

*“I'd try again to get a job – but I know I'd need lots of support*

*“Going back to a Day Centre would be like going back in time for us. I don't want to do that; I want to keep moving forward.”*

*“I'd be home alone all day; my parents work and they would worry.”*

*“If I was home more, I'd need to have a support worker every day because I can't be in the house on my own.”*

*“I would like to volunteer at one of the Community Bases to help people if I can't get a job.”*

*“I like the idea of some workshops – I need to keep active and keep learning new skills.”*

*“I'm part of the Shared Lives scheme so I would try to go out more with my supporter.”*

*“Being at home all day would drive me nuts! I would be bored on my own.”*

*“I think either my mom or dad would have to give up their job if I was at home all day – how would we manage?”*

- 14.4 Their views on proposed service delivery options shows that just over half (54%; 25 respondents) prefer Option E; keeping L2W open. With Options A and C being supported by 5 respondents respectively. No one supported Option D. About one fifth said none of the options suited or they didn't now.

With option E, there are few concerns expressed other than a query about what happens after L2W.

*“We want to stay at Links to Work but what if you decide that we aren't good enough to get a job? What happens to us then?”*

With Option A concerns centre on the capacity of two centres to cope with delivery, and feeling that return to day centres is a retrograde step.

*“How old do you think we are?! We don't want to go to a Day Centre!”*

*“How will we all fit into 2 centres?”*

With Option B the concerns were about the community bases being boring and overcrowded.

*“I know people at the Community Bases and they're bored there.”*

*“If lots of us ended up going there, they would be over-crowded and it*

*would be like going back to the big centres with too many people.”*

There was one comment about Option C;

*“I’ve tried Remploy – they couldn’t support my needs (I am physically disabled as well) so they got rid of me and I came here.”*

Option D comments included concerns about missing L2W and other providers not wanting them.

*“The colleges don’t want us – they are trying to squeeze us out anyway.”*

*“We would be isolated, lonely and miss our friends.”*

*“We would lose our skills – we would go backwards.”*

- 14.5 Overwhelming when asked ‘Should Links to Work remain open’ all bar one said yes; 1 ‘Don’t know’.

## 15.0 Public Consultation Event (St Paul’s The Crossings October 2015)

A series of four public consultation meetings were held incorporating Links to Work, Goscote/Greenacres and the Community Satellite Services with facilitation by MENCAP. A combined audience of carers, families, service users, service providers, elected members and stakeholders.

In summary the questions asked here can be themed and summarised as follows;

Broad theme (summary of questions/issues raised)
<p>Access to Services/Eligibility for Services:</p> <p>Improve viability; by getting more people into L2W; i.e. extended provision, social care training and education, people coming go L2W from day ops. Options for people without funds to go to day care. Not knowing the full range of other services that are available; need for service signposting, who plugs the service gap. Not everyone is suited to move into employment. Current attendance rate is high.</p>
<p>Ethos/Quality of Service:</p> <p>Ethos has changed and L2W has stagnated; no longer an employment team available to support people, become a holding bay to ensure productivity for other companies. Been set up to fail. Could L2W become a Social Enterprise? What the transitioning process if L2W closes. L2W is more than just day care. L2W service is valued and needed. Isolation of vulnerable people.</p>
<p>Financial:</p> <p>Questioning priorities and spending money on things seen as less important. Money should be ring-fenced to support the vulnerable/disabled. Premise lease due to expire, gain efficiency by moving elsewhere; including smaller premises. Likely higher costs outfall from L2W closure due to impact on clients. Is rent still being paid on Bloxwich building.</p>
<p>Influencing the decision:</p> <p>Will the clear preference for Option 5 (retain L2W) actually be listened to, there is potential to streamline things to make the saving. When will decisions</p>

	be made?		
	Transport: Options for people who aren't able to travel alone		
	Miscellaneous: People making the decisions don't understand what L2W delivers well enough. Need to campaign to keep it open. Pleas to retain L2W as a valuable service, employment opportunities are limited. Needs better local business links.		
	<p><b>16.0 Joint Consultation Event for carers of those who use Day Opportunities and/or Links to Work (St Paul's The Crossings on October 2015)</b></p> <p>16.1 The key issues concerning L2W raised at this session centred on the following issues. Queries about eligibility for any future changed service provision. The need for clarity of the decision when it's made and what happens in transition. How provision of employability schemes can work without an employment team in place. A call for the Council to help people develop alternatives, i.e. training and to set up small and relevant social enterprises to provide services which people can but into.</p>		
5	<p><b>How may the proposal affect each protected characteristic or group?</b> The affect may be positive, negative or neutral.</p>		
	<b>Characteristic</b>	<b>Affect</b>	<b>Reason</b>
			<b>Action needed Y or N</b>
	Age	Neg	<p>Older people:</p> <ul style="list-style-type: none"> <li>• less receptive to change</li> <li>• potential break in continuity of service leading to unsettled and unstable care resulting increased stress / mental health issues</li> <li>• increased social isolation'</li> <li>• decreased confidence</li> <li>• reduced communication skills</li> <li>• increase in Mental Health issues</li> <li>• problems in transport to new venues</li> <li>• problems with transitions, which for some clients (autism spectral or presenting difficult challenging behaviour) may be distressing</li> </ul>
	Disability	Neg	<p>All disabled people, particularly those with learning disabilities:</p> <ul style="list-style-type: none"> <li>• difficulty in getting access to specialist services.</li> <li>• potential break in continuity of service (less receptive to change problems with transitions, which for some clients (autism spectral or</li> </ul>

			<p>presenting difficult challenging behaviour) may be distressing</p> <ul style="list-style-type: none"> <li>• value settled and stable care that offered them respite.</li> <li>• increased social isolation</li> <li>• decreased confidence</li> <li>• reduced communication skills</li> <li>• increase in Mental Health issues</li> <li>• problems in transport to new venues</li> <li>• public transport accessibility to reduced day centres and increased cost of travel getting there.</li> <li>• suitable taxi provision i.e. no wheelchair clamping.</li> <li>• reduction in standards of care as volunteers would not have specialist skills and experience of qualified staff</li> </ul>	
	Gender reassignment	Neutral	No foreseen impact	N
	Marriage and civil partnership	Neutral	No foreseen impact	N
	Pregnancy and maternity	Neutral	No foreseen impact	N
	Race	Neutral	No foreseen impact	
	Religion or belief	Neutral	No foreseen impact	N
	Sex	Neutral	No foreseen impact	N
	Sexual orientation	Neutral	No foreseen impact	N
	Other (give detail)	Carers <ul style="list-style-type: none"> <li>• potential break in continuity of service leading to unsettled and unstable care resulting in lack of respite / stress / mental health issues</li> </ul>		
	Further information			
6	<b>Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details below.</b>			Yes
	<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 contained in this document makes us aware of the diversity of the customers, and the fact that the impact of change is likely to have a significant effect on customers and carer's, if not managed sensitively.</p>			

7	<b>Which justifiable action does the evidence; engagement and consultation suggest you take? (Bold which one applies)</b>	
	A	No major change required
	B	Adjustments needed to remove barriers or to better promote equality
	<b>C</b>	<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
03/02/2016	<p>Individuals will receive support and information appropriate to their needs by individual reviews of support plans through the Access / Assessment and Care Management processes. Agreeing specialist transition plans with those users who:</p> <ul style="list-style-type: none"> <li>• may wish to access alternative services</li> <li>• may have transport issues</li> <li>• may have potential break in continuity of service</li> <li>• have increased social isolation</li> <li>• decreased confidence, reduced communication skills</li> <li>• increase in Mental Health issues</li> </ul>	Access / Assessment and Care Management Team. Service Area Managers and Area Supervisors and Lead Reablement Officers.		
03/02/2016	Option 4 volunteers to receive appropriate training and checks			

Update to EqIA	
Date	Detail



## **Appendix 2: Executive Summary of the Day Opportunities and Employment Section**

### **Purpose**

This is the executive summary of the analysis from Appendix 1 and 2 from the main body of the report.

### **Links To Work (Carers Response)**

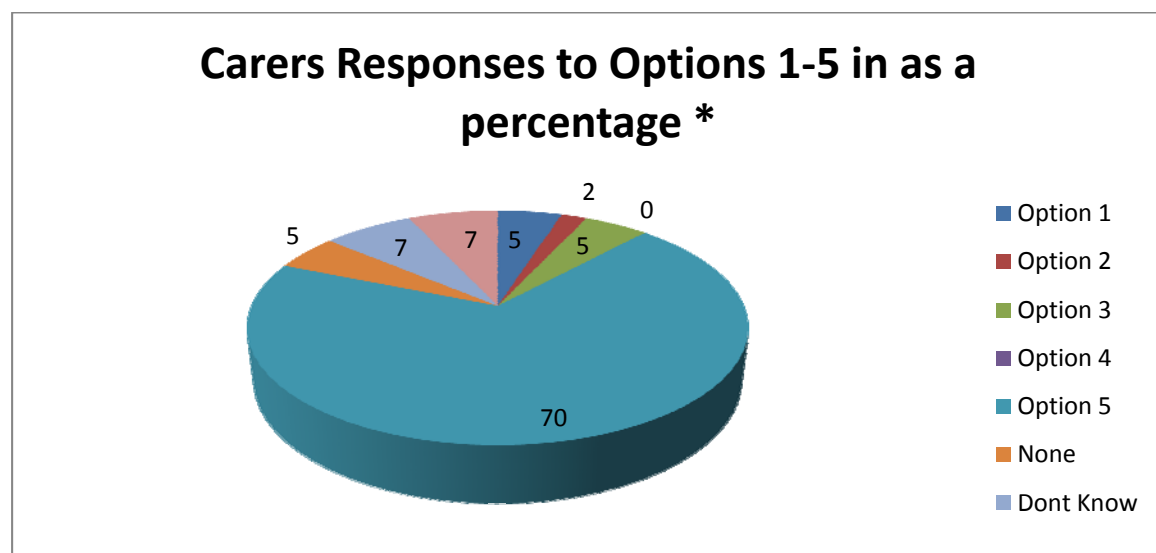
Diagram 1 reflects the choices of the options set out in the original Cabinet Report of the 24<sup>th</sup> June 2015. In summary the options were:

1. Those not eligible are helped to find appropriate vocational support
2. To develop a two resource centres model (centres of excellence model) and repatriate those eligible for care to either Fallings Heath or Goscote Greenacres
3. Work with colleges to support and meet needs through further education and voluntary organisation support
4. Links to work to be re-provided across options 1-3 above
5. Retain the current Links to Work Service

Carers also had the option to state the following understanding

- None of these
- Don't Know
- Other

Diagram 1



- Please note all figures in this report for all 4 tables are rounded up or down so may not exactly score 100%

### **Links To Work (Users Response)**

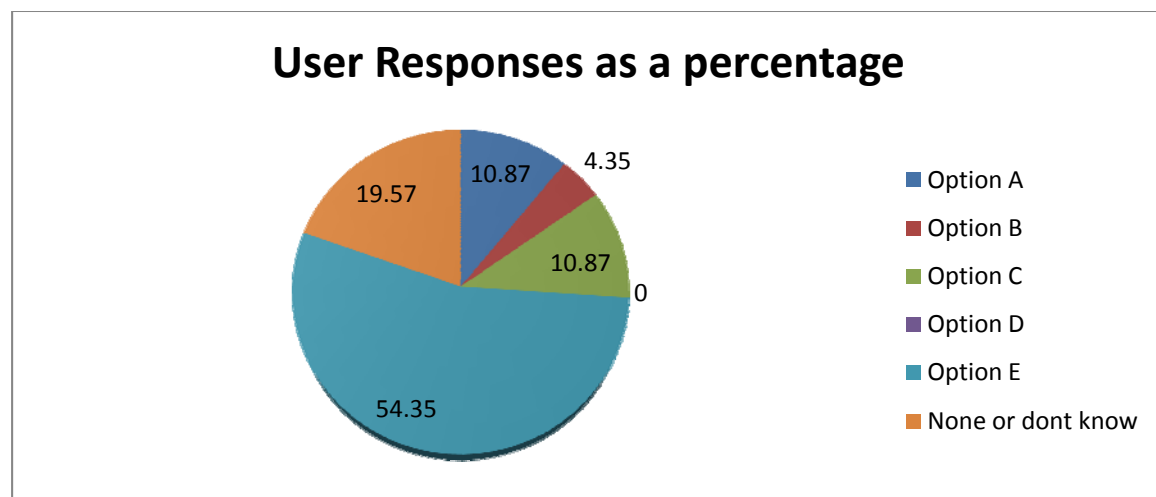
Diagram 2 reflects the choices of the options set out in the original Cabinet Report of the 24<sup>th</sup> June 2015. In summary the options were (and they are presented in more basic language than that of the Cabinet report) :

1. Those not eligible will receive appropriate vocational support
2. To develop the two resource centres (centres of excellence model)
3. Work with colleges to support and meet needs
4. Links to work to be re-provided in options 1-3 above
5. Retain the current Links to Work Service

Service users also had the option to state the following

- None of these
- Don't Know

Diagram 3



### **Conclusions**

Most users and carers opted for Option E, keep Links To Work open; but with the caveat of finding efficiencies from running the business in a different way, possibly from a different location and with different and transient employment support. For Carers 70% of respondents replied in favour of this option. A lower percentage of users chose this option at 54%, with the next highest percentage being unsure at 19.5%.

### **Day Opportunities (Carers Response)**

Diagram 3 reflects the choices of the first 3 options set out in the original Cabinet Report of the 24<sup>th</sup> June 2015. In summary the options were:

1. Develop 2 centres of excellence at Goscote and Fallings Heath
2. Continue with current model but with efficiencies

## Appendix 2 Outcome of Consultation of Day Opportunities and Employment Services.

3. Give eligible users a Direct payment in order for them to source their own activities
4. A variation of the above explored with community associations

Carers also had the option to state the following

- None of these
- Don't Know
- Other

Diagram 4 shows a breakdown of Option 4 which asked about a variation of the 3 options above but run by Community Associations

Diagram 3

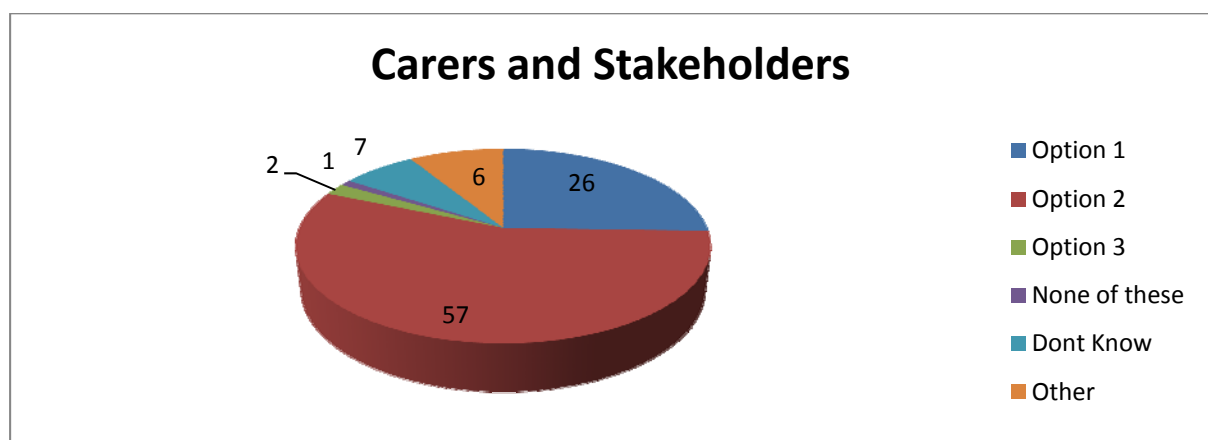
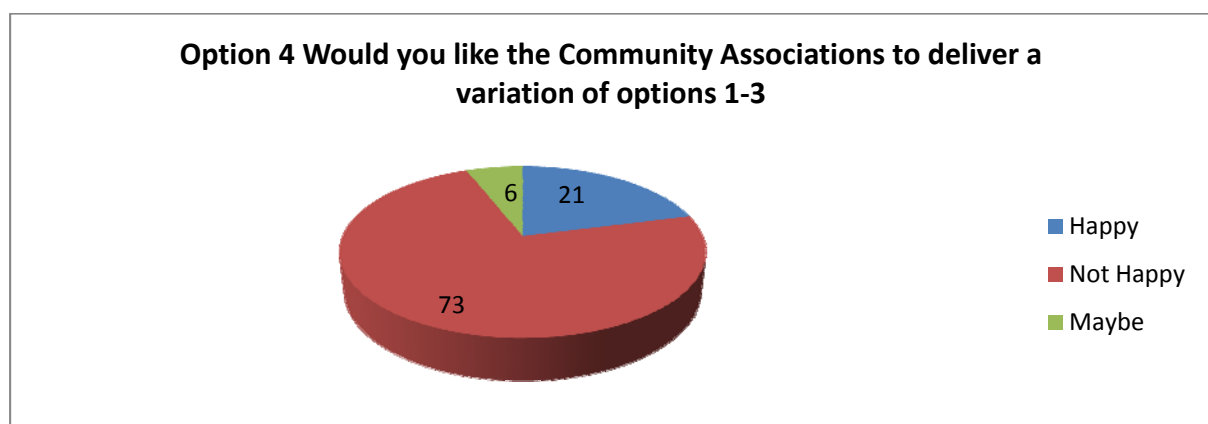


Diagram 4



### Conclusion

It is clear from the respondents that the two preferred option for Links to Work and Community Day Services, would be to stay open with efficiencies. However in light of the efficiencies the Council needs to make this would make only a small contribution to the overall savings as opposed to contributing the £1.42m proposed in the main report.

# **Day Opportunities and Employment (Links to Work) Consultation**

## **Report of process and key findings**

### **1. Background / Process**

- 1.1 The Executive Director of Adult Social Care and Inclusion was given Cabinet approval (24<sup>th</sup> June 2015) to review Social Care Employment Support and Day Services and to consult with service users and carers upon a range of options in order to facilitate the development of improved outcomes for those who are eligible for care and support under the Care Act 2014.
- 1.2 During July 2015 carers were initially invited to attend informal information sessions held at all seven Community Satellite Bases and Links to Work to discuss the pending consultation process and establish an effective way to gather their thoughts and comments.
- 1.3 As a result of this initial process carers agreed to the following actions:
  - Questionnaires to be circulated to all families and carers clarifying the options available.
  - Service user, public consultation and feedback events are held comprising of Senior Social Care Managers, including the Head of Service, Executive Director of Social Care & Inclusion, with two at which the Adult Social Care Portfolio Holder was also in attendance.
- 1.4 An agreed minimum twelve week consultation process therefore commenced on 17 August 2015 engaging service users, carers, staff (briefings) and other stakeholders in relation to the options available for both day opportunities and Links to Work. This report summarises the key findings gathered throughout this process on both service areas.

### **2. Goscote/Community Satellite Services – Summary of findings from consultation 2015**

- 2.1 Currently day opportunities are delivered through a network of 7 satellite centres at:
  - Blakenall Community Centre
  - Brownhills Piers Street Centre
  - Manor Farm Community Centre
  - Moxley People Centre
  - St John's Church, Pleck
  - Willenhall CHART Centre
  - Goscote Community Group
  - Goscote Centre, Goscote Greenacres
- 2.2 The consultation sought to gather the views of service users and carers on options put forward for how and where day opportunity services could be delivered in the future.

### 2.3 Three options were put forward:

*Option 1 – Develop centres of excellence, one at Goscote Centre and one at Fallings Heath, closing all other satellite bases. Those eligible under the Care Act 2014 and who attend satellite bases that close, would transfer to one of the newly developed centres of excellence and continue to access day services or find alternatives to meet their needs*

*Option 2 - Continue delivering day services at all seven satellite bases but make efficiencies through changes to existing staff arrangements, but in line with the individual needs of service users.*

*Option 3 - Do not develop centres of excellence and cease delivering day services at all seven satellite bases, instead supporting people to choose and access other services themselves via direct payments and personal budgets.*

Thoughts on a further option involving day services being delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company were also sought.

### 3.0 Day Opportunity User Profile

3.1 At the time of reporting there are currently 55 adult users accessing day opportunities at Goscote, with 114 adult users accessing services across remaining Community Satellite Bases. Generally speaking the needs of those attending Goscote are more complex.

3.2 The level of dependency for adults attending day care centres includes high, medium, or low levels of personal care requirements. Almost two thirds (35, 63%) of those using Goscote are considered to have high level support needs, personal care with full assistance and/or challenging behaviour. Whilst the needs of those attending the Community Satellite Bases are a bit more evenly spread overall; 33 (29%) users have high, 53 (46%) with medium and 28 (24%) with low level support needs, personal care with full assistance and/or challenging behaviour.

3.3 Overall across all provision the vast majority of users are living at home with family; Goscote 34 (62%), Community Satellite Bases 66 (58%). Those attending Goscote are far more likely to be living in residential accommodation (25%) compared to those attending Community Satellite Bases (7%). No one attending Goscote are Living in shared lives or independently, this is 7% and 5% respectively at Community Satellite Bases. Proportionally more live in supported living who attends Community Satellite Bases 26 (23%) than at Goscote 7 (13%).

3.4 Those attending Community Satellite Bases are far more likely to attend periodically whereas attendance levels for 5 days a week is far higher at Goscote 31 (56%) than elsewhere 27 (24%).

3.5 Users with Personal Assistants or who are from out of borough placements are currently only accessing Goscote provision.

### 4.0 Summary of findings from questionnaire service user / carer

4.1 In August 2015, 173 questionnaires were posted to carers of all current users of Community Day Services.

- 4.2 Following the 12 week consultation period, 98 responses had been received, representing an overall response rate of 58%. The number of people using each of the centres differs as does the number and proportion of those users who took part in the survey. The lowest response rate came from Goscote Community Group (35%; 7 respondents) and the highest response rate was received from users of Blakenall Community Centre (86%; 12 respondent).

Given the low number of responses (98) caution should be applied when interpreting the results as they are based on a small number of people.

#### **Preferred activities and benefits of attending day opportunities**

- 4.3 Respondents felt that those they care for preferred activities that were typically socially interactive; Outings (55%), Group Activities (53%) and Music (44%), Arts & Crafts (40%), Cooking (33%). Carers felt that the least preferred activities tended to be more personally challenging and physical in nature; Reading, Writing and Maths (3%), Sports (4%), Gardening (9%), IT/Computers (7%).
- 4.4 The key service user benefits gained from attending community day services, somewhat reflects the creative type of activities felt to be most beneficial to users; 'Avoids Social Isolation' is of biggest benefit (81%). Followed closely by 'Building Confidence' (73%), 'Develop/Improve Communication Skills' (66%), and 'Maintain Positive Mental Health' (61%). This is similarly reflected in their comments;

*"Inclusion, to be with their friends, maintaining skills and safeguarding customers and carers."*

*"A different environment, safe and secure, with different activities to help stimulate and to mix with other people."*

*"To relate to a group of people sharing time, space and facilities."*

*"Has more confidence, and all the staff have helped with this."*

- 4.5 When carers were asked about how those they care for benefit from attending community day services, many commented on it enabling time out from caring and this helping them cope in their role. Users enjoy activities and experiencing some independence.

*"Knowing that she's enjoying it and also learning to be independent."*

*"Free time for us to do important day time duties with the confidence that our daughter is in a secure, safe environment with friends / professionals and learning to do everyday tasks."*

*"X enjoys the interaction, making it a lot easier to care for a happy young adult. Gives me time and space to be a person not a care 24/7."*

#### **Usage and travel**

- 4.6 Daily usage amongst respondents is fairly high, with over a third of respondents saying that they use community day services five days per week, 22% using the service three days per week and 19% two days per week.
- 4.7 45% of those who attend Community Day Services travel to the service in a car (driven by someone else). A third (33%) use community transport/Ring and Ride and 18% drive themselves.

#### **Use of other services**

- 4.8 Just under a third (30%) of all respondents who use community Day Services do not access any other services. 19% use residential respite care and 17% college. A small number of people use other services including 11% who use replacement support and 10% who use Shared Lives, sessional activities with a PA and holiday or short breaks. Three people access an advocacy/ forum. A number of respondents stated they use 'supported living'.

#### **Importance of day opportunities**

- 4.9 Perhaps unsurprisingly, when carers were asked to state the overall importance of Day Opportunities almost all (99%) said the service was important (very important + important), backed up by many comments reiterating the value of having time out from caring, stimulating activities and social inclusion.
- 4.10 To understand this further and when looking at net 'importance scores' (very important + important) – (not important + not important at all) the aspects of greatest importance to respondents tends to corroborate other findings; that users find important the familiarity of day care centres, social interaction and the staff; these aspects all having a net scores in excess of 90%; i.e. and in order

- skilled staff that understand the needs of individuals' (96 net score)
- friendly, approachable staff
- familiar faces
- welcoming environment
- relaxed, stress free environment and
- safe and secure environment (91 net score)

It was also noted that respondents feel that of lesser importance were the things that might suggest respondents are not looking for things to change, so constancy of provision will be an issue for some;

- Access to other support services advice and information (81), and
- Access to other opportunities (68)

Also, that how respondents get to day centres isn't as important to them, though being close-by is still relatively important, and these things are likely to be of more importance to the carers who take them there.

- Public transport nearby (43)
- Car parking onsite (63)
- Close to home (83)

Comments on important things tended to reiterate these things;

*"Stability and certainty without constant upheavals." "Stability!!"*

*"Professionally trained staff that are completely aware of the service users' complex needs."*

*"It is important to me for my own time to do things I like to do, and for the person I care for it is more important they need their space and mix with other friends."*

*"We work, and the centre is easy to get to if there is a problem. The staff are qualified and on hand. Peace of mind for both parents, the staff know the user very well."*

*"It is very important as it stops people being isolated it helps with mental wellbeing of the carer and the person being cared for. Because of*

*community day services I have never needed or used full respite care as it provides the break I need."*

*"Community day services are important as they provide people with support and something to look forward to, a place to meet other people and learn new things. Without day centres most of them will be isolated and lonely."*

### **Meeting the needs of users**

- 4.11 Respondents were asked to how well they thought Day Opportunities met the needs of the users who accessed the service. Over three quarters of carers (76%) felt that local provision fully met their needs as a carer; 23% partly met their needs and with only one person saying that the provision did not meet their needs.
- 4.12 Although based on small numbers, results indicate that respondents from White groups were more likely to say the service meets their needs (80%), compared to those from Indian background less likely to say their needs were met (50%); consequently more likely to say their needs were partially met (50%). BME respondents represent 9% of all respondents.
- 4.13 By age, younger respondents (< 32 years); were equally divided about the service meeting their needs. Half saying the service met their needs (50%), whilst the remainder (50%) saying their needs were partly met. Older respondents (48-62 yr old) were more likely to say that the service fully met their needs (89%) with comments indicating that they are less receptive to change and value settled and stable care that offered them respite.
- "To make sure that xxxx has a day service to attend and his routine is the same."*
- "A stable environment: It is really important to keep staffing and surroundings reasonably constant with only gradual changes to improve services – NO BIG SUDDEN CHANGE!"*
- 4.14 Regardless of whether a respondent's needs are assessed as Critical, Substantial or Moderate, they all state that their needs are met to some extent; with the proportions remaining in line with the general trend; 77% fully met with 23% partially met.

### **Options appraisal; Respondents prefer Option 2**

- 4.15 Respondents (carers) were asked to consider and select one of three options for how and where Day Opportunity services could be delivered in the future.
- Most respondents; 54 (57%) prefer Option 2 - *Continue delivering day services at all seven satellite bases but make efficiencies through changes to existing staff arrangements, but in line with the individual needs of service users.*
- 4.16 Comments suggest preference for this option is probably because respondents feel it's the closest service delivery option to what they already currently receive. They prefer for things not to change, and want consistency of provision. Have preference for smaller groups, and concerns about accessibility and transport costs. Essentially the sentiment expressed in support of this option for the same reasons as commonly borne out throughout this research.
- Maintaining stability and minimising the need for change was frequently mentioned as being the main reason why they prefer option 2.

*"Keep things the same, less distress and upset to client."*



*"This is xxxx 3rd centre in several years and the change unsettles him."*

*"People who use the centres do not need changes - they need familiarity and stability."*

Several people felt that option offers the best option and best meets the needs of users.

*"This option works, we do not want the changes suggested I.E. the two centres of excellence. We feel that it would be a huge step backwards."*

*"Meets my needs better."*

Some people were worried about the size of groups if hubs were developed, with smaller groups being favoured.

*"Adults with disabilities can be challenging. To keep the option of smaller groups is healthier for them. Smaller groups are easier to manage."*

*"As my daughter suffers with anxiety issues smaller groups are far more beneficial. Therefore satellite bases would continue to enhance my daughters well being."*

Some were concerned about overcrowding.

*"Option 1 could quickly lead to overcrowding at both centres particularly for wheelchair users. Space already seems limited at Goscote Greenacres."*

Being part of the community, close to home and easily accessible was felt to be helpful to a number of carers.

- 4.17 Respondents do not like Option 3 – *Do not develop centres of excellence and cease delivering day services at all seven satellite bases, instead supporting people to choose and access other services themselves via direct payments and personal budgets.* Only two respondents, equating to 2%, expressed a preference for this option.

*"You have closed too much, why change things when they are working. Closing centres has had a big impact on too many."*

- 4.18 Just over one quarter of respondents (24 respondents, 26%) expressed a preference for Option 1 – *Develop centres of excellence, one at Goscote Centre and one at Fallings Heath, closing all other satellite bases. Those eligible under the Care Act 2014 and who attend satellite bases that close, would transfer to one of the newly developed centres of excellence and continue to access day services or find alternatives to meet their needs.*

- 4.19 Comments reflect that many of these respondents already value the service delivered through Goscote; staff here are valued and that this is a good site for the service. Respondents comment that getting together in larger hubs would be beneficial for everyone and that as long as people can still see their friends it shouldn't matter where the provision is.

*"Hopefully the new centres would provide new and existing services to all that attend"*

*"I feel that this would provide a service to all users"*

*"Because option 2 and 3 would result in a reduced service and a failure to meet all of the necessary needs."*

Developing hubs of excellence at Goscote and Fallings Heath was popular because it was seen to offer the best facilities. It was particularly popular amongst those who already use those sites and are therefore familiar with the venue and the staff.

*"Community and building on good site"*

*"Because Goscote Greenacres is one of the best places my sister has attended"*

*"Excellent service and staff care."*

Developing hubs of excellence was welcomed by some because they feel it would offer new and improved facilities.

*"New and better facilities"*

Others feel that the development of hubs offers the best option for the person they care for, in particular the social aspects of everyone being together.

*"Because it is the best option for the person that I care for."*

*"Best option for our son."*

*"Everyone is together so can socialise better, hopefully same staff could be kept for each group as they know our needs."*

*"As long as my daughter is happy seeing her friends etc, she will be alright."*

*"For people to keep being able to meet and socialise and interact with people that understand."*

*"Hopefully staffing could be kept as they know my needs, would be better for socialisation if everyone was together."*

4.20 Option 4 is a variation on options 1-3 whereby exploration of service delivery with Community Associations or other organisations, opportunities for the user and carers (not eligible for Social Care under the Care Act 2014) to create social activities on a self-funded or voluntary basis. Only 6% of respondents, showed any clear preference for Option 4, but with just less than one quarter (21%) saying 'maybe'. Well over two thirds of respondents (73%) said they would not be happy for the service to be run by volunteers, CAs or community interest groups.

4.21 Comments about Option 4 can be summarised as largely expressing concerns about lack of skilled, trained professional staff and needing to be cared for in a reliable and safe environment. There appears to be a lack of trust that the voluntary and community sector have the capacity to deliver day services.

*"Don't feel safe that volunteers would be reliable. Prefer Council staff as they are trained and reliable."*

*"I need to have trained skilled staff who know my child. I would not be happy with untrained, unknown volunteers who could not be trusted to know my child's complex needs."*

*"Lack of trained and understanding staff, I wouldn't feel safe."*

*"People that attend these day services need specialist care, volunteers would need special training, which wouldn't be cost effective."*

*"We expect professional care."*

*“They would not be properly trained. What would happen if volunteers did not turn up?”*

*“I prefer day services to be run by professionals as they know what they are doing. Not just any volunteers.”*

*“Accountability issues and unfamiliar staff issues, commitment issues.”*

*“Concerns volunteers would not have the knowledge, understanding or training to offer support required for people with learning disabilities and mental health issues.”*

- 4.22 When asked whether respondents would be happy to help deliver day services, the vast majority (85%) said ‘no’. Just ten respondents said ‘maybe’ and two said ‘yes’ they would volunteer.

## **5.0 Service User Consultation**

- 5.1 Service users were invited to attend a series of information meetings that were supported by the Mencap Group Advocacy Service. Including further meetings held at each community satellite base. Every effort has been made to support service users to participate in the consultation process. Mencap Advocates prepared an easy read PowerPoint presentation along with supporting pictorial resources/ handouts/ posters to aid understanding and aid discussion.
- 5.2 Their combined responses are detailed in the table below. Overall, marginally more users preferred Option 2 to retain day centres but make efficiencies through staffing and other means (39%) closely followed by Option 1 Develop two centres of excellence (34%). Almost all users do not like Option 3 to cease existing day centres and access services through alternative provision. About a quarter of users said no option was suitable and or they didn’t know what option to say:

<b>Community Base</b>	<b>Option 1 (A)</b>	<b>Option 2 (B)</b>	<b>Option 3 (C)</b>	<b>None or Don’t Know</b>
Chart Centre - Willenhall	6	3		1
Blakenall Community Centre	3	3	1	3
Moxley People’s Centre	1	7	0	1
Manor Farm – Rushall	7	2	0	1
Piers Street-Brownhills	0	8		1
St John’s Pleck	4	1		8
<b>TOTAL</b>	<b>21</b>	<b>24</b>	<b>1</b>	<b>15</b>
<b>Percentage</b>	<b>34%</b>	<b>39%</b>	<b>2%</b>	<b>25%</b>

- 5.3 Service users commented on the impact closure of the Community Bases would have on them and their carers. In summary users, say they would just stay at home, be bored and have nothing else to do. Closure would upset them

and they wouldn't like it. Carers would worry. Others would have to look after them. Carers need a break, especially where they are older carers. Would miss the interaction with others and friends.

*"I would be bored." "I would do nothing." "I'd miss my friends."*

*"I would be at home on my own, I would not like that."*

*"My family would worry about me. I wouldn't be learning new things."*

*"My sister would have to look after me every day."*

*"I'd feel really down if I didn't come here."*

*"Mom and dad would be sad for me if I had to stay home all day."*

*"I'd feel more vulnerable in the community if I didn't come here."*

*"My mom is old. She doesn't need me under her feet all day. She doesn't need to be worrying about me."*

*"I've moved into supported living, so I'd need staff to support me at home. I can't be home alone. I can't cope alone."*

*"Gives family a break when I'm here, they'd lose that."*

## **6.0 Community Day Centre Stakeholder Consultation**

A stakeholder meeting took place at Goscote Centre in September 2015 and was attended by representatives from: Manor Farm, St John's, Pleck, Willenhall Chart Centre, Moxley Peoples' Centre, Blakenall, and Brownhills Community Satellite Base. Six people attended the meeting. The main issues raised can be summarised as follows:

- There was the feeling that the decision had already been made / it won't work. Concerns about what if people just stop going.
- Query of when the service would come into effect.
- Concern about the investment that has already been made at some centres.
- Concerns that two larger hubs won't be big enough.
- Queries over how the saving will be made.
- Concerns about transport needs for those having to travel further.
- Concerns about the change causing an impact on users; social isolation.

## **7.0 Public Consultation Events (Town Hall and the Crossings at St Paul's)**

Held in October 2015 these events represented carers, families, service users, external service providers, elected members and stakeholders. Supported by MENCAP, the event opened with a presentation and feedback on results of the user survey. Participants took part in table top activities allowing people to comment, raise issues and ask questions. By invite, 57 people in total attended both events, 33% of the total 173 invited.

In summary the questions asked can be themed and summarised as follows;

<b>Broad theme (summary of questions/issues raised by attendees)</b>
<p><u>Access to Social Work Support</u></p> <p>Largely issues concerning the speed of assessments; including frustrations about already having difficulty getting access to social workers and a sense therefore that things may get worse. Will assessment lead to a preferred choice? Limited support to gain alternative services.</p>
<p><u>Access to Services/Ineligibility for Services</u></p> <p>When and how will decisions be made about where people end up, will there be any influence or choice left. Queries on eligibility criteria and what happens to those not meeting the criteria.</p>
<p><u>Capacity/Health and Safety</u></p> <p>Concerns that Goscote may not be big enough to take extra capacity, and hence oversubscribed and will that pressure lead to less access and or fewer places being available. Numbers too unwieldy and H&amp;S issues will limit activities. Concerns about impact on health of careers.</p>
<p><u>Transport</u></p> <p>Concerns about accessibility to reduced day centres and increased cost of travel getting there. Concerns about suitable taxi provision i.e. no wheelchair clamping. Goscote isn't very accessible by public transport.</p>
<p><u>Financial/ Quality of Service will diminish/Staffing</u></p> <p>Cuts leading to reductions in staffing and impact on service quality. No staffing consistency. Wasting money on other things (Town Hall renovation) and concerns about where else people will be able to go. Financial driven rather than customer driven. However with someone recognising that not all centres are running at capacity and hence that can't be good from an economic point of view. That two centres is better but query about how this will be staffed. Need to retain most competent staff to run the centres. Waste of money if changes don't work out.</p>
<p><u>Ethos/Quality of Service</u></p> <p>Service undergoing retrograde changes and lack of clarity about what centres of excellence actually mean. Ethos has switched again; users have gone from large centres into the community and now back again, and out of their local communities. Whilst centres of excellence is best option, difficult to voice concerns without more detail on the option agreed. Need to make sure new centres meet customer needs.</p>
<p><u>Charging Policy</u></p> <p>Concerns that costs will increase, and become dependent on where you go. Option 3 not suiting Direct payments and Personal Budgets.</p>
<p><u>Decision Making Process/Lack of Influence Regarding Final Decision</u></p> <p>Most people want service to remain the same, but that doesn't seem an option. How and when in the process clients will be supported when the</p>

change happens. Were paying but don't feel like we can influence.

Not liking change and other miscellaneous issues.

Not liking change. Causing disruption Carers worry about an anticipated impact on users. Limited options remove personal choice. What if new service doesn't work out? What happens if *Fallings Heath respite service* closed? Impact on wider community.

**8.0 Joint consultation event for carers of those who use Day Opportunities and / or Links to Work (St Paul's The Crossings, October 2015)**

- 8.1 By invite, 71 people attended this event, 41% of the total 171 invited. The audience comprising of carers, customers, stakeholders and external providers. Both the Executive Director of Adult Social Care Services and the Portfolio Holder for Adult Social Care Services were present to answer questions.

The main issues highlighted in relation to day opportunities included queries about the cost of services and the need to work more closely with community representatives and to use volunteers to help prevent closures. One person suggested tapping into private sector day services which they feel are often oversubscribed.

The need to minimise change was highlighted, as was the impact changes might have on transport costs. Ensuring there is sufficient space, suitable facilities and car parking was also mentioned.

**9.0 Transition Family/Carers Consultation**

- 9.1 The Children and Families Act 2014 places new duties on Councils to integrate assessments of Health, Education and Social Care needs for 14-25 year olds with Special Educational and Disability needs. Hence a group of transition family/ carers who utilise Mary Elliot School were consulted in October at Goscote Centre to gather views about future service requirements. With additional face to face meetings offered to transitional carers in November 2015.
- 9.2 Family/carer's indicated that there was demand for the services that could be anticipated, they stressed the need for transitional support plans to recognise the needs of younger adults in established day service settings. They suggested developing age-related activities within services and a transitional pathway within the established service.

**10.0 Employment Links to Work (L2W) – Summary of findings from consultation 2015**

The consultation sought to gather the views of service users and carers on options put forward for how and where day opportunity services could be delivered in the future.

Five options were put forward:

- A. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at newly developed centres of excellence at Goscote Greenacres and Fallings Heath.

- B. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at seven community satellite bases
- C. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could access a newly developed Supported Employment service based in Walsall. The service would focus on supporting individuals onto clear employment pathways with the aim of securing long term, meaningful employment for individuals
- D. Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could choose and access other services themselves via direct payments and personal budgets e.g. attending college with the support of a PA
- E. Retain Links to Work as a sheltered employment service, supporting those eligible under the Care Act 2014. Links to Work would continue to provide real work opportunities as part of a clear, more structured employment pathway. The service would focus more on an evidence based, outcome focussed Employment Preparation service, that would support individuals in making the transition into the open employment market.

Thoughts on a further option involving day services being delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company were also sought.

## **11.0 Links to Work User (L2W) Profile**

- 11.1 For context the profile of Links to Work service users identifies 58 adults currently accessing Links to Work as at November 2015. Made up of 38 males and 20 females. Users experience a range of diagnosis including learning disability, additional health care needs, cerebral palsy, dual diagnosis of learning disability and autism, mental health conditions and mobility issues.
- 11.2 Level of dependency for adults attending L2W includes high, medium, or low levels of personal care requirements. Most users; 34 (58%) service users are considered to have low-level support needs. 19 (33%) are considered to have medium-level support needs, with a small proportion 5 (9%) are considered to have high-level support needs and/or challenging behaviour. Note: Personal care is not provided at Links to Work.
- 11.3 Overall exactly half 29, (50%) are living at home with family; otherwise, roughly the same number are in supported living; 11 (19%) or living independently; 10 (17%). 5 (9%) are living in Shared Lives, whilst the remainder; 3 (5%) are living in residential accommodation. Two users are from out of borough placement, and one user attends with personal assistant.

## **12.0 Summary of findings from questionnaire feedback**

- 12.1 In August 2015, 59 questionnaires were posted to carers / users of L2W, of which the key findings are described below. At close of this consultation; 46 responses had been received, representing an overall response rate of 78%.
- 12.2 Information from respondents detailed the amount of days they attended at Links to Work. Daily attendance is fairly high, with over a third (35%) of respondents saying that they attend Links to Work 5 days per week, with 24% attending three days per week and 20% attending 2 days per week.
- 12.3 There are four key modes of transport respondents use to attend L2W; most travel by Community Transport/Ring and Ride (15; 33%), followed by Bus (12; 26%), car either independently or by someone else, (13; 24%) and walking (8, 17%).
- 12.4 When asked what benefits L2W attendees gain, building confidence (91%) and independence (84%) are felt to be the main benefits of attending Links to Work followed by gaining/maintaining life skills (78%), avoiding social isolation (76%) and developing/improving communication skills (76%).
- 12.5 When respondent carers were asked how they benefit from users attending L2W they tend to reiterate the sentiment respondents convey about key benefits to them, and that L2W gives users a 'sense of purpose', happy contented and provides respite from caring;

*"Gives us piece of mind that she is learning new skills"*

*"It keeps him from being stressed."*

*"Gives purpose in life."*

*"It gives the individual a safe place to go, a purpose for himself. We know he is safe with the staff in the work environment."*

*"To see the service user happy and contented to attend day services"*

*"xxxxx attending Links to Work allows me to work full time knowing that he is in a safe environment, this means I have a living wage and do not need to claim Benefits myself."*

*"By knowing that he is safe, occupied and meeting people outside of the immediate family."*

*"By seeing him have a role and purpose from his days, meeting new friends and maintaining old friends. Self worth by bringing home a wage."*

- 12.6 Just over two fifths of respondents (43%) who attend Links to Work do not access any other services. One fifth (21%) attend college and 14% for holidays/short breaks. There are small numbers accessing other services; community day services (4) other types of employment support (3), Shared Lives (2) and seasonal activities with a Personal Assistant (PA), residential respite, advocacy group/forums (1 each respectively).
- 12.7 Respondents were asked to state the overall importance of Links to Work to them as carers/users of the service. All respondents said the service was important; very important (93%, important 7%). Commenting that attending L2W enriched their lives, helped with social isolation, provided routine/structure and a caring environment, and an ability to learn new skills.
- "I know it helps my client achieve a more fulfilling lifestyle and maintains important social relationships as well as providing skills and variety, all in a safe, managed environment"*



*"Without links, this individual who is in supported living would become withdrawn and his behaviour would decline rapidly. He likes links and all it provides."*

*"Gives service user a structure to his day and makes him feel useful"*

*"Because it's very important the service user has a social connection, and they like routine and this has been for many years."*

*"We need him to maintain his self esteem and further his education to gain full time employment."*

*"It gives xxxx a focus and purpose and he makes friends. As we age we feel his future is more certain."*

### **13.0 Options appraisal; Respondents Prefer Option E**

- 13.1 When respondents were asked which option would best meet their needs, the vast majority (70%) preferred option E which would see L2W retained. Comments suggest that people don't like change and just want L2W to stay open, because change is unsettling. Small numbers prefer Options A, B and C. Two people preferred none of the options, 3 did not know and 3 people suggested other options.

Below are the options in order of preference;

Option E – Retain Links to Work as a sheltered employment service, supporting those eligible under the Care Act 2014. Links to Work would continue to provide real work opportunities as part of a clear, more structured employment pathway. The service would focus more on an evidence based, outcome focussed Employment Preparation service, that would support individuals in making the transition into the open employment market. Preferred by 30 people; 70% of respondents.

Equal numbers preferred Option A: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at newly developed centres of excellence at Goscote Greenacres and Fallings Heath. Preferred by 2 people, 5% of respondents.

and

Option C: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could access a newly developed Supported Employment service based in Walsall. The service would focus on supporting individuals onto clear employment pathways with the aim of securing long term, meaningful employment for individuals. Preferred by 2 people; 5% of respondents.

Option B: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014

could continue to receive support through appropriate day services delivered at seven community satellite bases.

Preferred by 1 person; 3% of respondents.

Option D: Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could choose and access other services themselves via direct payments and personal budgets e.g. attending college with the support of a PA. No one preferred this option.

*"On behalf of everyone concerned I hope that links to work remains open, for everyone concerned."*

*"I would like for Links to Work to continue as it is allowing all the people that currently attend to feel valued members of their own community with a reason to get up in a morning and a purpose to life."*

*"I feel that it is very important that Links stays open..."*

*"Keep Links open. There are so many service users who would lose out on social skills, confidence building, independence and what wages they get."*

*"The service user would benefit from and be much happier to stay at links to work. I as a carer would be happier too."*

*"I don't feel that any of these options suit xxxx needs, he likes things as they*

- 13.2 A further option put forward was for the service to be delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company. Whereby service users would be able to use their right to a personal budget (if eligible) to fund sessions with the Council providing initial support in the form of small funding grants and monitoring service delivery.

Almost half of all respondents (carers) (48%) said they *may* be happy with this approach; 5 respondents would be happy with this arrangement, however, 16 respondents (40%) would not be happy with this service delivery approach. Neither would respondents be willing to help deliver day services, 82% of respondents said 'no' when asked if they were interested in volunteering; though there were two people who said 'yes' and four 'maybe' they would volunteer. Their comments reflect that they feel this option causes disruption, lack of consistency; and would lead to lesser quality service because of lack of trained staff.

*"I feel ... such an arrangement would still be very disruptive to my client. Also I would fear for how consistent standards of care, security and client well being could possibly be maintained under such circumstances."*

*"He goes to a place where they know him; he has moved that many times in his life he gets anxious and stressed."*

*"Not sure if volunteers would always be available where someone who is in paid employment hopefully would be."*

*"Because the staff at Links are trained for their work and understand how to deal with everything that may occur, I don't think volunteers would cope with all that entails."*

#### **14.0 Service User Consultation feedback**

14.1 There has been several opportunities put in place for service user consultation. At two informal pre-consultation meetings 50 people attended with 46 attending four separate formal consultation meetings. Meetings were also supported by the Mencap Group Advocacy Services in order to provide independent facilitation and easy read materials.

14.2 During the meetings clients were asked what they thought about L2W; what the impact has been and their feedback can be broadly summarised as follows;

- Learning new skills and feeling more independent and confident.
- Provides a sense of purpose and usefulness; self-esteem.
- Instils a sense of pride; a feel good factor and socially included, part of a 'family' of friends.
- It's good to work; even though wages no longer paid, though appreciate expenses being paid as that helps purchase things we need.

*If I didn't see my friends at Links to Work, I wouldn't be able to afford to see them at all – it costs too much money (bus fare, Ring & Ride, meeting up etc). I'd be alone*

*"We're like a family – we know each other's skills, strengths and weaknesses."*

*"It's helped me build my skills – I like the different sorts of work we do."*

*"I feel proud when work goes out of the factory – I know I've done a good job."*

*"I like spending time with my mates – I'd be lost and lonely if I didn't come here."*

*"I feel part of a team."*

*"Links to Work gives me more confidence to go to the job centre and talk about jobs."*

*"I like catching the bus here. I had travel training to do it myself and now I feel more independent."*

*"I need Links to Work to help me get back into work."*

14.3 When asked how they thought closure of L2W would affect them and their carers, and what they would be doing otherwise they commonly said they needed employment support and wouldn't know where else to get it, though there was a willingness to look for alternative activities. That returning to a day care alternative would be a retrograde step. Being in the house would not be beneficial to health & well-being. They would need someone to be with them during the day and how would families cope. They worry about their carers and their carers worry about them.

*"I'd try again to get a job – but I know I'd need lots of support*

*"Going back to a Day Centre would be like going back in time for us. I don't want to do that; I want to keep moving forward."*

*"I'd be home alone all day; my parents work and they would worry."*

*"If I was home more, I'd need to have a support worker every day because I can't be in the house on my own."*

*"I would like to volunteer at one of the Community Bases to help people if I can't get a job."*

*"I like the idea of some workshops – I need to keep active and keep learning new skills."*

*"I'm part of the Shared Lives scheme so I would try to go out more with my supporter."*

*"Being at home all day would drive me nuts! I would be bored on my own."*

*"I think either my mom or dad would have to give up their job if I was at home all day – how would we manage?"*

- 14.4 Their views on proposed service delivery options shows that just over half (54%; 25 respondents) prefer Option 5 E; keeping L2W open. With Options A and C being supported by 5 respondents respectively. No one supported Option D. About one fifth said none of the options suited or they didn't now.

With option E, there are few concerns expressed other than a query about what happens after L2W.

*"We want to stay at Links to Work but what if you decide that we aren't good enough to get a job? What happens to us then?"*

With Option A concerns centre on the capacity of two centres to cope with delivery, and feeling that return to day centres is a retrograde step.

*"How old do you think we are?! We don't want to go to a Day Centre!"*

*"How will we all fit into 2 centres?"*

There was one comment about Option C;

*"I've tried Remploy – they couldn't support my needs (I am physically disabled as well) so they got rid of me and I came here."*

With Option B the concerns were about the community bases being boring and overcrowded.

*"I know people at the Community Bases and they're bored there."*

*"If lots of us ended up going there, they would be over-crowded and it would be like going back to the big centres with too many people."*

Option D comments included concerns about missing L2W and other providers not wanting them.

*"The colleges don't want us – they are trying to squeeze us out anyway."*

*"We would be isolated, lonely and miss our friends."*

*"We would lose our skills – we would go backwards."*

- 14.5 Overwhelming when asked 'Should Links to Work remain open' all bar one said yes'; 1 'Don't know'.

## 15.0 Public Consultation Event (St Paul's The Crossings October 2015)

A series of four public consultation meetings were held incorporating Links to Work, Goscote/Greenacres and the Community Satellite Services with facilitation by MENCAP. A combined audience of carers, families, service users, service providers, elected members and stakeholders.

In summary the questions asked here can be themed and summarised as follows;

<b>Broad theme (summary of questions/issues raised)</b>
<p><b>Access to Services/Eligibility for Services:</b></p> <p>Improve viability; by getting more people into L2W; i.e. extended provision, social care training and education, people coming go L2W from day ops. Options for people without funds to go to day care. Not knowing the full range of other services that are available; need for service signposting, who plugs the service gap. Not everyone is suited to move into employment. Current attendance rate is high.</p>
<p><b>Ethos/Quality of Service:</b></p> <p>Ethos has changed and L2W has stagnated; no longer an employment team available to support people, become a holding bay to ensure productivity for other companies. Been set up to fail. Could L2W become a Social Enterprise? What the transitioning process if L2W closes. L2W is more than just day care. L2W service is valued and needed. Isolation of vulnerable people.</p>
<p><b>Financial:</b></p> <p>Questioning priorities and spending money on things seen as less important.</p> <p>Money should be ring-fenced to support the vulnerable/disabled. Premise lease due to expire, gain efficiency by moving elsewhere; including smaller premises. Likely higher costs outfall from L2W closure due to impact on clients. Is rent still being paid on Bloxwich building.</p>
<p><b>Influencing the decision:</b></p> <p>Will the clear preference for Option 5 (retain L2W) actually be listened to, there is potential to streamline things to make the saving. When will decisions be made?</p>
<p><b>Transport:</b></p> <p>Options for people who aren't able to travel alone</p>
<p><b>Miscellaneous:</b></p> <p>People making the decisions don't understand what L2W delivers well enough. Need to campaign to keep it open. Pleas to retain L2W as a valuable service, employment opportunities are limited. Needs better local business links.</p>

**16.0 Joint Consultation Event for carers of those who use Day Opportunities and/or Links to Work (St Paul's The Crossings on October 2015)**

- 16.1 The key issues concerning L2W raised at this session centred on the following issues. Queries about eligibility for any future changed service provision. The need for clarity of the decision when it's made and what happens in transition. How provision of employability schemes can work without an employment team in place. A call for the Council to help people develop alternatives, i.e. training and to set up small and relevant social enterprises to provide services which people can but into.

Authors:

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Business Change (Change and Governance Directorate)

19 January 2016

## **Appendix 3a The New Resource Centre Model (Outline staff and activity program)**

### **Premise**

This business case will come into force if Walsall cabinet accepts the proposal to close the Day opportunities satellite sites and Link to Work.

The model would develop around two centres of excellence at Goscote Greenacres and Fallings Heath House and will achieve the £1.142m proposed savings target for Opportunity and Employment Services. It will be achieved through natural wastage, voluntary redundancy (VR) but will hope to limit compulsory redundancies (CR)

### **Staffing**

Table 1 below shows that the savings will be met through the reduction of 44 posts. These are a mixture of management posts and front line workers. A majority of the proposed reducing management posts will be from the closure of Links to Work although there is a reduction in senior posts across the structure. From line staff deletions are predominantly achieved by the reduction in sites the service will be operating from 9 down to 2. The funding calculations can be found in the attached spreadsheet.

### **Attendees**

After the ongoing consultation and the review of service users and the capital redevelopment of the schemes it is proposed that there will be a further offer of between 50-60 placements per day at Goscote and Fallings Health. Although this may be challenging for both environments, historical patterns of occupation and attendance would suggest there is never more than a 70-80 percent average attendance at any site.

These numbers are addition to the existing social network and trainees that attend Goscote.

### **Activity**

Goscote Greenacres currently offers a wide range of activities with the focus being on independence and Reablement. The following is a non exhaustive list:

Cooking – The kitchen area is specifically adapted and ergonomic for all customers so that they have the opportunity to benefit fully from the cooking session. This can be through a sensory experience for leisure or to encourage independent living, developing skills to cook a meal. These sessions are adapted to meet customer need which is utilized on a daily basis.

Communication – Communication sessions integral to supporting individuals appropriate to their needs. However we also have a varied amount of technology such as iPads, lap tops and a touch screen where communication can be interactive between customers to learn new skills and build confidence. The sessions are interactive and stimulate communication on all levels. Makaton is also used widely within the service which is essential for a consistent approach to communication networks.

Sensory sessions – We have a dedicated sensory room in which to support people with sensory needs. This offers a fully supportive environment where people have

the space and freedom to explore and to stimulate senses such as sight, touch and hearing without extra stimulus such as background noise or other activities.

Opti-music – This is located in the sensory room and has the advantage for the customer to use music to stimulate their senses in an individual way, as their touch to lights that are beamed to the floor will create sounds. This also gives the customer an opportunity to be creative and mobile in a non threatening environment.

Breakfast club – This offers customers within rooms to gain new skills and to share experiences with others. It creates an opportunity to communicate through speech, makaton and pictures in placing and receiving orders for breakfast, and empowers people to become confident in risk taking and develop new relationships.

Project work / Art and crafts - Customers identify various celebrations from the calendar year and work on those events and celebrations through art and craft projects. This encourages celebrating diversity and inclusion from others within the community.

Extend – This encourages people of all abilities and skills to move as much as they are physically able and to keep as active as possible. It is a fun session with music, pom poms and musical bells. It promotes a sense of fun and well being for all customers to take an active role in.

Gardening projects – Customers have the opportunity to grow flowers and vegetables from the raised beds located in the garden area of Goscote. Customers then use the produce within their cooking sessions, and flowers are cultivated for their projects. Customers also

Literacy and Numeracy - For those who use written forms of communication or who understand the concepts of numeracy. Depending upon the person's support plan, individual sessions can be developed that help service users develop their spoken, written and numerical skills.

All services users will have a support plan that will outline their needs and goals which will be reviewed at least once a year in service. This is in addition to their annual social work review which will be carried out by the Assessment and Care Management team.

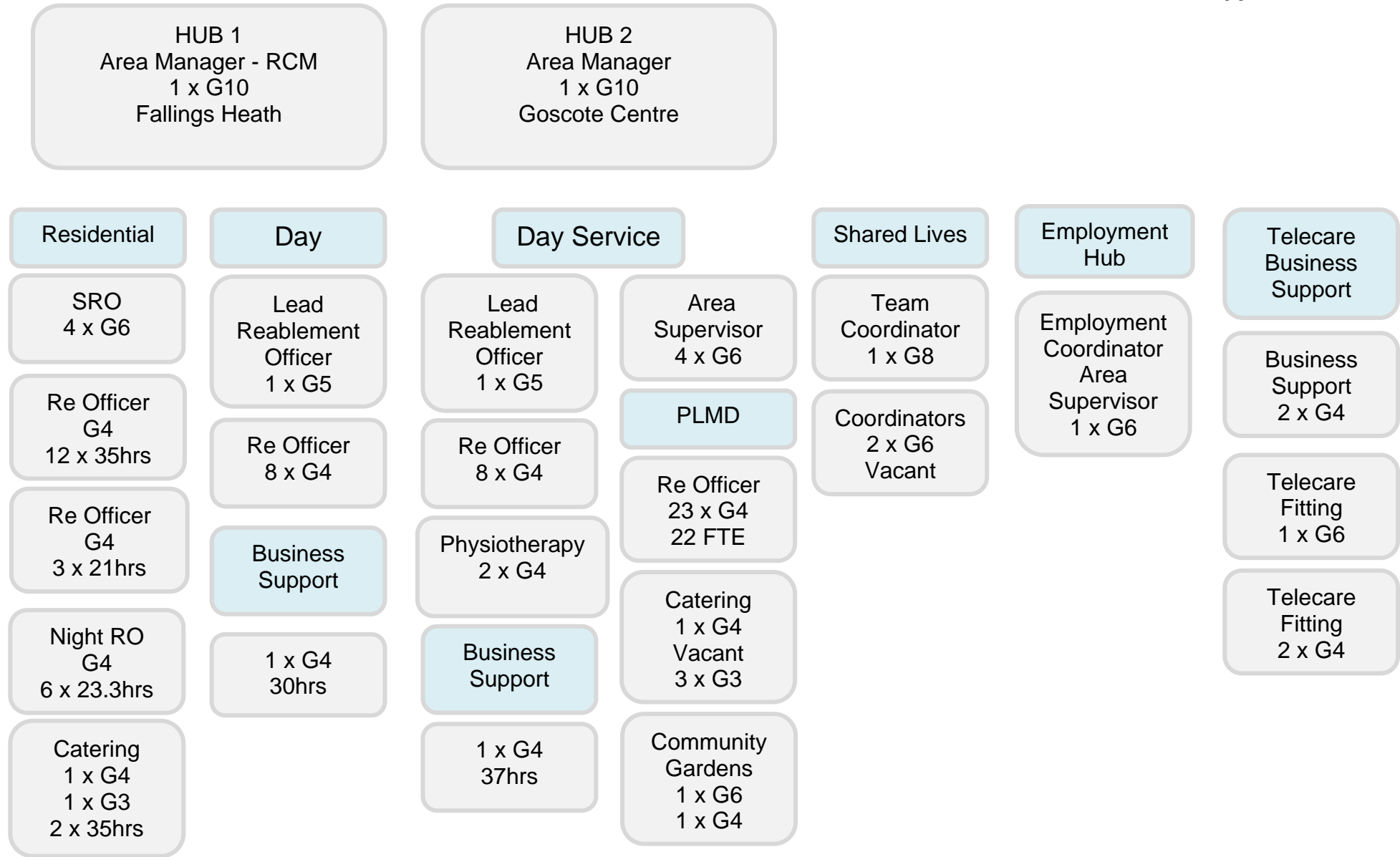
## **Transitional Plans**

Those service users who are moving from Links to Work or a satellite Centre will be supported via a transitional support plan that will be developed before their move. Similarly, a transitional support plan will be developed for those people who are found to be non eligible for day services or who are deemed eligible for employment support.

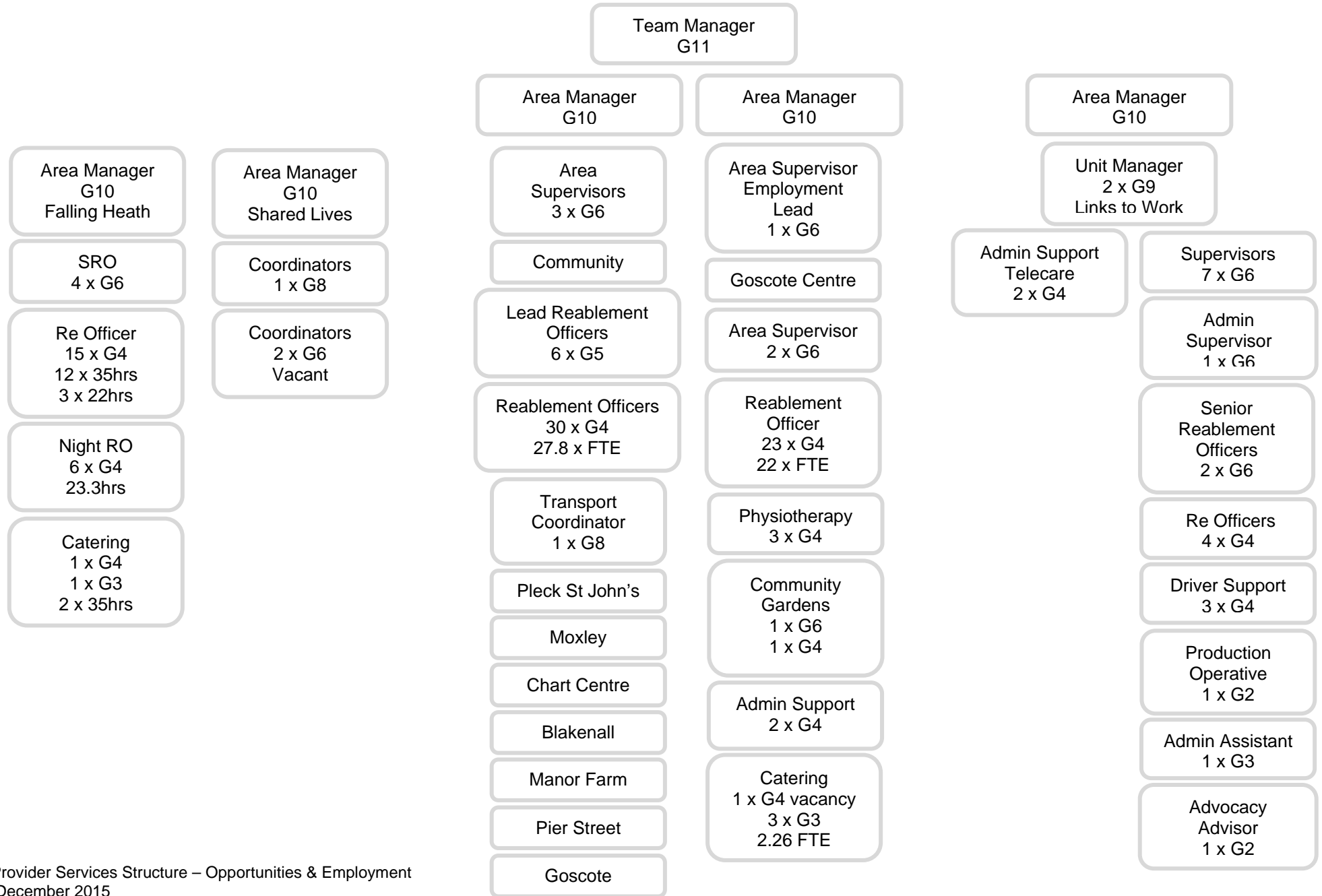


Table One

Current Staffing Component			Proposed Staffing Component		
Day Opp's and Employment Service			Day Opp's and Employment Service		
Team Manager	G11	1	Area Managers	G10	2
Area Managers	G10	5	Team Coordinator / Shared Lives	G8	1
Team Coordinator / Shared Lives	G8	1	Shared Lives Coordinator	G6	2
Shared Lives Coordinator	G6	2	Area Supervisors	G6	4
Area Supervisors	G6	5	Area Supervisor - Employment	G6	1
Transport Coordinator	G8	1	Community Development Officer	G6	1
Area Supervisor - Employment	G6	1	Lead Reablement Officers	G5	2
Senior Reablement Officers	G6	2	Reablement Officers - Community	G4	16
Community Development Officer	G6	1	Reablement Officers - Goscote Centre	G4	23
Lead Reablement Officers	G5	6	Reablement Officers - Goscote Centre - Physiotherapy Service	G4	2
Reablement Officers - Community	G4	30	Reablement Officers, Community Gardens.	G4	1
Reablement Officers - Goscote Centre	G4	23	Business Support	G4	2
Reablement Officers - Goscote Centre - Physiotherapy Service	G4	3			
Reablement Officers, Community Gardens.	G4	1	Cook	G4	1
Business Support	G4	2	Assistant Cooks	G3	3
Cook	G4	1	Supervisors - Telecare	G6	1
Assistant Cooks	G3	3	Business Support - Telecare	G4	2
Reablement Officers - vacancies	G4	3	Reablement Officers - Telecare	G4	2
<b>Links to Work</b>					<b>66</b>
Unit Managers	G9	2			
Supervisors	G6	7			
Admin Supervisor	G6	1			
Business Support - Telecare	G4	2			
Reablement Officers	G4	4			
Driver Support Officers	G4	3			
Production Operative	G2	1			
Advocacy Advisor	G2	1			
Admin Assistant	G3	1			
		<b>113</b>			
<b>Day Opp's &amp; Employment</b>					
Team Manager	G11	1			
Area Managers	G10	3			
Transport Coordinator	G8	1			
Area Supervisor	G6	1			
Senior Reablement Officers	G6	2			
Reablement Officers, Community Satellites.	G4	14			
Lead Reablement Officers	G5	4			
Reablement Officers - Goscote Centre - Physiotherapy Service	G4	1			
Reablement Officers – 3 x vacancies	G4	3			
<b>Links to Work</b>					
Unit Managers	G9	2			
Supervisors	G6	6			
Admin Supervisor	G6	1			
Reablement Officers	G4	2			
Driver Support Officers	G4	3			
Production Operative	G2	1			
Advocacy Advisor	G2	1			
Admin Assistant	G3	1			
<b>Post Deletions</b>		<b>47</b>			



## Appendix 3 c





**Walsall** Council

## Employment strategy for Adults with Health and Social Care Needs

## 1.0

### Introduction

This strategy sets out how the borough of Walsall aims to increase the number of people with health and social care needs gaining employment over the next three years.

It is widely recognised that employment is an essential part of people's lives. Work can significantly increase an individual's self esteem and sense of belonging. Paid work in particular, brings greater opportunities for social care users to gain greater independence, psychological and social benefits, as well as the clear economic benefits to both the individual and society as a whole.

In reality, for people with a health and social care need, finding and keeping employment can often be far more difficult than for other members of society. Figures suggest that people with a health and social care need are the most excluded in terms of access to employment. We want to tackle the needs and barriers experienced by people in Walsall with health and social care needs and offer a range of opportunities available to support them into employment.

This strategy:

- Sets out our vision and strategic aims
- Considers the local demographic context, alongside the local and national policy that impact on employment for people with health and social care needs.
- What we need to do to improve employment rates in Walsall
- Sets out objectives and actions to meet the vision and strategic aims

### Target Groups

The main concern of the strategy is to improve employment opportunities for people with health and social care needs who require additional support, in order for them to access, gain and sustain paid, or self employment. This will include individuals, in the following groups:

- Learning disabilities
- Sensory, visual or hearing impairments
- Mental health support needs
- Physical disabilities
- Young people with needs making the transition to adulthood
- Long term health conditions
- Autism
- Carers

The council will look to support individuals with health or care needs who are not direct customers of the local authority, but who aspire to attain employment. By developing a Supported Employment model within the Walsall Disability Hub, this will allow individuals in line with recommendations made within the Care Act 2015, to access information and signposting to other key services, which can help form their individual employment pathway.

Through the employment pathway, research suggests that employment outcomes can be achieved through the use of direct support for people with health and social care needs, via their social care assessment and use of personal budgets.

The West Midlands Carers Network, who continue to work in partnership, across the region, with all 14 local authorities, in order to support and drive the wider work to support carers? A total of 16 commitments have been identified and agreed, including:

- West Midlands authorities are committed to supporting a range of preventative services to support carers and those for whom they care.
- West Midlands authorities are committed to improving carers access to training, knowledge and skills.

## **Vision**

Through access to paid employment and/or voluntary work an individual's wellbeing, skills and abilities are improved.

## **Strategic aims and objectives**

### **1 Ensure people have direct support to gain and sustain employment**

This will be achieved through the commissioning of a supported employment team based at the disability hub funded through In-House services budgets and European match funding working in partnership with the Mental Health Employment Team within the Dudley and Walsall mental Health Trust.

Through the development of an Employment Pathway, and Partnerships with a range of agencies including Prospects and Job Centre Plus.

### **2 Supporting customers to become more confident job seekers**

This will be achieved through bespoke individualised training and support plans.

### **3 Employers are confident to employ people with health and social care needs.**

Raising awareness of the employability of the client groups, and reasonable adjustments across partners including Strategic Regeneration and Walsall Chamber of commerce.

### **4 Young people have the aspirations to obtain employment and are given the support they need to access training, vocational support and work experience directly from school or college.**

Achieved through the development of the getting a life pathway for employment of 14 to 25 year olds as part of the SEND offer and transition to adulthood.

- 5 Easy navigation across the information, advice and offers of employment and training support from partners within Walsall**
- 6 Stimulate a market through the voluntary and charitable sectors to deliver a range of enterprises, Community Interest Companies, Social Firms, Training Workshops and Cooperatives to provide a range of opportunities for accessing training, work experience, skill development, voluntary work and paid employment.**

## **2. Local & National context**

The council's Legal framework contains specific laws that drives the councils approach to supporting individuals with health and social care needs into employment.

- *The Care Act 2015* places a duty on local authorities to ensure that information and advice on care and support, is available to all and readily available. There is greater emphasis on an individual's wellbeing which underpins the Act, as well as greater responsibility on local authorities to prevent, reduce or delay the need for care and support for all local people.
- *The Children & Families Act 2014* transforms the system for disabled children and young people and those with SEN (Special Educational Needs), so that services can consistently support the best outcomes for them, by ensuring greater choice and control. The act, includes the key principles around Preparing for Adulthood and specific outcomes relating to Employment, Independent Living, Community Inclusion and Health.
- *The Welfare Reform Act 2012* introduced a wide range of reforms to make the benefits and tax credit system fairer and simpler. It aims to create sustainable incentives to encourage more people to get into and stay in work

*The National Autism Strategy* places responsibility on local authorities, to ensure employment is promoted as a positive outcome and participation in employment is a matter considered in all care and support functions. We must ensure that children and young people with Autism who have an Education, Health and Care (EHC) plan, have clear routes into Employment opportunities and Supported Employment services.

Over the past 10 years, increasing employment and tackling worklessness for those with care needs, have been key objectives of government policy. There are currently a range of policies and initiatives, such as Access to Work, Work Choice and the Work programme that help support mainstream welfare to work schemes delivered through Job Centre Plus.

The governments *Disability Health & Employment Strategy* sets out a range of proposals to further improve employment support. The proposals focus on a number of key areas;

- supporting employers to recruit, retain and develop disabled people and people with health conditions
- enabling more young disabled people and people with health conditions to make a successful transition from education to employment
- developing clear pathways into employment services, to ensure that disabled people and people with health conditions get the right support at the right time to enable them to get into or get back to work.
- Improving specialist support for disabled people and people with health conditions by ensuring that it includes a number of key features, including greater personalisation, better integration of local services, better use of local providers and a greater focus on Supported Employment.
- Improving the evidence base with regards what is most effective in supporting individuals into employment.
- Developing more effective approaches for supporting people with mental health problems to get into work, focusing particularly on better alignment between employment and health services.

Within the Walsall Borough Strategic Economic Plan, the council sets out a comprehensive list of the boroughs economic priorities, with regards to raising employability, education and skills for the residents of Walsall and supporting local people into work, with a focus on understanding and removing barriers that can prevent people gaining skills or getting a job.

This employment strategy also sits within the context of the councils Strategic Economic Plan, by focussing on the issues and priorities for people with health and social care needs of working age, who have an aspiration to want and are ready to work. This employment strategy directly supports a number of key strands from the SEP framework.

- Improving health and well being, including independence for older people and the protection of vulnerable adults
- Creating safe, sustainable and inclusive communities
- Improving safeguarding, learning and the life chances for children and young people by raising aspirations.
- Unemployed residents get the support and training they need to find sustainable work.
- People are lifted out of poverty by getting into work and gaining the skills needed to progress into better paid work
- Through the European Social Fund – Youth Employment Initiative, targeted support for 16 – 18 year olds, Not in Employment or Education (NEETS) and 19 – 29 year old unemployed, to make the transition into mainstream education, training and employment.

The Walsall Strategic Economic Plan and this employment strategy, demonstrates links with health and wellbeing which impact on all Marmot objectives, most notably, to “create fair



employment and good work for all”, as well as clear links with the Walsall Health and Wellbeing Strategy 2013 – 2016. This includes developing activities that are designed to remove the barriers to sustainable employment that some residents face as a result of poor health or disability.

## Demographics

The demographic data held illustrates the specific issues that Walsall faces when seeking to address unemployment amongst people with health and care needs and highlights the need for this to be addressed within the local area.

- Walsall's resident population has grown to 269,500 (June 2011). This is an increase of around 15,800 residents, or 6.2%, since 2001 Census. It is estimated to grow to almost 300,000 by 2021. There is expected to be a proportionate increase in the number of people with health and care needs.
- As of 2012, Walsall's working age population was 167,308 (or 62% of the total population). Of these, 9974 or 5% of the working age population (classified as 18 to 65), have a long term health condition or disability.
- Total number of the working age client group against benefit claimants is 28,560, of which 13,420 are in receipt of Employment Support Allowance. This figure is 1.3% higher than the regional average and 1.7% higher than the national average.
- Youth Unemployment. Total number of under 25s who are NEET, sits at 4070, with 1100 of these being in receipt of Employment Support Allowance, with a further 410 receiving disability benefit.

Carers UK have undertaken research which shows that the working ability of carers is severely affected by giving care. The research suggested that 45% of carers had given up work as a result of their caring role, and 42% had reduced their working hours. In Walsall, Carer population figures show that 17,015 (6.3% of the total population) provide up to 19 hours per week unpaid care a week. Under the Care Act 2014, carers now have equal rights to care and support to those they care for.

The governments Carers Strategy outlines the importance of carers maintaining good health and wellbeing, is essential to supporting carers, in their caring role. Enabling those with caring responsibilities to fulfil their educational and employment potential, is a key priority, in terms of both;

- Ensuring Carers who are currently caring, have flexible working arrangements and better care for the person they care for , in order to remain in employment, including maintaining levels of confidence and retaining existing and developing new skills.
- Carers looking to re-enter the employment market after a sustained period of time away due to caring commitments. Supporting carers who have developed caring skills and want to make

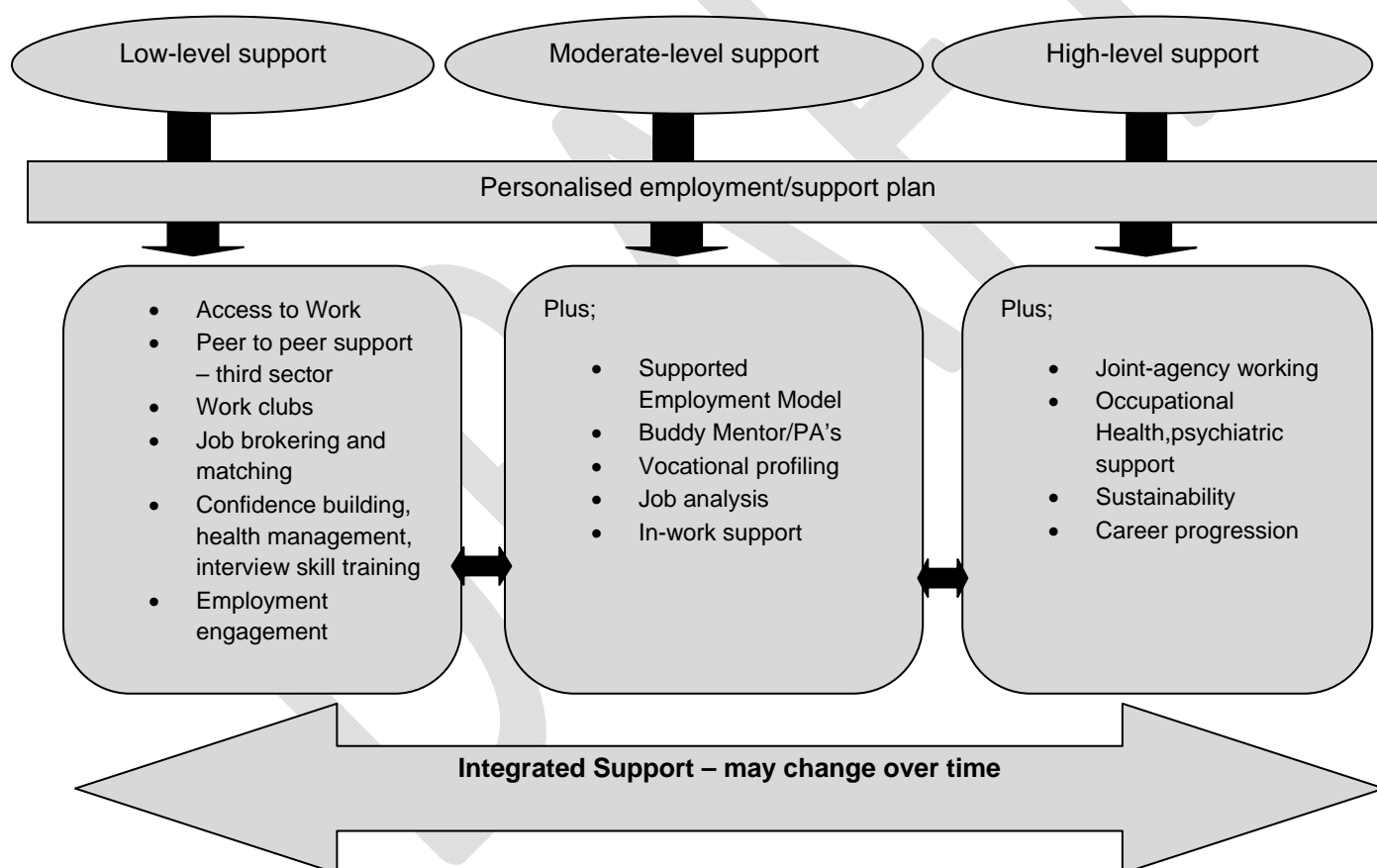
the transition into a career in care work. Supporting Carers returning to a particular profession or who wish to develop new skills and rebuild confidence.

***Action is needed to improve these employment rates. It is the intention of Walsall Council to increase this rate significantly over the next three years.***

## Next Steps

The Sayce report outlined that a key factor in supporting disabled people into work is a more personalised approach, which can be tailored to each individual, using a Supported Employment model. The National Development Team for inclusion (NDTi) recently completed a research paper for the National Institute of Health Research, which provided clear, acknowledged evidence that Supported Employment and Individual Placement and Support is the most effective, in terms of cost effectiveness and supporting disabled people into employment.

### Supported Employment Model



To support disabled people, the British Association of Supported Employment, recommends the Supported Employment and Individual Placement and Support model, including the following elements:

- Specialised personalised support for the individual to help them through the process with a detailed and holistic understanding of each customers circumstances, strengths and aspirations through Job coaching and one-to-one support.
- An in depth knowledge of the local jobs market and where additional training might be appropriate.
- Employer engagement and support, particularly at a local level through the Walsall Borough Strategic Economic Plan 2015
- Additional support focussed on young adults as they transition from education to the work market.

Skills for Care outline the key skills required to support the success of the Supported Employment Model through various roles and responsibilities.

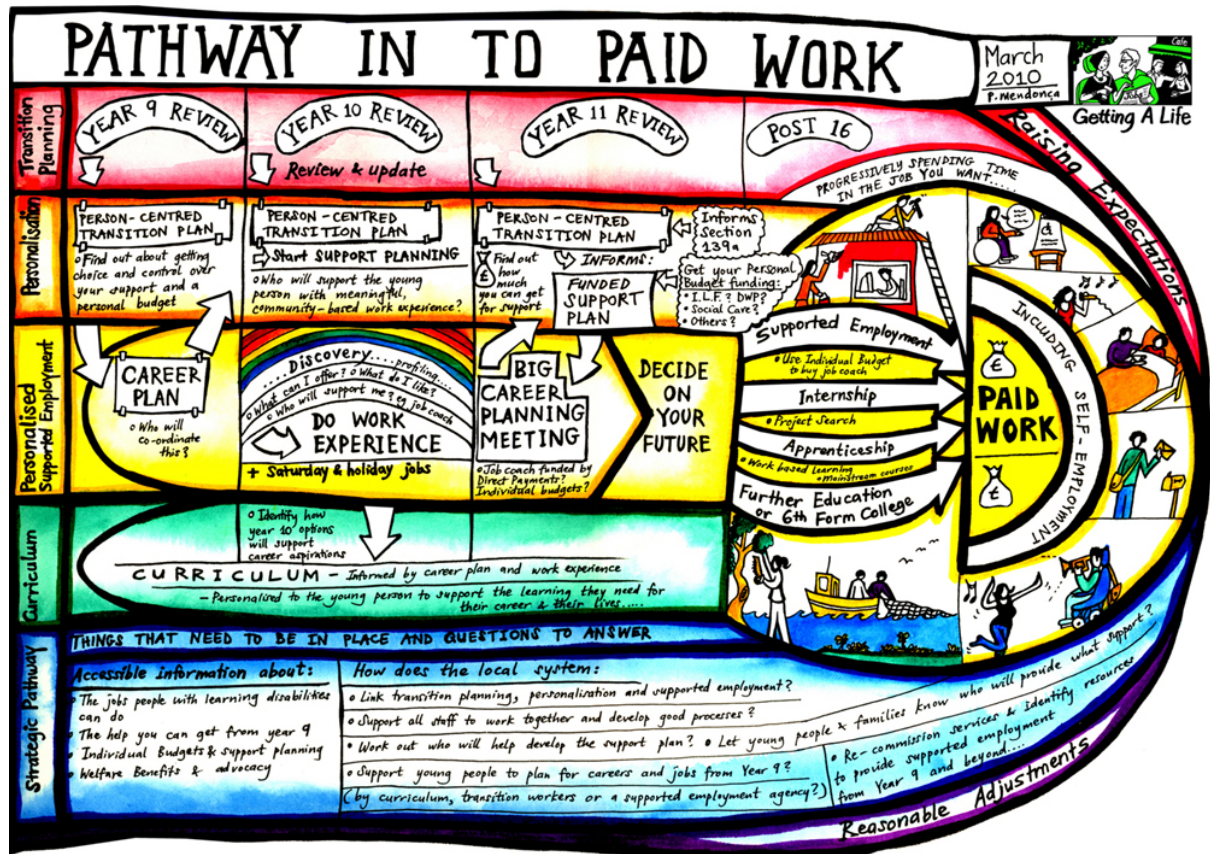
Employment and Inclusion Advisors specialise in supporting individuals with a health and social care need to support, secure and retain employment. Other key skills required within the delivery of Supported Employment include client engagement, vocational profiling, job searching and employer engagement, knowledge of disability and health and safety legislation, in-work support and in depth knowledge of welfare benefits.

### **Enabling young people to make the transition to work**

The Children and Families Act 2014 transformed the system for disabled children and young people and those with SEN, so that services consistently support the best outcomes for them, up to the age of 25. Through the SEND reforms, a number of key themes are identified:

- Working towards clearly defined outcomes
- Engagement and participation of parents and young people
- Development of a Local Offer of support
- Co-ordinated assessments and Education, Health and Care Plans
- Personalisation and personal budgets

Preparation for adulthood is a key element of the reforms that cut across all of these theme, which looks at 5 key messages and 4 clearly identified pathways, Employment, Independent Living, Community Inclusion and Health. We should ensure that the focus on young people having employment as they move into adulthood is maintained within adult social care.



The Getting a Life employment pathway shows what should be the five main routes into employment for young people with learning disabilities. They are supported internships, supported apprenticeship, supported employment, work-related learning at college, and self employment. The pathway sets out the key things that need to happen at each stage to make sure that young people can access these routes.

## What we want to achieve

The vision of Walsall and its partners, is to greatly improve the employment opportunities for all of our customers with health and social care needs. This strategy highlights that by adopting new approaches to how we provide supported employment through clear, evidence based and cost effective approaches, we can expect a stronger degree of impact and success.

## Key objectives

The key objectives that support our vision were developed from feedback gained from a range of stakeholders as well as professionals. To further support the strategy, we have also drawn on national and local policy guidance, as well as evidence from good practice and effective employment approaches.

The disability and employment strategy: the discussion so far and evidence from good practice and effective employment approaches for people with health and social care needs, the strategy proposes a number of key objectives:

**Objective 1: Ensure people have direct support to gain and sustain employment**

Providing personalised support is critical in enabling individuals to get into, stay in and progress in work. The longer a disabled person or an individual with a health condition is unemployed, the harder it is for them to get back into work. It is essential that the right employment support, at the right time is provided, to minimise the time that people spend away from the labour market.

- Further development and expansion of the Walsall Disability Hub, to include a new specialist, pan-disability Supported Employment Service that will support all people with care and support needs, as well as carers. The service will maximise the support offered, to ensure a co-ordinated approach, in order to increase the number and rate of people gaining and retaining paid employment. Providing targeted support for customers to access, customised support and clear employment pathways.

### ***Objective 2: Supporting customers to become more confident job seekers***

One of the key barriers highlighted through various consultation processes, as well as national research carried out through the NDTi, was the lack of awareness among service users of the organisations providing employment support and advice. To create confident job-seekers, it is vital:

- Offer people correct, timely and tailored information to pro-actively consider employment and plan their careers
- Ensure people with health and social care needs, their families and carers can access support by a relevant central service (Hub) to gain meaningful employment
- Embed Supported Employment pathways into support planning so that people with health and social care needs are correctly guided and supported to access training and employment, including self-employment, appropriate to each person's individual needs.
- Ensure closer, partnership working in accessing welfare advice, particularly with regards to welfare reform and the introduction of Universal Credit.
- Further focus on "Travel Training" to help support eligible individuals to travel to work independently.

### ***Objective 3: Employers are confident to employ people with Health and Social Care needs.***

Walsall Council will work with stakeholders, in particular local employers, to encourage them to be positive about the skills that people with health and social care needs bring to the business and to remove or reduce barriers to recruiting and retaining people with health and social care needs employees.

This Employment Strategy, in conjunction with the Walsall Borough Strategic Economic Plan aims to improve the wellbeing of both the local economy and the borough's residents by supporting businesses to enable individuals to fulfil their economic potential.

The Government's Disability Confident campaign encourages employers to be positive about the skills that disabled people have and remove barriers to recruiting and retaining disabled employees. The government will support business-led commitments to hire more disabled people and raise employers' awareness of the many positives, hiring individuals with a disability can bring to a business.

- Provide education, awareness and support to employers, as agreed with individuals looking for work, which may include training, negotiating reasonable adjustments and on-going contact with the employer to ensure job retention.
- Proactive employer engagement with employers in Walsall to enable them to look at employment opportunities for people with health and social care needs.
- Closer partnership working with the Economy & Environment: Strategic Regeneration service area, in order to support delivery of the Strategic Economic Plan to meet new and existing economic priorities as well as increasing opportunities to attract funding and successfully securing a range of external funding.

***Objective 4: Young people have the aspirations to obtain employment and are given the support they need to access training, vocational support and work experience directly from school or college.***

- To ensure robust and effective personalised transition planning is in place to encourage and support young people to move from education into employment through the "Getting a Life" pathway and SEND local offer.
- To ensure employment features strongly in information provided to young people and families when planning their post-school future.
- Provide more opportunities for work experience to school and college students, including Training and the delivery of Employment workshops.
- Support young people with special education need to understand and realise their aspirations and ensure appropriate support is in place for them.

**Objective 5: Navigating the systems for support and guidance, including clear employment pathways for individuals and shared referral pathways for partners.**

**Objective 6: Stimulate a market through the voluntary and charitable sectors, to develop a range of enterprises, community interest companies, social firms and co-operatives, to provide a full range of opportunities for accessing training, work experience and skills development.**



## Review of Links to Work: Questionnaire for carers and families

Following the approval by Cabinet on the 24th June 2015, it was agreed that Adult Social Care, Day Services and Supported Employment Services would be reviewed in line with Adult Social Care's efficiency and delivery plans for better outcomes at a lower cost.

Many of you have attended informal information meetings over the last few weeks and you were informed that a formal consultation process would begin in early August 2015. This questionnaire is the first step of that consultation process and we therefore ask you to please take a few minutes to complete it and return it to us as soon as possible.

Please tick the answers that apply to you / the person you care for. The ID number on this questionnaire allows us to monitor who has / has not responded and enable us to send reminders. We will also use it to link your answers to personal / sensitive information we hold about the person you care for. This will help us better understand your views. None of your answers will be reported alongside anything that could identify you or the person you care for and will only be shared with officers in the council for analysis purposes.

Please return in the pre-paid envelope provided **by 21 September 2015**.

This questionnaire can be completed online at: [www.walsall.gov.uk/localconsultation](http://www.walsall.gov.uk/localconsultation)

### Use of the sheltered / supported service Links to Work

1. **Roughly how many days a week does the person you care for attend Links to Work? Tick ONE only.**

One day a week ..... ☐ Three days a week ..... ☐ Five days a week ..... ☐  
Two days a week ..... ☐ Four days a week ..... ☐ Don't know / not sure ..... ☐

2. **How does the person you care for travel to Links to Work? Tick the ONE that makes up the majority of their journey.**

Walk ..... ☐  
Wheelchair / mobility scooter ..... ☐  
Car (drive myself) ..... ☐  
Car (someone else drives) ..... ☐  
Motorbike / moped ..... ☐  
Cycle ..... ☐  
Bus ..... ☐  
Train ..... ☐  
Community transport / Ring and Ride ..... ☐

3. **As a carer how do you benefit from the person you care for attending Links to Work? Please tell us.**

**4. How do you feel the person you care for benefits from attending Links to Work? Tick ALL that apply.**

- |                                      |                       |  |                       |
|--------------------------------------|-----------------------|--|-----------------------|
| Build confidence.....                | <input type="radio"/> | Gain / maintain a healthy lifestyle .....    | <input type="radio"/> |
| Build independence.....              | <input type="radio"/> | Improve opportunities for employment.....    | <input type="radio"/> |
| Avoid social isolation.....          | <input type="radio"/> | Develop / improve communication skills ..... | <input type="radio"/> |
| Maintain positive mental health..... | <input type="radio"/> | Other .....                                  | <input type="radio"/> |
| Gain / maintain life skills.....     | <input type="radio"/> | None of these.....                           | <input type="radio"/> |

Other, please tell us

**5. Does the person you care for access any other services? Tick ALL that apply.**

- |  |                       |   |                       |
|--|-----------------------|---|-----------------------|
| Shared lives short term adult placement scheme .....                       | <input type="radio"/> | College.....                            | <input type="radio"/> |
| Sessional activity away from home through use of a Personal Assistant..... | <input type="radio"/> | Other types of employment support ..... | <input type="radio"/> |
| Replacement support e.g. a Personal Assistant .....                        | <input type="radio"/> | Advocacy group / forum .....            | <input type="radio"/> |
| Residential respite care.....  | <input type="radio"/> | Community day services .....            | <input type="radio"/> |
| Holidays or short breaks .....   | <input type="radio"/> | None of these.....                      | <input type="radio"/> |
|  |                       | Other .....                             | <input type="radio"/> |

Other, please tell us

**6. How important or not important are each of the following aspects of sheltered / supported employment services to you as a carer of someone who attends Links to Work? Tick ONE only on each row.**

- |   | Very important        | Important             | Not important         | Not important at all  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Welcoming environment.....                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Familiar faces (staff) .....                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Skilled staff that understand the needs of individuals.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Friendly, approachable staff .....                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Interesting and useful tasks.....                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Close to home. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Car parking on site .....                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Public transport nearby.....                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Safe and secure environment.....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Access to other opportunities in the community .....          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Opportunity to mix with other people .....                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Access to other support services, advice and information..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**7. Is anything else important to you in relation to sheltered / supported employment support services? Please tell us.**



8. Overall how important or not important is Links to Work to you as a carer? Tick ONE only.
- |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Very important        | Important             | Not important         | Not at all important  |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

9. Why do you say this? Please tell us.

### Proposed changes to sheltered / supported employment services

As part of the review of sheltered / supported employment services we are considering a number of options for how this service could be delivered. The care and support of individuals remains our priority, please be assured there will not be a withdrawal of services for those eligible under the Care Act 2014, although there may be changes following assessments of individual needs.

10. Which option would best meet your needs? Tick ONE option only. Further details can be found in the accompanying covering letter.

**Option A.** Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at newly developed centres of excellence at Goscote Greenacres and Fallings Heath. .... ☐

**Option B.** Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could continue to receive support through appropriate day services delivered at seven community satellite bases. .... ☐

**Option C.** Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could access a newly developed Supported Employment service based in Walsall. The service would focus on supporting individuals onto clear employment pathways with the aim of securing long term, meaningful employment for individuals. .... ☐

**Option D.** Close Links to Work and support those who are not eligible for services under the Care Act 2014 to find alternative community and vocational support opportunities. Those eligible for services under the Care Act 2014 could choose and access other services themselves via direct payments and personal budgets e.g. attending college with the support of a PA ..... ☐

**Option E.** Retain Links to Work as a sheltered employment service, supporting those eligible under the Care Act 2014. Links to Work would continue to provide real work opportunities as part of a clear, more structured employment pathway. The service would focus more on an evidence based, outcome focussed Employment Preparation service, that would support individuals in making the transition into the open employment market. .... ☐

None of these ..... ☐

Don't know ..... ☐

Other, please tell us ..... ☐

Other

11. Why do you prefer the option you ticked in Q10? Please tell us.

12. Another possible idea is for day services / employment support to be delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company. Service users would be able to use their right to a personal budget (if eligible) to fund such sessions. The council could provide initial support in the form of small funding grants and maintain a close working relationship with services in order to ensure high quality services are maintained.

Would you...? Tick ONE only on each row.

Yes      Maybe      No

...be happy for the person you care for to attend sheltered / supported employment services run by volunteers, Community Associations or a community interest company as outlined above.. ☐ ..... ☐ ..... ☐

...be willing to help deliver sheltered / supported employment services on a voluntary basis as outlined above ..... ☐ ..... ☐ ..... ☐

13. If applicable, why would you not be happy for the person you care for to attend sheltered / supported employment services run by volunteers? Please tell us.

Thank you for completing this questionnaire.

## Review of Community Day Services: Questionnaire for carers and families

Following the approval by Cabinet on the 24th June 2015, it was agreed that Adult Social Care, Day Services and Supported Employment Services would be reviewed in line with Adult Social Care's efficiency and delivery plans for better outcomes at a lower cost.

Many of you have attended informal information meetings over the last few weeks and you were informed that a formal consultation process would begin in early August 2015. This questionnaire is the first step of that consultation process and we therefore ask you to please take a few minutes to complete it and return it to us **by 21 September 2015** in the pre-paid envelope provided.

This questionnaire can be completed online at: [www.walsall.gov.uk/localconsultation](http://www.walsall.gov.uk/localconsultation)

Please tick the answers that apply to you / the person you care for. The ID number on this questionnaire allows us to monitor who has / has not responded and enable us to send reminders. We will also use it to link your answers to personal / sensitive information we hold about the person you care for. This will help us better understand your views. None of your answers will be reported alongside anything that could identify you or the person you care for and will only be shared with officers in the council for analysis purposes.

**The deadline for responses is 21 September 2015.**

### Your use of Community Day Services provided by Walsall Council

1. Which of the following Community Day Service location(s) does the person you care for attend at least once a week? Tick ALL that apply.

Blakenall Community Centre ..... ☐

St John's Church, Pleck ..... ☐

Brownhills Piers Street Centre ..... ☐

Willenhall CHART Centre ..... ☐

Manor Farm Community Centre ..... ☐

Goscote Community Group ..... ☐

Moxley People Centre ..... ☐

Goscote Centre, Goscote Greenacres ..... ☐

2. Roughly how many days a week does the person you care for attend community day services? Tick ONE only.

One day a week ..... ☐ Three days a week ..... ☐ Five days a week ..... ☐

Two days a week ..... ☐ Four days a week ..... ☐ Don't know / not sure ..... ☐

3. How does the person you care for travel to community day services? Tick the ONE that makes up the majority of their journey.

Walk ..... ☐

Cycle ..... ☐

Wheelchair / mobility scooter ..... ☐

Bus ..... ☐

Car (drive myself) ..... ☐

Train ..... ☐

Car (someone else drives) ..... ☐

Community transport / Ring and Ride ..... ☐

Motorbike / moped ..... ☐

4. As a carer how do you benefit from the person you care for attending community day services? Please tell us.

5. What day service activities do you feel benefit the person you care for the most? Tick up to **THREE** only.

Arts and crafts ..... ☐

Gardening ..... ☐

Cooking ..... ☐

IT / computers ..... ☐

Sports ..... ☐

Life skills for independent living ..... ☐

Reading, writing and maths ..... ☐

Supported employment ..... ☐

Music ..... ☐

Outings ..... ☐

Group activities ..... ☐

Other ..... ☐

Other activity, please tell us

6. Are there any day service activities not available at the moment that you think should be? Please tell us.

7. How do you feel the person you care for benefits from attending community day services? Tick **ALL** that apply.

Build confidence .....	<input type="radio"/>	Gain / maintain a healthy lifestyle .....	<input type="radio"/>
Build independence .....	<input type="radio"/>	Improve opportunities for employment.....	<input type="radio"/>
Avoid social isolation .....	<input type="radio"/>	Develop / improve communication skills .....	<input type="radio"/>
Maintain positive mental health.....	<input type="radio"/>	None of these .....	<input type="radio"/>
Gain / maintain life skills .....	<input type="radio"/>	Other.....	<input type="radio"/>

Other, please tell us

8. Does the person you care for access any other services? Tick **ALL** that apply.

Shared lives short term adult placement scheme .....	<input type="radio"/>	College .....	<input type="radio"/>
Sessional activity away from home through use of a Personal Assistant .....	<input type="radio"/>	Links to Work.....	<input type="radio"/>
Replacement support e.g. a Personal Assistant.....	<input type="radio"/>	Other employment support service.....	<input type="radio"/>
Residential respite care .....	<input type="radio"/>	Advocacy group / forum.....	<input type="radio"/>
Holidays or short breaks .....	<input type="radio"/>	None of these .....	<input type="radio"/>
		Other .....	<input type="radio"/>

Other, please tell us

## Importance of community day services

9. How important or not important are each of the following aspects of community day services to you as a carer of someone who attends community day services? Tick **ONE** only on each row.

	Very important	Important	Not important	Not important at all
Welcoming environment.. .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Familiar faces (staff) .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skilled staff that understand the needs of individuals .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly, approachable staff.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting and useful activities.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Close to home.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Car parking on site.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transport nearby.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relaxed, stress free environment .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safe and secure environment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to outside space .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to personal space.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to other opportunities in the community .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity to mix with other people .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to other support services, advice and information .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Is anything else important to you? Please tell us.

11. To what extent does the local provision of community day services meet your needs as a carer? Tick **ONE** only.

Fully

☐

Partly

☐

Does not meet my needs

☐

12. If applicable, what is needed to ensure that local provision of community day services fully meets your needs and those of the person you care for? Please tell us.

13. Overall how important or not important are community day services for you as carer? Tick **ONE** only.

Very important

☐

Important

☐

Not important

☐

Not at all important

☐

14. Why do you say this? Please tell us.

## Proposed changes to community day services

As part of the review of community day services we are considering a number of options for how community day services could be delivered. The care and support of individuals remains our priority, please be assured there will not be a reduction in service for those eligible under the Care Act 2014.

15. Which option would best meet your needs? Tick ONE option only. Further details can be found in the accompanying covering letter.

**Option 1.** Develop centres of excellence, one at Goscote Greenacres and one at Fallings Heath, closing all other satellite bases. Those eligible under the Care Act 2014 and who attend satellite bases that close, would transfer to one of the newly developed centres of excellence and continue to access day services or find alternatives to meet their needs. .... ☐

**Option 2.** Continue delivering day services at all seven satellite bases but make efficiencies through changes to existing staffing arrangements, but in line with the individual needs of service users ..... ☐

**Option 3.** Do not develop centres of excellence and cease delivering day services at all seven satellite bases, instead supporting people to choose and access other services themselves via direct payments and personal budgets..... ☐

None of these ..... ☐

Don't know..... ☐

Other, please tell us ..... ☐

Other

16. Why do you prefer the option you ticked in Q15? Please tell us.

17. Another possible idea is for day services to be delivered locally by appropriate members of the community, carers, family and friends on a voluntary basis, by Community Associations or run by a community interest company. Service users would be able to use their right to a personal budget (if eligible) to fund such sessions. The council could provide initial support in the form of small funding grants and maintain a close working relationship with services in order to ensure high quality services are maintained.

Would you...? Tick ONE only on each row.

	Yes	Maybe	No
...be happy for the person you care for to attend day services run by volunteers, Community Associations or a community interest company as outlined above.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...be willing to help deliver day services on a voluntary basis as outlined above .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. If applicable, why would you not be happy for the person you care for to attend day services run by volunteers? Please tell us.

Thank you for completing this questionnaire.