

Cabinet – 16 June 2021

Review of internal and external day opportunities

Portfolio: Councillor Rose Martin: Adult Social Care

Related portfolios: All

Service: Adult Social Care

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1. To inform Cabinet of the planned reconfiguration of the internal provider workforce at Goscote as part of the continued development and reshaping of the All Age Disability Hub.
- 1.2. To seek permission to formally consult with existing customers and wider stakeholders across our internal and external provider market to consider and reshape the delivery of an alternative model of day opportunities.
- 1.3. Consultation feedback and other information will be considered and used to inform the final delivery models across the Walsall Market place.

2. Summary

- 2.1. This is a key decision as it is a Borough wide resource that could affect all wards and the existing service exceeds £250,000 and so residents from all wards may be affected.
- 2.2. As a Council we have recognised the importance of developing and supporting our communities so that they are resilient, prosperous and there are local resources and support available, tailored to the identity and needs of each locality. Those that currently access day services across Walsall include older people, people with dementia, learning disabilities, physical disabilities, sensory impairments, autism and mental health needs and we must ensure that they are able to fully integrate into their community and be supported to access mainstream activities as well as specialist community resources where these are assessed as being needed.

- 2.3. The aims of any new opportunity will be to deliver and support meaningful, inclusive community opportunities rather than relying solely on building-based services. Providing inclusive, accessible opportunities for those residents with increased needs is not the sole responsibility of Social Care and we recognise the important role others must play, eg resilient communities, leisure; community services and adult education.
- 2.4. Social Care across Children and Adult Directorates is increasingly focussed on assessing people's strengths and wherever possible to meet their outcomes and aspirations more holistically by using their own strengths and assets and those strengths and assets available to them in their community. The aim is to empower individuals, maximise their independence and support them to be less reliant on Social Care and services, rather, be able to focus on meeting outcomes and goals through a mixed menu of options, not always delivered by Social Care. Cabinet have received Portfolio reports on strength-based practice which detailed benefits of this approach, May 2019 and further review in September 2019.
- 2.5. Some Children and young people who have been supported by Children's Services have a range of needs, some of which are complex, some that will require ongoing support from Adult Services. As those young people prepare for adulthood, many are keen to spend their time accessing their communities, education, training, employment and finding times to spend with friends and family, without engaging with Adult Social Care and this approach should be encouraged and supported by our strengths-based practice approach. Any remodelling of either internal or external provision will continue to be shaped around future need, including the needs of those transitioning from Childrens to Adults services.
- 2.6. COVID19 has provided us with an opportunity to see how the market can respond to changing demands. Our customers and carers have had to adapt and change during this period. We have witnessed some people wanting to try something new but for others this change has been difficult, and they want to return to their pre COVID-19 support.
- 2.7. Carers will need to continue to receive the support they are assessed as requiring, to meet their caring responsibilities whilst juggling family life, their own health and wellbeing, employment, education, training and their caring responsibilities. We know that some carers have traditionally relied on day services as a form of replacement care and respite. Carers also have high aspirations for their loved one's quality of life, health and independence and we need to ensure a range of meaningful day activities are available to meet both our customer and carers aspirations whilst recognising that support from Adult Social Care is not the only solution, nor should it be. This is a period of transition for carers too and individual support will be offered to support the process.
- 2.8. The new offer should be wider than traditional day services and should focus on meeting outcomes and delivering meaningful day activities building on people's strengths and assets, developing independent living skills,

involvement in their local communities, volunteering, training and employment opportunities linked to our PROUD Resilient Community priority.

3. Recommendations

- 3.1. Cabinet to note the intention to commence formal consultation with the employees at Goscote on relevant implications at the appropriate time.
- 3.2. Cabinet to agree to a wider consultation exercise with all stakeholders who may be affected by the transformation of day opportunities.
- 3.3. Cabinet agree to receive a progress report on the outcome of consultation and the recommendations informed by that.

4. Report Detail - Know - Internal provision at Goscote

- 4.1. Walsall Council is the provider of one day care service delivered by Adult Social Care for people with a learning disability and complex needs. This day service operates as part of a wider service offer which includes Shared Lives, Employment Services and over the past 18 months to deliver an All-Age Disability (AAD) service. The aim of the AAD service is to reduce the dependency on a traditional model of day care, working across children and adult services to reduce handoffs when supporting younger people to prepare for adulthood, identifying and working with young people from the age of 14, who may require ongoing support into adulthood from Adult Social Care to maximise their independence. The All-Age Disability Service is known as 'The All-Age Disability Hub' or 'The Hub'. The Hub, based at the Goscote Centre, co-locates several staff from Children's and Adults assessment teams and is also developing a base for Occupational Therapists to deliver training in safe moving and handling, thus reducing over dependency on physical care to support to people of all ages who require day to day assistance to live as independently as possible for as long as possible.
- 4.2. We know that there are further opportunities for Children's services and Adult Social Care to work more collaboratively, to bring greater alignment and streamlined roles and functions. Working more collaboratively will bring greater efficiencies in time, effort and a shared approach to future planning. Most importantly, it will result in an improved experience and outcome for our customers with a more seamless transition between Children's and Adults services as they prepare for adulthood, or as they move through different milestones that from time to time may benefit from the coordinated approach that The Hub could potentially bring.
- 4.3. There is still a need for community building based day services for a few customers. However, it is also recognised that this should still move towards an approach focussing on engaging in meaningful activities with agreed outcomes, built around strengths and less reliance on a building where possible.

- 4.4. The formal consultation with customers and carers is required to help reshape the service offers across Walsall and move away from the traditional one size fits all model of day care. The intention is the day opportunities agendas will transform into a model that considers how a person needs to be supported to have meaningful community activities; “How do I occupy my day?” rather than “I go to day care”.
- 4.5. The engagement over the past two years, has shaped our thinking although this has been limited in the past year due to COVID-19 related restrictions. Regular communication with families who attend Goscote will continue, to ensure they are aware things are continuing to change. There will also be the need to ensure people remain safe and supported as we move through those changes and reconsider all our options for vulnerable people as part of that.

Report Detail - Know “The External Market”

- 4.6. In addition to Goscote, Adult Social Care commission the dementia service at The Watermill and a small number of community support packages which include building-based day support. Most day services and social groups are purchased with a direct payment. These services are chosen by the individual to meet their assessed needs and support them to reach their agreed outcomes.
- 4.7. The services people are purchasing vary from small social groups in their local communities to larger community-based activities. There is a diverse market across voluntary and community organisations, private companies and community interest companies.
- 4.8. The models of delivery across the voluntary and community organisations are equally diverse. The models of delivery include, leisure and social activities, online activities, peer support and more specialist services for those individuals with more complex needs. During the pandemic we have seen providers respond positively to the need to adapt their offer e.g. dementia and learning disabilities.
- 4.9. Further to the support accessed via Social Care, there are community groups and local clubs that are part of the Council’s Resilient Communities offer.
- 4.10. Children’s services also commission day opportunity activities and short breaks from the external market and this is an opportunity to collaborate with Children’s Services and Resilient Communities to ensure consistency in commissioning.

Report Detail - Know “Drivers for Change”

- 4.11. Since 2019 Goscote has been utilised to provide support for clients in all age groups, in a model that focusses on time limited, strength-based approaches and local opportunities to maximise an individual’s independence. The model complements the statutory responsibilities of both Children and Adult services and for young people accessing the service, the model can aid a smooth

transition from Children's to Adult services. The model is in line with both the Children's and Adult Directorate aim of offering a proportionate response to need and utilising people's strengths.

- 4.12. COVID19 has inevitably led to changes in the delivery of day opportunities internally and within the external market. Services have had to respond to changes resulting from Government guidance, particularly during periods of lockdown and with the most vulnerable members of our society having to shield. Day services have been more innovative and delivered their support differently as they have only been able to deliver face to face services at limited periods during the pandemic and to smaller numbers of people. The market has shown itself to be resilient and open to delivering different models of support. Feedback from customers and carers has ranged from accepting and liking the alternative models to those wanting to return to business as usual; this engagement and consultation will need to capture and respond to these diverse expectations. There have been positive examples of using digital media and technology to support people that we would not want to lose as we transition out of the pandemic.
- 4.13. Walsall Council is actively involved in an Association of Directors of Adult Social Services (ADASS) task and finish group which is scoping current day opportunities across the region and exploring innovative models of delivery. Our regional neighbours are aiming for more consistency across the area for day opportunities and meaningful day activities; there are a range of models and significant differences in the area. Most Local Authorities are in the process of or considering reshaping the day opportunities agenda. A report to ADASS (Association for Directors of Adult Social care) is planned for June and a response and guidance is expected to follow. The planned consultation and recommendations should be cognisant of this work.

Council Corporate Plan Priorities

- 4.14. The services and potential changes arising from the consultation will have a positive impact on the Council's abilities to deliver its priorities:

People:	Have increased independence, improved health and can positively contribute to their communities.
Economic Growth:	Economic growth for all people, communities and businesses
Internal Focus:	Internal services deliver quality and adapt to meet the needs of customer facing services.
Communities:	Communities are prospering and resilient

Risk management

- 4.15. Risk of the adopted model not being embraced by Service Users and their carers will be mitigated by a consistent offer of support, information and guidance and regular engagement and co-production in the future model.

- 4.16. Where our external market is reluctant to embrace change, they will continue to receive support to mitigate against provider failure as this remains our responsibility under the Care Act.

Financial implications

- 4.17. Adult Social Care will meet all costs associated with this process from within existing resource.
- 4.18. The findings of this consultation will be used to inform the development of detailed proposals to deliver the budget saving target of £500,000 included within the council's Corporate Budget Plan within 2022/23.

Legal Implications

- 4.19. The Care Act 2014 and the Children & Families Act, 2014, places a duty on the Council to promote the efficient and effective operation of the care market to meet care and support needs. The transformation of internal and external day opportunities is in line with this duty.

Existing customers accessing Goscote will continue to be supported and, through the Care Act 2014 review process, consideration will be given as to how alternative services and support could better meet individual outcomes as part of a strength-based approach moving forward.

Legal, procurement, HR and finance services will be consulted and engaged as required to progress this work safely and compliantly.

Procurement Implications/Social Value

- 4.20. Procurement services will be engaged to ensure that any contractual changes or further commissioning activity is in line with the relevant legislation.
- 4.21. Walsall Council's Social Value Charter sets out clear principles for how the Council will work with Partners to improve economic, social, and environmental wellbeing and maximise social value benefits for people and communities in Walsall. One of the recommendations in this report is for Council officers to seek to take greater advantage of the Social Value offers being made to the Council, to help benefit vulnerable people living in Walsall.

Property implications

- 4.22. Goscote is the only internal property affected by this transformation. This proposal supports the asset management plans within Adults and Childrens services by more efficiently utilising the estate. Cabinet has previously agreed capital funding to make changes to the infrastructure to improve the building and provide scope for service improvements to ensure that the estate is fit for purpose going forward. Goscote is developing as an All-age Hub which does have some building-based day opportunities as part of its overarching offer.

Health and wellbeing implications

- 4.23. Transforming these services and developing the market will enable the Council to promote independence, health and wellbeing and choice for customers and their carers.

Staffing implications

- 4.24. The intention is to move to the next stage of development of the All-Age Disability Hub, which will require a different skill mix and operating model to the existing staff resource. A business case, formal consultation and all related HR processes and procedures will take place to revise staff structures and functions to achieve this.

Reducing Inequalities

- 4.25. An initial Equality Impact Assessment (EqIA) has been completed for Goscote however it will need refreshing to incorporate the outcome of the consultation with customers, carers and employees.
- 4.26. An Equality Impact Assessment (EqIA) will be developed for the overall transforming day opportunities project and recognise also that this aligns to an all -age approach and workstream.

Consultation

- 4.27. Consultation with key stakeholders around the review of day opportunities will be undertaken using a range of methods including questionnaires, one to one sessions and group meetings, this will take between 8-10 weeks to complete.

5. Decide

Cabinet is requested to consider the content of this report and to agree the recommendations as outlined in section 3.

6. Respond

Subject to Cabinet approval of the recommendations, the Council will commence the statutory consultation process with employees, and formal consultation with customers, carers and the external market, feeding back to Cabinet the findings and recommendations as per recommendation 3.3.

7. Review

Monitoring, review and reporting progress of the transforming day opportunities workstream along with the All Age Disability model will be undertaken through existing Directorate monitoring.

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8 June 2021



Signed:

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8 June 2021