

# Public Document Pack

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19 September 2018

## Health and Adult Social Care Select Committee

A meeting of the committee will be held at **10.30 am** on **Thursday, 27 September 2018** at **County Hall, Chichester**.

**Tony Kershaw**  
Director of Law and Assurance

**Item nos: 1 - 6 on the agenda will be available to view live via the Internet at this address:**

<http://www.westsussex.public-i.tv/core/portal/home>

### Agenda

- 10.30 am    1.    **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.33 am    2.    **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.
- 10.34 am    3.    **Minutes of the last meeting of the Committee** (Pages 5 - 12)
- The Committee is asked to agree the minutes of the meeting held on 22 June 2018 (cream paper).
- 10.40 am    4.    **Responses to Recommendations** (Pages 13 - 16)
- The Committee is asked to note the response by the Cabinet Member for Adults & Health to recommendations made at the

22 June 2018 meeting.

10.45 am 5. **Forward Plan of Key Decisions** (Pages 17 - 28)

The Forward Plan 13 September.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

10.55 am 6. **Strategic Budget Options 2019/20** (Pages 29 - 116)

Report by the Executive Director, Children, Adults, Families, Health & Education and the Director of Finance Performance and Procurement.

The report outlines the strategic budget options listed below for the Adults' & Health portfolio for 2019/20: -

- a) Housing Related Support
- b) Local Assistance Network
- c) Minimum Income Guarantee for Working Age Adults
- d) Adults In-house Social Care provision - Choices for the Future

The Committee is asked to:

- (1) Consider the three draft Cabinet Member decision reports regarding housing related support, Local Assistance Network (LAN) and Minimum Income Guarantee (MIG) for Working Age Adults and provide comment to the Cabinet Member for Adults and Health regarding the process for engagement with stakeholders ;
- (2) Request that it has the opportunity to consider the results of the engagement, as part of further scrutiny of these proposals, considering who should be invited as external witnesses, as part of the decision-making process in December 2018; and
- (3) Provide any additional comment regarding the future model and configuration of Adults' In-house social care provision in West Sussex, further to the Committees previous recommendations, to the Cabinet Member for Adults and Health for consideration prior to a planned formal decision in October 2018

## **Adjournment for lunch**

The Committee will adjourn for lunch till 2pm.

- 2.00 pm 7. **Bailey Unit - Midhurst Community Hospital** (Pages 117 - 120)

Report by Coastal West Sussex Clinical Commissioning Group and Sussex Community NHS Foundation Trust.

Following notification on 26 June 2018 from Sussex Community NHS Foundation Trust (SCFT) that the Bailey Unit at Midhurst Community Hospital would be closed indefinitely to new admissions, the Chairman, on behalf of members, asked that SCFT be invited to the next meeting of the Committee to seek assurance that there was sufficient capacity elsewhere in West Sussex to cope with any new patients who would otherwise have been admitted to the Bailey Unit and receive an outline of the Trusts medium to long terms plans for this service. A report drafted by SCFT is attached to assist the Committee's discussions.

The Health and Adult Social Care Select Committee is asked to consider whether it is sufficiently assured that the Sussex Community NHS Foundation Trust and commissioners have put appropriate measures in place, to ensure that there is adequate provision for patients now and in the future, who would have otherwise been admitted to the Bailey Unit at Midhurst Community Hospital.

- 2.40 pm 8. **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

- 2.45 pm 9. **Requests for Call-in**

There have been no requests for call-in to the Select Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

- 2.45 pm 10. **Date of Next Meeting**

The next meeting of the Committee will be held on 15 November 2018 at 10.30 a.m. at County Hall, Chichester.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 1 November 2018.

**To all members of the Health and Adult Social Care Select Committee**

**Webcasting**

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

## Health and Adult Social Care Select Committee

22 June 2018 – At a meeting of the Committee held at 12.30 pm at County Hall, Chichester.

Present: Mr Turner (Chairman)

|               |                      |                      |
|---------------|----------------------|----------------------|
| Dr Walsh      | Dr O'Kelly           | Cllr Edward Belsey   |
| Mrs Arculus   | Mr Petts             | Cllr Tina Belben     |
| Lt Cdr Atkins | Mrs Smith            | Cllr Kevin Boram     |
| Mrs Bridges   | Cllr Keith Bickers   | Miss Frances Russell |
| Mrs Jones     | Cllr George Blampied |                      |

Apologies were received from Mr Edwards, Ms Flynn, Cllr Caroline Neville and Cllr David Coldwell

### 1. Committee Membership

1.1 Resolved – that the Committee approves the co-opted membership.

### 2. Declarations of Interest

2.1 The following interests were declared: -

- Cllr Belsey declared a personal interest in respect of item 6 (Adults In-House Social Care Services 'Choices for the Future') as his wife is a Trustee of Age UK East Grinstead & District
- Mr Turner declared a personal interest in respect of items 8 (Outturn Total Performance Monitor 2017/18) and 9 (Business Planning Group Report) as a pharmacist

### 3. Minutes of the last meeting of the Committee

3.1 Resolved - that the minutes of the meeting of the Health & Adult Social Care Select Committee held on 8 March 2018 be approved as a correct record and that they be signed by the Chairman.

### 4. Forward Plan of Key Decisions

4.1 The Committee had questions over the decision for procurement of housing support services and learned that this was an extension to two existing contracts to help mental health patients find accommodation. The Council was working with the clinical commissioning groups to ensure people were discharged from hospital as soon as possible and aimed to meet targets by the end of the year.

4.2 Resolved - that the Business Planning Group look at this in more detail at its July meeting and that the Committee notes the Forward Plan of Key Decisions. *(Post meeting note: The July meeting of the Business*

*Planning Group was subsequently cancelled so this will be go to the October meeting).*

## **5. Adults In-House Social Care Services 'Choices for the Future'**

5.1 The Committee considered a report by the Executive Director for Children, Adults, Families, Health and Education (copy appended to the signed minutes) which was introduced by Jana Burton, who highlighted the following: -

- The Care Act stipulated that services needed to be modernised, be more preventative and help people maintain their independence
- West Sussex County Council still allocated a significant amount of funding to in-house services compared to many other local authorities
- Work had taken place over the last two years involving 800 people to develop the proposals which were intended to be adaptable to future needs
- Not all feedback had been received as yet so the analysis which had been included in the report was incomplete, however all information would be shared with members when available

5.2 Barry Poland, Operations Manager Provider Services, highlighted the following: -

- There had been 11 reviews of in-house services over 10 years, but none had considered bringing customer groups together to share resources
- Engagement had taken place with service users, families, carers and organisations (including district/borough councils) over the past two years – from this, success factors had been developed that formed service principles and 'Choices for the Future' had been published in 2018
- The aim was to maintain levels of service at the heart of local communities whilst rationalising use of buildings as 55% of capacity was currently not used

5.3 Summary of responses to committee members' questions and comments: -

- The three service managers responsible for daily operations and development were already in post so there would only be three new posts
- It would cost £15m to maintain services, but in five years residential stock would be unfit for purpose, already there were eight vacancies in learning disability accommodation due to inaccessible upper floor bedrooms
- Services would still be offered to the same number of people (900) but in fewer buildings with more community-based services which would be tailored to need and could cope with increased demand
- Service uptake often increased when there were good community opportunities available
- When the consultation was complete there would be a better idea of what people wanted

- The use of personal budgets could also affect people's choice of service
- Members had concerns over: -
  - evidenced support for the proposals by users and volunteers
  - the lack of consultation on specific proposals
  - a seemingly rushed implementation
  - mixing different user groups
  - the potential break-up of relationships between groups of service users and service users and staff
  - the proposals being buildings/finance-based not people-based
  - difficulties for people getting transport to different centres, especially in rural areas
  - closing centres leading to less choice of service
  - community services not being developed now in readiness for the changes
  - no consideration of a mix of out and in-house services
  - some services leaving large buildings for smaller ones with less customer transport available – Maidenbower to Deerswood/Burley's Wood
- Maidenbower day services were used by 12 people a day on average and there were vacancies at Deerswood and Burley's Wood that could accommodate them subject to needs assessments and personal choice of service
- Maidenbower would not close, but the Council's day services would be based elsewhere
- The Council would continue to lease Maidenbower with or without in-house services based there
- The Council leased space at Glen Vue from Mid Sussex District Council, if in-house services were moved from Glen Vue other organisations based there should not be affected
- 58% of people who used the Wrenford Centre in Chichester came from Bognor Regis so would have less distance to travel if they took-up the new service at the Chestnuts in Bognor Regis
- Staff would be re-trained so they could work with more than one type of user group
- Members requested information on the number of people who used each centre and where they came from – **ACTION**: Barry Poland to provide
- Service users and their families would be involved in the design of new co-located services
- Unlocking the power of communities was another workstream that could help with future services
- In-house services were just a small part of services overall (7%)
- Service provision would cover all needs taking account of the Lifelong Services project which would feed in to in-house services
- Relationship groups and demographics were important
- It would take five years to complete the programme
- There were filmed examples that showed where mixed groups worked that could be shown to interested people
- The expected £0.75m savings would come from the proposals overall
- There would only be capital receipts if there were site disposals
- The capital investment was expected to lead to future savings

- In-house services had a good bank of volunteers which would be developed and grown – they had been involved in the engagement process and were excited by the new proposals
- Voluntary organisations would be part of the range of providers supporting people in a dynamic way
- UNISON had been included in developing the new staff structure and was happy with the service proposals
- It was complicated for self-funding people to use in-house services, but this would be looked at on a short-term basis in the new model
- People from Coastal Enterprises would be assessed and offered a choice of local alternative services if the service closed – many who used the service travelled there by public transport

5.4 Amanda Jupp, Cabinet Member for Adults and health, told the Committee: -

- This was about working together with communities, which would present certain challenges
- The decision was about people and the services they received
- Concerns over the timeline were recognised
- Talks were being held with district and borough councils regarding Glen Vue and Maidenbower however, no decisions had been made yet
- Burnside in Burgess Hill had been kept open
- Meetings were arranged with service users/families whose comments would be taken on board
- Ideally there would be accessible services in all areas which current users were happy with and would be suitable for future users
- The Committee's recommendations would be taken on board

5.5. Resolved - that the Committee: -

- i. Asks the Chairman to write to the Cabinet Member for Adults and Health informing her that the Committee recognises that closing facilities will always be an unpopular choice, but can be managed by maintaining and valuing existing relationships with service users, carers and staff. The Committee asks for an assurance that necessary services will continue to be provided for those residents that require them and that any impact regarding transport is mitigated appropriately. The Committee also asks for assurance that when mixing user groups, detailed planning to cater for different needs, the provision of any specialist equipment and access to suitable available space, with appropriately trained staff will be provided and that the necessary management of sharing space and transport is undertaken
- ii. Asks that locality information, as requested during the debate, is provided
- iii. Asks for updates at the end of each year of the five year programme to ensure that the Committee's comments to the Cabinet Member are being addressed and in light of this, decide whether any further formal scrutiny is required

## **6. Improved Better Care Fund (iBCF) Update**



6.1 The Committee considered a report by the Executive Director, Children, Adults, Families, Health and Education (copy appended to the signed minutes) which was introduced by Martin Parker, Head of Integrated Adult Care Commissioning, who told the Committee the iBCF had three grant conditions: -

1. Pool the grant funding into the local Better Care Fund (BCF) so it comes within the Section 75 agreement that governs arrangements of BCF spend
  2. Work with relevant clinical commissioning groups and providers to meet the Integration and Better Care Fund National Condition 4 (Managing Transfers of Care), and
  3. Provide quarterly reports
- There was a possibility that iBCF funding would be withdrawn, but this did not happen due to the good performance of the Council regarding Delayed Transfers of Care (DTOCs)
  - The iBCF has been used to: -
    - Support the Council to fulfil its Care Act duties to meet eligible assessed needs
    - Mitigate the risk of overspending in the Adult Social Care budget due to increased demand and complexity
    - Reduce the number of days people remain in hospital
    - Ensure that people have the appropriate care and support to meet their longer-term needs and remain independent in their own home
    - Support providers in the care market so as to prevent disruption to people receiving care
  - There is an uncommitted budget of £1.3m that the Council could have used to meet the adult social care overspend, however it has been agreed that the funding be taken forward to fund one-off adult social care costs that deliver system-wide benefits

6.2 Summary of responses to committee members' questions and comments: -

- A small amount of iBCF money had been used to create a small team responsible for working with providers to develop recruitment, retention and capacity plans and to identify and support providers with workforce training.
- DTOC figures come out six weeks after the end of each month, the latest were for April which showed a slight increase – the Council was working with the clinical commissioning groups on year round resilience planning
- Shortfalls in 2017/18 spending were as follows: -
  - Workforce development – £16k was spent on four recruitment campaigns, the balance was designated to create a small team that was not recruited until after the 17/18 financial year end.
  - Investment in occupational therapists – this was due to problems in recruitment (a campaign to recruit more occupational therapist had recently been launched)

- Transfers from community health services – this was a two year plan for which costs were expected to be higher
  - Implementation of the High Impact Change Model – work is still ongoing with the three accident & emergency boards across the county to establish this
  - Lifelong conditions – work to review packages of care had started but would need to continue into 2018/19 as will work to source appropriate services and managing underspends in the joint health and social care budget
- The timing of the iBCF announcement and the necessary consultation with partners had taken time which had caused some delays in delivering elements if the Council's spending plan – full expenditure was expected during 2018/19
  - iBCF grant conditions clearly state that iBCF money can only be used for social care spend and therefore can only be used on DTOCs that were attributed to delays due to social care
  - The Council was aligning its services now with health and aimed to integrate them from 2020 in accordance with NHSE and Government plans
  - Pooled budgets worked well in mental health and learning disability services where there was joint commissioning and provision
  - The Council is working with a contracted residential service to increase dementia beds in the community
  - Money had been set aside to establish a Technology Enabled Lives Service investment fund that would be used to support the sourcing of a Technology Enabled Lives service by the end of the 18/19 year
  - The Council couldn't use iBCF money to help clear NHS deficits as that would not meet the iBCF grant conditions

6.3 Resolved – that the Committee: -

- i. Agrees that the improved Better Care Fund money spent in 2017/18 achieved the outcomes and intended use of the funding as set out in the grant conditions
- ii. Agrees that it should review improved Better Care Fund investment for the financial year 2018/19 in terms of outcomes achieved, scheme suitability and priority at a future meeting

## **7. Outturn Total Performance Monitor 2017/18**

7.1 The Committee considered a report by the Director Finance, Performance and Procurement (copy appended to the signed minutes) which was introduced by Chris Salt, Strategic Finance Business Partner, who told the Committee: -

- The budget overspend of £0.5m was due to: -
  - Delays in delivering savings in disability-related expenditure
  - Lifelong Services
- The overspend was managed corporately and it was expected that the savings will be delivered in future years

- £2.5m from the improved Better Care Fund was used to support pressures on the budget
- Of the seven performance targets, four were green, two amber and one, appropriate admissions to residential care, was red

7.2 Summary of responses to committee members' questions and comments: -

- There was disappointment at the level of detail provided in the Total Performance Monitor
- Members queried whether the final early dementia diagnosis figures were available – **ACTION**: Chris Salt to check
- Innovation sites had shown the direction of travel to reduce admissions to residential care homes and the Local Government Association peer review was leading to plans for stronger foundations
- Residential/nursing care home figures had gone down due to less people presenting early, but with complex needs, meaning stays were shorter – numbers were less than in 2016
- Information was available for those looking to arrange their own care
- The figures attending memory assessments clinics in the Coastal West Sussex Clinical Commissioning Group area were lower than in the rest of the county and an action plan was in place to improve the situation
- The Child and Adolescent Mental Health Service (CAMHS) was struggling capacity-wise, but the new Youth Emotional Support service was helping with only 3% of those who used it being referred on to CAMHS

7.3 Resolved - that the Committee: -

- Asks the Cabinet Member to provide the Committee with the latest data regarding the dementia diagnosis rate
- Asks Coastal West Sussex Clinical Commissioning Group to provide detail regarding its Memory Assessment Service performance and action plan
- Asks the Performance & Finance Select Committee to review the level of detail provided to individual select committees when reviewing the outturn Total Performance Monitor in future years
- Reviews investment and referrals into Children's Mental Health Services at a future meeting

## 8. Business Planning Group Report

8.1 The Committee considered a report by the Chairman of the Business Planning Group (copy appended to the signed minutes) which was introduced by the Chairman who highlighted the following: -

- A Home Office Select Committee report on the welfare of detainees in detention centres was due to be published in July – the Business Planning Group would await the outcome of this report before deciding if any further action was needed
- South East Coast Ambulance Service NHS Foundation Trust would attend a future Committee meeting where its performance would be discussed

8.2 Resolved - that the Committee endorses the Business Planning Group's report.

**9. Appointment of the Committee's Business Planning Group**

9.1 Resolved – that the Committee agrees the appointment of the following members to its Business Planning Group, Mr Turner (Chairman), Dr Walsh (Vice Chairman), Mrs Arculus, Mr Petts and Mrs Smith.

**10. Brighton and Sussex University Hospitals Trust (BSUH) Regional Working Group and South East Coast Ambulance Service (SECAMB) NHS Foundation Trust Regional Working Group Progress Reports**

10.1 The Chairman updated the Committee on the most recent meetings pointing out that BSUH had a plan to improve the culture of the organisation and that the Care Quality Commission was regularly checking its progress.

10.2 Resolved – that the Committee notes that the South East Coast Ambulance Service NHS Foundation Trust Working Group will cease to meet and that representatives from the Trust will attend future Committee meetings when invited.

**11. Date of Next Meeting**

11.1 The next scheduled meeting is on 27 September County Hall, Chichester at 10.30.

The meeting ended at 4.00 pm

Chairman



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Via Email

7 August 2018

Dear Bryan,

**Adults In-House Social Care Services 'Choices for the Future'**

Following the questions raised by the Health and Adult Social Care Select Committee at its meeting on 22 June 2018, I trust that the following information will address the points that were made. To take your points in turn:

- i. The In House Services team have been widely engaging with the people who are using the service, as well as their family members, in connection with the proposed changes. This process began two years ago when those who use the services were asked how they would like to see them evolve in the future.

The proposals are dependent on each person who is using the service having a Care Act reassessment which will determine the level of support that is required for each individual moving forward and his or hers preferred choice.

From the outset the project has determined that people who are currently receiving a service will be offered a service in the new model following their Care Act reassessment.

Through the new proposals it has been identified that there will be potential for a reduction in travel as some people will be closer to new services and may not need to use the buses; however there may be a small number of people whose travel times will increase slightly.

Detailed planning will be undertaken to ensure the proposed services fully support each service user to influence their desired outcomes. There will also be tailored staff training to ensure that the integration of these services, and where appropriate shared space, will meet the needs of those attending them.

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- ii. Locality information and attendance numbers are attached as requested.
- iii. Barry Poland, the Operations Manager for In House Services, will report annually to HASC on the progress of this project and any changes to the time frame that may occur.

Please pass on my thanks to the committee members for their scrutiny of the proposals. The responses from HASC and feedback from the service users is currently undergoing detailed analysis. I will not make my decision until I have received this information and you will note from the forward plan that I have deferred the decision until the autumn.

If you or the Committee require any further information, please do not hesitate to let me know.

Yours sincerely,



Amanda Jupp

Cabinet Member for Adults and Health

## People attending Provider Services Day Services (Weekending 14/07/2018)

| Day Services (Click to select service) |             |                    |
|--|-------------|--------------------|
| Burnside                               | Chestnuts   | Coastal Enterpr... |
| Coastal Worksh...                      | Glebelands  | Glen Vue           |
| Judith Adams C...                      | Maidenbower | New Tyne           |
| Oak Communit...                        | Rowans      | Strawford          |
| The Laurels                            | The Pines   | Wrenford           |

Day Service (All)

| Area            | Number of people attending |
|-----------------|----------------------------|
| Worthing        | 130                        |
| Littlehampton   | 59                         |
| Bognor Regis    | 57                         |
| Crawley         | 50                         |
| Horsham         | 47                         |
| Chichester      | 46                         |
| Shoreham-by-Sea | 31                         |
| Lancing         | 23                         |
| Rustington      | 22                         |
| Sompting        | 15                         |
| East Preston    | 15                         |
| Burgess Hill    | 14                         |
| Southwick       | 9                          |
| Goring by Sea   | 9                          |
| East Grinstead  | 8                          |
| Durrington      | 8                          |
| Emsworth        | 8                          |
| Haywards Heath  | 6                          |

| All Day Services             | Number of people attending |
|------------------------------|----------------------------|
| Burnside                     | 24                         |
| Chestnuts                    | 32                         |
| Coastal Enterprises          | 62                         |
| Coastal Workshops Rustington | 21                         |
| Glebelands                   | 42                         |
| Glen Vue                     | 7                          |
| Judith Adams Centre          | 32                         |
|                              | 0                          |
|                              | 0                          |
| Maidenbower                  | 41                         |
| New Tyne                     | 20                         |
| Oak Community Project        | 34                         |
| Rowans                       | 48                         |
| Strawford                    | 76                         |
| The Laurels                  | 43                         |
| The Pines                    | 81                         |
| Wrenford                     | 69                         |
| <b>Total</b>                 | <b>632</b>                 |

|                    |            |
|--------------------|------------|
| Angmering          | 6          |
| Wick               | 4          |
| Arundel            | 4          |
| Yapton             | 3          |
| Ferring            | 3          |
| Mannings Heath     | 3          |
| Pulborough         | 3          |
| Selsey             | 3          |
| Henfield           | 3          |
| Felpham            | 3          |
| Copthorne          | 2          |
| Washington         | 2          |
| Steyning           | 2          |
| West Wittering     | 2          |
| Handcross          | 2          |
| Ford               | 2          |
| Storrington        | 2          |
| Ardingly           | 1          |
| Siddlesham         | 1          |
| Barnham            | 1          |
| Flansham           | 1          |
| Birdham            | 1          |
| West Chillington   | 1          |
| Bosham             | 1          |
| Pagham             | 1          |
| Broadbridge Heath  | 1          |
| Fishbourne         | 1          |
| Small Dole         | 1          |
| Turners Hill       | 1          |
| Southwater         | 1          |
| Crawley Down       | 1          |
| Loxwood            | 1          |
| Rudgwick           | 1          |
| Partridge Green    | 1          |
| Walberton          | 1          |
| Petworth           | 1          |
| Findon             | 1          |
| Hambrook           | 1          |
| Middleton-on-sea   | 1          |
| Barns Green        | 1          |
| Hurstpierpoint     | 1          |
| Billingshurst      | 1          |
| Kirdford           | 1          |
| <b>Grand Total</b> | <b>632</b> |





# Forward Plan of Key Decisions

## Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website [www.westsussex.gov.uk](http://www.westsussex.gov.uk) and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

**Key decisions** are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:



|                                      |  |
|--------------------------------------|--|
| <b>Decision</b>                      | The title of the decision, a brief summary and proposed recommendation(s)  |
| <b>Decision By</b>                   | Who will take the decision   |
| <b>West Sussex Plan priority</b>     | See above for the five priorities contained in the West Sussex Plan  |
| <b>Date added to Forward Plan</b>    | The date the proposed decision was added to the Forward Plan   |
| <b>Decision Month</b>                | The decision will be taken on any working day in the month stated  |
| <b>Consultation/ Representations</b> | Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when  |
| <b>Background Documents</b>          | What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact. |
| <b>Author</b>                        | The contact details of the decision report author  |
| <b>Contact</b>                       | Who in Democratic Services you can contact about the entry   |

For questions about the Forward Plan contact Helena Cox on 033022 22533, email [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk).

**Published: 13 September 2018**

## Forward Plan Summary

### Summary of all forthcoming executive decisions in West Sussex Plan priority order

|   | Decision Maker  | Subject Matter  | Date           |
|---|---|---|----------------|
|  <b>Independence in Later Life</b>             |   |   |                |
|   | Cabinet Member for Adults and Health                                | Short Break Services for Family and Friends Carers (Adults)   | September 2018 |
|   | Cabinet Member for Adults and Health                                | Procurement of Integrated Advocacy Services   | September 2018 |
|  <b>A Council that works for the Community</b> |   |   |                |
|   | Executive Director Children, Adults, Families, Health and Education | Pilot of Minor Adaptations and Deep Clean Services for eligible West Sussex residents with disabilities | September 2018 |
|   | Cabinet Member for Adults and Health                                | Endorsement of Future arrangements for District and Borough Wellbeing Hub Services                      | September 2018 |
|   | Cabinet Member for Adults and Health                                | Procurement of Mortuary Services for West Sussex  | December 2018  |
| <b>Strategic Budget Options 2019/20</b>   |   |   |                |
|   | Cabinet Member for Adults and Health                                | Adults In-house Social Care services - Choices for the Future   | October 2018   |
|   | Cabinet Member for Adults and Health                                | Housing Related Support   | September 2018 |
|   | Cabinet Member for Adults and Health                                | Local Assistance Network (LAN) Funding  | September 2018 |
|   | Cabinet Member for Adults and Health                                | Minimum Income Guarantee for Working Age Adults   | September 2018 |

## Independence in Later Life

### Cabinet Member for Adults and Health

#### Short Break Services for Family and Friends Carers (Adults)

The Cabinet Member for Adults and Health has approved the re-commissioning of a range of short break services for those providing care and support to an adult. The current configuration of services that provide short break services are in the final year of contractual agreement with the Council. The intention is that provision will focus on the different needs of these carers across the county.

Short Break Services for Family and Friends Carers will be part of a range of options that carers will be able to choose from and refer themselves into so as to gain respite. The services will be aimed at the 'cared for person' and include:

- Regular activity based sessions away from the home environment e.g. outings or

- clubs that are based at a venue. Weekday, weekend or evening provision;
- One to one support at home and trips out.

The procurement process will follow the principles of good outcomes, quality of service, value for money and additional social capital when evaluating tenders.

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| <b>Decision By</b>                           | Mrs Jupp - Cabinet Member for Adults and Health  |
| <b>West Sussex Plan priority</b>             | Independence in Later Life   |
| <b>Date added to Forward Plan</b>            | 27 March 2018  |
| <b>Decision Month</b>                        | September 2018   |
| <b>Consultation/ Representations</b>         | <p>There has been extensive stakeholder consultation, including all partners on the Carers Strategic Partnership Group. Carer Support West Sussex is undertaking an extensive survey of carers regarding respite experiences/need to inform the re-commissioning process.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> |
| <b>Background Documents</b><br>(via website) | None   |
| <b>Author</b>                                | Mark Greening Tel: 033 022 23758   |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050  |

**Cabinet Member for Adults and Health****Procurement of Integrated Advocacy Services**

This decision concerns the endorsement of the undertaking of a procurement exercise for integrated advocacy services to be delivered from April 2019, jointly with Brighton & Hove City Council and East Sussex County Council.

The Council currently commissions a number of separate advocacy services; some jointly funded with West Sussex Clinical Commissioning Groups (CCGs). A decision was made in April 2018 to extend a number of these contracts until 31 March 2019, to allow for discussion and consideration of an integrated advocacy contract and procurement options with neighbouring Local Authorities.

It is anticipated that a joint service will improve quality for service users and Council staff; give one point of access for service users and referrers, reduce duplication of services and reduce associated management costs.

The Cabinet Member will be asked to agree to the commencement of a procurement exercise to run from July 2018 to January 2019 and to delegate authority to the Director of Adult's Services to award the contract from April 2019 for a period of four years with an option to extend for a further two years at a cost of not more than £870,000 per annum.

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| <b>Decision By</b>                           | Mrs Jupp - Cabinet Member for Adults and Health   |
| <b>West Sussex Plan priority</b>             | Independence in Later Life  |
| <b>Date added to Forward Plan</b>            | 2 July 2018   |
| <b>Decision Month</b>                        | September 2018  |
| <b>Consultation/ Representations</b>         | WSSC Commissioners / CCG Colleagues / Provider Market Engagement<br><br>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken. |
| <b>Background Documents</b><br>(via website) | None  |
| <b>Author</b>                                | Liz Merrick Tel: 033 022 23733  |
| <b>Contact</b>                               | Erica Keegan - Tel: 033 022 26050   |

## A Council that works for the Community

### Executive Director Children, Adults, Families, Health and Education

#### **Pilot of Minor Adaptations and Deep Clean Services for eligible West Sussex residents with disabilities**

West Sussex County Council, West Sussex District and Borough Councils and West Sussex Clinical Commissioning Groups have agreed proposals for a two-year pilot of a minor home adaptations and a deep clean service for eligible West Sussex residents with disabilities. The aim is to facilitate a simple and timely process for the provision of minor home adaptations costing under £1,000 and deep cleans costing under £1,500. It is intended that the scheme will enable these services to be delivered without the need for formal applications for Disabled Facilities Grant, providing a more efficient and effective service for both the service user and for the Councils.

The proposal is for the County Council to source and manage the contracts and funding for both these services. Existing contracts will be utilised where possible. Funding for the pilot will be through top slicing Disabled Facilities Grant, paid via the Better Care Fund, as agreed by the District and Boroughs.

The Cabinet Member for Adults and Health will be asked to delegate authority to the Executive Director Childrens Adults Families Health and Education, for the sourcing of service contracts and management of Disabled Facilities Grant funding by the Council, to enable a two-year pilot of a minor home adaptations and a deep clean service for eligible West Sussex residents with disabilities to an initial sum not exceeding £600,000.

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| <b>Decision By</b>                           | Kim Curry - Executive Director Children, Adults, Families, Health and Education   |
| <b>West Sussex Plan priority</b>             | A Council that Works for the Community  |
| <b>Date added to Forward Plan</b>            | 24 August 2018  |
| <b>Decision Month</b>                        | September 2018  |
| <b>Consultation/ Representations</b>         | West Sussex Chief Executives Board, West Sussex Adaptations Group, Disabled Facilities Grant Transformation Board.<br><br>Representations concerning this proposed decision can be made to the Cabinet Member Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken. |
| <b>Background Documents</b><br>(via website) | None  |
| <b>Author</b>                                | Sue Tivey Tel: 033 022 24145  |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050   |

**Cabinet Member for Adults and Health****Endorsement of Future arrangements for District and Borough Wellbeing Hub Services**

The West Sussex Wellbeing Programme is a partnership between West Sussex County Council and the seven district and borough councils to improve the health and wellbeing of the population and reduce health inequalities. The programmes are targeted based on local needs and include interventions to manage weight, increase levels of physical activity, reduce harmful levels of drinking, support individuals to learn to cook, give support with fuel poverty and help increase strength and balance. Services offer those living and working in the county one-to-one and group support, advice and referral and signposting to other services. Support can be accessed online, by phone and in person at the Hubs. The current partnership agreement (decision report [CW0715-16](#) refers) expires in March 2019.

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| <b>Decision By</b>                           | Mrs Jupp - Cabinet Member for Adults and Health   |
| <b>West Sussex Plan priority</b>             | A Council that Works for the Community  |
| <b>Date added to Forward Plan</b>            | 9 August 2018   |
| <b>Decision Month</b>                        | September 2018  |
| <b>Consultation/ Representations</b>         | District and Borough Councils<br><br>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken |
| <b>Background Documents</b><br>(via website) | Previous Decision Report CW07 (15/16)   |
| <b>Author</b>                                | Tamsin Cornwall Tel: 033 022 28709  |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050   |

**Cabinet Member for Adults and Health****Procurement of Mortuary Services for West Sussex**

The County Council provides mortuary services throughout the county for the bodies of those who die in West Sussex where the death is referred to the Coroner. Current arrangements for this service are due to expire in 2019.

An open procurement process to determine a future model for this provision has been undertaken by the County Council from May 2018. This process includes the option of a new mortuary built by a third party for use by the County Council to meet the service need.

The Cabinet Member will be asked to agree proposals for future mortuary services for West Sussex and if appropriate to delegate authority to the Director of Communities to award a contract to the successful bidder for a design and build project to run from October 2018, subject to the submission of a satisfactory bid.

The contract would need to overlap with the existing contracts to ensure the seamless provision of essential services during the design and any build phase. The existing contracts may be terminated on six months' notice once the progress of a design and build contract is clear and a date for the commencement of the new arrangement is established.

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| <b>Decision By</b>                           | Mrs Jupp - Cabinet Member for Adults and Health   |
| <b>West Sussex Plan priority</b>             | A Council that Works for the Community  |
| <b>Date added to Forward Plan</b>            | 4 June 2018   |
| <b>Decision Month</b>                        | December 2018   |
| <b>Consultation/ Representations</b>         | <p>There has been market consultation with seven potential suppliers.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health at County Hall, Chichester by the beginning of the month in which the decision is due to be taken.</p> |
| <b>Background Documents</b><br>(via website) | Decision report SSC03 (18/19)   |
| <b>Author</b>                                | Rachel North Tel: 033 022 22681   |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050   |

## Strategic Budget Options 2019/20

As part of the County Council's budget process 2019/20 and in light of current financial challenges, Cabinet Members will be asked to determine various portfolio budget proposals as set out below.

### Cabinet Member for Adults and Health

#### Adults In-house Social Care services - Choices for the Future

Adults' in-house social care services are currently comprised of twenty one building based services, with 900 services users, 500+ staff, a county wide Shared Lives service with 90 paid carers, with a current budget of £11m. As part of the wider change programme currently underway within the Children's, Adults, Family, Health and Education directorate, work has been undertaken to consider how best to develop and deliver services and customer outcomes that:

- Reach people earlier and be at the heart of local communities;
- Help people access community solutions and improve their connections with others to reduce isolation and loneliness;
- Focus on need rather than customer "labels" and help people maximise their strengths to develop and maintain skills that will support independence and control;
- Emphasise the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible
- Contribute to sustainability in the social care market place
- Actively seek to build partnerships in the community to provide local solutions

Following extensive engagement, research and analysis and engagement with staff and service users, the Cabinet Member for Adults and Health will be asked to consider the evidence base collated (including demand predictions; external market provision; current in-house provision compared to need; cost; condition, location and current usage of buildings) and support the delivery of a proposed 5 year phased plan through three key activities:

- **Activity block 1** – Remodelling of Day Service provision and implementation of new Day Opportunity service. Years 1 to 3 – 2018-21;
- **Activity block 2** – Aligning decisions and Capital investment for residential/24hr service with strategic priorities in the Adults Commissioning plan. Year 1 – 2018-19; and
- **Activity block 3** – Commencement of implementation of a priority plan for reconfigured residential/24hr service provision. Years 2019-22.

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| <b>Decision By</b>                   | Mrs Jupp - Cabinet Member for Adults and Health   |
| <b>West Sussex Plan priority</b>     | Independence in Later Life  |
| <b>Date added to Forward Plan</b>    | 29 March 2018   |
| <b>Decision Month</b>                | October 2018  |
| <b>Consultation/ Representations</b> | Extensive engagement on developing the service model has taken place during 2016/17, including staff engagement sessions, families and carers, people using the services. |



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|  | <p>Following the work done on 2016/17 extensive engagement was done on the service proposals in April and May18 with the findings published <a href="#">here</a> in July 2018.</p> <p>The Cabinet Members for Adults and Health and Finance and Resources have been consulted.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> |
| <b>Background Documents</b><br>(via website) | In House Social Care Options Appraisal Available from Lead Officer  |
| <b>Author</b>                                | Barry Poland Tel: 033 022 28770   |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050   |

**Cabinet Member for Adults and Health****Housing Related Support**

The County Council commissions a range of housing related support services through contracts with voluntary sector organisations. The services involved include specialist accommodation based schemes for residents who are at risk of homelessness as well as 'floating support' to residents living in community settings.

Funding to support these services used to be provided to the County Council via a ring fenced grant government grant as part of the Supporting People programme. This was removed in 2011, since when the County Council has continued to fund services from its base budget. In view of the discretionary nature of many of the services involved it is proposed that consideration be given to whether these services are sustainable and so the Cabinet Member will be asked to approve a process which could lead to the termination of current housing support contracts with providers from April 2019 onwards. This process of engagement will be used to gather evidence to inform funding decisions in December 2018 and to plan for their impact.

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| <b>Decision By</b>                           | Mrs Jupp - Cabinet Member for Adults and Health   |
| <b>West Sussex Plan priority</b>             | Independence in Later Life  |
| <b>Date added to Forward Plan</b>            | 29 August 2018  |
| <b>Decision Month</b>                        | September 2018  |
| <b>Consultation/ Representations</b>         | <p>District and Borough Council, providers<br/>Health and Adult Social Care Select Committee</p> <p>Representations should be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> <p>The decision will be followed by a period of engagement and representations to inform future funding.</p> |
| <b>Background Documents</b><br>(via website) | None  |
| <b>Author</b>                                | Mark Dow Tel: 033 022 27513   |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050   |

**Cabinet Member for Adults and Health**

| <b>Local Assistance Network (LAN) Funding</b>  |  |
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| <p>The Local Assistance Network (LAN) was established in 2013 to replace a number of discretionary benefits for households in crisis situations which had previously been available through the benefits system. A ring fenced grant to support this spending was originally provided by Department of Work and Pensions but this was removed in 2015. Although the scale of the County Council's commitment has reduced since then, the LAN budget remains £0.800m per annum.</p> <p>The Cabinet Member will be asked whether to agree to the further reduction of Local Assistance Network (LAN) funding to £200,000 per annum from April 2019. The decision will open a period of engagement to gather evidence to inform this decision in the context of an impact assessment.</p> |  |
| <b>Decision By</b>   | Mrs Jupp - Cabinet Member for Adults and Health  |
| <b>West Sussex Plan priority</b>   | A Council that Works for the Community   |
| <b>Date added to Forward Plan</b>  | 29 August 2018   |
| <b>Decision Month</b>  | September 2018   |
| <b>Consultation/ Representations</b>   | <p>District and Borough Councils and Voluntary Sector Partners<br/>Health and Adult Social Care Select Committee</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health by the beginning of the month in which the decision is due to be taken.</p> <p>The decision will be followed by a period of engagement and representations to inform future funding.</p> |
| <b>Background Documents</b><br>(via website)   | None   |
| <b>Author</b>  | Ivan Western Tel: 033 022 23740  |
| <b>Contact</b>   | Erica Keegan Tel: 033 022 26050  |

**Cabinet Member for Adults and Health****Minimum Income Guarantee for Working Age Adults**

People receiving local authority-arranged care and support other than in a care home need to retain a certain level of income to cover their living costs. Under the Care Act 2014, charges for care must not reduce people's income below a certain amount but local authorities can allow people to keep more of their income if they wish. This amount is known as the Minimum Income Guarantee (MIG).

Up until now, for working age adults West Sussex County Council has set its level *above* the statutory minimum set by the government. The Cabinet Member will be asked to consider a proposal to reduce the Minimum Income Guarantee in line with the statutory minimum from 1 April 2019.

The Cabinet Member will be asked to start a period of engagement with stakeholders to inform a further decision in December 2018, which will determine whether financial assessment of customer contributions for working age adults receiving County Council arranged care and support, other than in a care home, will be based on the statutory Minimum Income Guarantee with effect from 1 April 2019.

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| <b>Decision By</b>                           | Mrs Jupp - Cabinet Member for Adults and Health  |
| <b>West Sussex Plan priority</b>             | A Council that Works for the Community   |
| <b>Date added to Forward Plan</b>            | 29 August 2018   |
| <b>Decision Month</b>                        | September 2018   |
| <b>Consultation/ Representations</b>         | Internal and external stakeholders<br><br>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health at County Hall by the beginning of the month in which the decision is due to be taken. |
| <b>Background Documents</b><br>(via website) | None   |
| <b>Author</b>                                | Dave Sargeant Tel: 033 022 23908   |
| <b>Contact</b>                               | Erica Keegan Tel: 033 022 26050  |

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| <b>Health and Social Care Select Committee</b> |
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| <b>27 September 2018</b> |
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| <b>Strategic Budget Options – Housing Related Support, Local Assistance Network (LAN) ,Minimum Income Guarantee and Adult In-house Social Care Services</b> |
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| <b>Report by Executive Director for Children’s, Adults, Families, Health and Education (CAFHE)</b> |
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| <b>Summary</b> |
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A number of strategic budget options were published in the West Sussex Forward Plan of Key Decisions on 27 August 2018. These proposed decisions reflect the current financial challenges faced by the County Council and are part of the budget process for 2019/20. The Health and Adult Social Care Select Committee (HASC) Business Planning Group agreed that these proposals should be scrutinised by the Committee.

The proposals subject to scrutiny include the review of the County Council’s investment in housing related support contracts, the Local Assistance Network (LAN) ,the Minimum Income Guarantee, or MIG (the level of support the County Council provides to people receiving local authority-arranged care and support, other than in a care home, to retain a certain level of income to cover their living costs) and the future model and configuration of Adults’ In-house social care provision in West Sussex. Draft Cabinet Member decision reports for these proposals are attached to this cover report.

**The focus for scrutiny**

The HASC is asked consider the attached draft Cabinet Member decision reports relating to housing related support, Local Assistance Network (LAN) and Minimum Income Guarantee (MIG) for Working Age Adults, which set out the current services provided by the County Council, levels of funding and areas of statutory and discretionary responsibilities. The Committee is asked to note that these decisions are to launch a period of engagement with stakeholders and identify any factors which should be addressed as part of this engagement, which once complete will inform further Cabinet Member decisions in December 2018.

In regard to the future model and configuration of Adults’ In-house social care provision in West Sussex, the Committee is asked to consider the draft Cabinet Member decision report, in light of the results of the engagement exercise and service response and provide additional comment, if necessary, to the Cabinet Member for Adults and Health for consideration prior to a planned formal decision in October 2018.

## **Recommendations**

The Committee is asked to:

- (1) Consider the three draft Cabinet Member decision reports regarding housing related support, Local Assistance Network (LAN) and Minimum Income Guarantee (MIG) for Working Age Adults and provide comment to the Cabinet Member for Adults and Health regarding the process for engagement with stakeholders ;
- (2) Request that it has the opportunity to consider the results of the engagement, as part of further scrutiny of these proposals, considering who should be invited as external witnesses, as part of the decision-making process in December 2018; and
- (3) Provide any additional comment regarding the future model and configuration of Adults' In-house social care provision in West Sussex, further to the Committees previous recommendations, to the Cabinet Member for Adults and Health for consideration prior to a planned formal decision in October 2018

## **1. Background and Context**

- 1.1 A number of strategic budget options were published in the West Sussex Forward Plan of Key Decisions on 27 August 2018. These decisions reflect the current financial challenges faced by the County Council and are part of budget process 2019/20. The Health and Adult Social Care Select Committee (HASC) Business Planning Group agreed virtually that proposals that were within the remit of the HASC should be previewed prior to a Cabinet Member decision.
- 2.2 Proposals relating to the development of the County Council's in-house social care provision were included as part of the strategic budget options, however these proposals are more developed as an engagement exercise has already been undertaken. These proposals were scrutinised by HASC at its last meeting on 22 June 2018. A draft Cabinet Member decision report is attached to the agenda (item 6d) for the Committee to consider, which includes the outcome of the engagement, as this information was not available at its last meeting. This main focus of this cover report refers to items 6a, 6b and 6c as an engagement exercise is yet to begin on these proposals.

## **2. Proposal**

- 2.1 The details for each of the proposed decisions to review the County Council's investment in housing related support contracts and the Local Assistance Network (LAN) and the County Council's agreed level of Minimum Income Guarantee (MIG) is set out in the draft decision reports attached as item 6a, 6b and 6c.
- 2.2 The HASC is asked to note that the proposals included in Cabinet Member decision reports to be published in September, are to launch a period of engagement with stakeholders to focus on the impact on users, communities, service providers and partners and this will then provide the information

required to carry out an impact assessment on the proposals, which will inform a further Cabinet Member decision in December 2018.

- 2.3 The details of the proposed future model and configuration of Adults' In-house social care provision in West Sussex are set out in the draft decision report attached as item 6d.

### **3. Resources**

- 3.1 Each of the draft Cabinet Member reports set out the resource implications for the housing related support, Local Assistance Network (LAN) Minimum Income Guarantee (MIG) for Working Age Adults proposals and in-house social care provision.

### **Factors taken into account**

#### **4. Issues for consideration by the Select Committee**

*Housing related support, Local Assistance Network (LAN) and Minimum Income Guarantee (MIG) for Working Age Adults*

- 4.1 The HASC is asked to consider the attached draft Cabinet Member decision reports which set out the current services provided by the County Council, levels of funding and areas of statutory and discretionary responsibilities. The Committee is asked to note that these decisions are to launch a period of engagement with stakeholders and is asked to identify any factors which should be addressed as part of this engagement, which once complete will inform further Cabinet Member decisions in December 2018. Issues members may wish to explore include:
- a) The timing of the engagement process
  - b) The stakeholders to be engaged
  - c) The process for member engagement
  - d) How the engagement will be carried out
  - e) How information will be analysed and reported, and how it will inform the final funding decisions
- 4.2 HASC will have the opportunity to scrutinise the outcome of the engagement exercises for housing related support, LAN and MIG prior to the Cabinet Member for Adults and Health's proposed final decisions in December 2018. This will be scheduled for the HASC's next planned meeting on 15 November 2018 or by using the HASC project day on 30 November 2018 as an additional meeting. The HASC Business Planning Group will be asked to agree the final timing of HASCs scrutiny of these decisions.

*Adults In-House Social Care Services 'Choices for the Future'*

- 4.3 HASC considered the proposals for the future model and configuration of Adults' In-house social care provision in West Sussex at its last meeting on 22 June 2018. At that time, a full analysis of an engagement exercise regarding the proposals was not available for the Committee to consider. This analysis has since been published which has informed the draft Cabinet Member decision report. HASC is asked to consider the draft Cabinet

Member decision report in light of the results of the engagement exercise and service response and provide additional comment if necessary to the Cabinet Member for Adults and Health for consideration prior to a planned formal decision in October 2018.

**5. Consultation**

- 5.1 Proposals have been published in the County Council's Forward Plan of Key Decisions so the Cabinet Member for Adults and Health has begun to receive representations, which will be taken into consideration as part of engagement period.
- 5.2 Each of the draft Cabinet Member reports set out the proposed methodology and timing of engagement with stakeholders. It is this planned engagement that HASC is being asked to comment on prior to a Cabinet Member decision in September.
- 5.3 The results of the engagement with stakeholders, to inform the future model and configuration of Adults' In-house social care provision in West Sussex, is included and attached to the draft Cabinet Member decision report attached at item 6d.

**6. Risk Management Implications/Other Options Considered/Equality Duty/Social Value/Crime Disorder Implications/Human Rights Implications**

These sub headings are addressed in each of the individual draft Cabinet Member decision reports for housing relation support, Local Assistance Network (LAN) ,Minimum Income Guarantee (MIG) for Working Age Adults and in-house social care provision.

**Kim Curry**

Executive Director of CAFHE

**Contact:** Helena Cox, Senior Advisor, Democratic Services 0330 222 2533



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| <b>Cabinet Member for Adults and Health</b>  | <b>Ref No:</b>                    |
| <b>September 2018</b>  | <b>Key Decision:<br/>Yes</b>      |
| <b>Strategic Budget Options: Housing Related Support</b>   | <b>Part I:</b>                    |
| <b>Report by Executive Director Children, Adults, Families, Health and Education and Interim Director of Adults' Services</b>  | <b>Electoral Division(s): All</b> |
| <p><b>Summary</b></p> <p>The Council commissions a range of housing related support services through contracts with voluntary sector organisations. These services include specialist accommodation based schemes for residents who are at risk of homelessness as well as 'floating support' to residents living in community settings.</p> <p>Funding to support these services used to be provided to the Council via a ring-fenced government grant as part of the Supporting People Programme. This was removed in 2011, and since then the Council has continued to fund services from its base budget. In view of the discretionary nature of many of the services involved it is proposed that consideration be given to whether it is sustainable to continue to fund these services.</p> <p>The Cabinet Member will be asked to approve a process which could lead to the termination of current housing support contracts with providers from April 2019 onwards. This process of engagement will be used to gather evidence to inform funding decisions in December 2018 and to plan for their impact.</p> |                                   |
| <p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>Housing Related Support contributes to the West Sussex Plan's objectives for Independence in Later Life, Stronger Communities and Start of Life.</p> <p>This proposal is one of several strategic options being put forward as part of the Council's budget process 2019/20 and in light of the current financial challenges.</p>   |                                   |
| <p><b>Financial Impact</b></p> <p>Every part of the Housing Related Support budget is in scope for this process. It is expected to result in savings, potentially of up to the whole of that budget, the detail of which will be contained in a further decision to be made in December 2018.</p>  |                                   |

## **Recommendation**

The Cabinet Member for Adults and Health is recommended to approve a process of engagement with providers and stakeholders which may result in the termination of contracts to provide housing related support during the financial year 2019/20.

## **Proposal**

### **1. Background and Context**

- 1.1 The Council currently spends £6.3m p.a. on commissioning housing related support services for people who are vulnerable or at risk of homelessness. The definition of housing related support is broad and covers a range of activities designed to help a vulnerable person achieve or maintain independence in their own home. Typically, this may include support to manage money, comply with tenancy conditions or cope with health or social problems that might otherwise result in homelessness or a loss of independence.
- 1.2 Housing related support may be provided either in an accommodation-based setting, such as a hostel, shared houses or refuges or alternatively in a community setting through 'floating support' where residents live independently in their own home. Funding for housing related support expressly excludes meeting accommodation costs since these are charged to residents through rents and service charges and to a significant extent are eligible to be met by housing benefit. Support costs on the other hand, are ineligible for housing benefit.
- 1.3 These services provide support to vulnerable people whose lives are complex and sometimes chaotic. So, whilst the Council contributes significant levels of funding to housing related support it is the district authorities who own the principal statutory role in preventing and responding to homelessness.
- 1.4 The current arrangements for funding housing related support reflect a historical legacy of welfare reforms which involved shifting costs contained within the benefit system to local government. Specifically, the Council's role was defined by the creation of the Supporting People Programme in 2003. This was a national scheme in which the Government rolled up eight different revenue funding streams relating to supported housing which were then paid to upper tier authorities as part of an annual 'ring-fenced' grant.
- 1.5 Supporting People funding continued to be provided in this way, with the Council acting as 'administering authority', until 2011 when specific funding for this purpose was abolished. Since then, the Council has continued to commission many of these services, albeit at a reducing level, from its base budget. The legacy of the Supporting People regime is that the Council has been left with a funding responsibility for several services which are beyond its formal statutory duties. Whilst these services are valuable and contribute to its objectives, they constitute discretionary spending at a time when the Council faces unique pressure in meeting its own statutory duties. It is

appropriate to consider ways in which the burden of this expenditure could be reduced.

1.6 The current overall spend is provided in the table below.

| <b>Client Group</b>                              | <b>Current Pattern of Commissioned Services</b>   | <b>Risks</b>  | <b>Stakeholders impacted</b>                              | <b>Spend £m p.a</b> |
|--|---|---|---|---------------------|
| Older People                                     | Support to address housing related risks around, provided mainly on a 'floating' basis to residents who are not AS eligible but at risk of becoming so. | Increased propensity for vulnerable adults to require social care interventions if housing risks are not managed  | Adult Social Care & NHS                                   | 0.9                 |
| West Sussex Homelessness Prevention Partnership  | Co-located housing support with district & borough councils, resettlement support for formerly homeless adults, homelessness prevention.                | Increasing pressure on district & borough councils homelessness services, rising costs of placing families & adults in temporary accommodation. Increasing intentional homelessness.                  | Adults & Children, district & borough councils            | 1.8                 |
| Accommodation based services for homeless adults | Includes rough sleeper provision, refuges, hostels and other short stay accommodation for vulnerable residents at risk of homelessness                  | Closure of key accommodation based services would put additional pressure on district & borough councils, increase rough sleeping and potentially increase costs for other public sector providers.   | County Council, NHS, Police & district & borough councils | 1.7                 |
| Young People (16-25)                             | Youth homelessness prevention, Foyers, Supported housing for vulnerable young people (16-25)  | Some schemes would close or change eligibility criteria reducing access to client groups on the Council's radar & involving more expensive services. 16 & 17 year olds may have to enter care system. | Children's services and district & borough councils       | 1.9                 |
| <b>Total Housing Support</b>                     |   |   |   | <b>6.3</b>          |

## 2. Proposal Details

- 2.1 The current basis for funding housing support, based on Government funding streams which no longer exist, is not sustainable in the current financial context. A different approach which utilises capacity and resources across the housing system is now required. It requires a better understanding of the issues and costs associated with homelessness and dependency at county and district level and a more collaborative model in which services are remodelled in ways which promote synergy, avoid duplication and reduce costs from the system. Such an approach needs to be aligned with the steps district and borough councils are taking to implement the Homelessness Reduction Act 2017 which recently came into effect and also with the Government's Rough Sleeping Strategy which was published this summer.
- 2.2 The Council recognises that it is not realistic to deliver this vision by acting on its own. Instead the process of evaluating options for future commissioning will be overseen by a task and finish group within the West Sussex Strategic Housing Group – on which all West Sussex councils are represented – and which is chaired by the Chief Executive of Crawley Borough Council. The task and finish group will be chaired by the Chief Executive of Arun District Council. This approach was agreed at a West Sussex Leaders' Board meeting on 10 September 2018.
- 2.3 In order to facilitate this process, the County Council will provide dedicated officer support to work with the providers and local authorities in exploring what can be achieved in the co-production of services in the future. This will involve steps to;
- Analyse the needs and demand of the client groups currently supported in the existing commissioned services,
  - Provide clarity about where this sits with the statutory responsibilities of the district and borough housing services and those of the County Council
  - Identify what monies and funding streams are currently in the wider homelessness and prevention system, and
  - Consult and work with the district and borough councils and providers to analyse what efficiencies and savings can be identified in existing provision and what alternative provisions and funding within the whole system there are to shape new models of services reflecting the reduced resources available
  - Provide an outline of what those new models of service might be together with costs and deliverable savings
- 2.4 The importance of housing related support in preventing homelessness and protecting vulnerable members of the community is well recognised and it is understandable that opening a debate about future funding arrangements and potential service reductions will result in a degree of concern. There is also a risk that savings in this area could lead to an increase in pressure on other services in the long-run. This will require the process of consultation and engagement to extend well beyond existing providers and local housing authorities to include a range of statutory and voluntary sector agencies who may be impacted by changes in the pattern of services which are commissioned. In particular such agencies would include;
- Clinical commissioning groups,

- Police and Crime Commissioner, and
- National Probation Service

2.5 At this point it is important to stress that no decisions on where potential savings can be made have been taken. The timeline within which this work is to be completed and decisions to be taken will run until December 2018. This will allow an open consultation with opportunities to consider the views of affected providers and stakeholders before decisions are made. Key elements of this process, the detail of which will be overseen by the West Sussex Strategic Housing Group (see 2.2) will include;

- A 'place-based' appraisal at the level of each district and borough,
- A sector-based appraisal considering impacts on vulnerable young people,
- A sector-based appraisal of the prevention of homelessness and impact on accommodation-based service providers,
- A sector-based appraisal on the impact on older people facing housing risks, and
- An appraisal of the role of ex-offender housing provision

## **Factors Taken Into Account**

### **3. Consultation**

- 3.1 The overall approach described in this report has been discussed and agreed by the West Sussex Leaders' Board as indicated at 2.2.
- 3.2 Initial communication has also taken place with specific representatives within the health and criminal justice sector given the potential impact on these services and the need for them to engage in this process.
- 3.3 This decision report is due to be considered at the Health and Social Care Select Committee on 27 September, with more detailed proposals subject to scrutiny at a further meeting of the Select Committee in November 2018.
- 3.4 In addition to the above structured consultation with key stakeholders, the Council welcomes views from the wider community and has established a generic mailbox to receive individual or community comments. This mailbox is [HousingRelatedSupport@westsussex.gov.uk](mailto:HousingRelatedSupport@westsussex.gov.uk)

### **4. Financial (revenue and capital) and Resource Implications**

- 4.1 There are no financial implications at this stage. These will be determined by a decision that will be taken in December, which will be informed by the outcomes of the engagement process. Due to the scale of the financial challenge facing the Council, no commitment can be made to exclude any part of the £6.3m Housing Related Support budget from savings consideration.

### **5. Legal Implications**

- 5.1 As indicated in paragraphs 1.3 and 1.5, the housing support services currently being commissioned fall largely outside the Council's formal statutory duties. The principal duty to prevent homelessness and to secure

accommodation for eligible homeless households falls to district and borough councils under housing legislation.

- 5.2 The Council has no statutory housing function or responsibility for addressing homelessness or destitution. Its obligations are found in legislation relating to children and to adults with care needs.
- 5.3 The key exception to this is where commissioned supported housing schemes accommodate homeless 16 and 17 year olds. This is a duty which would otherwise fall to the Council.

## **6. Risk Assessment Implications and Mitigations**

- 6.1 The key risk involved with this process revolves around the quality of the consultation and the effectiveness of the engagement with providers and stakeholders.
- 6.2 Decommissioning services in this area does involve a risk of increasing homelessness and which in turn could lead to a net increase in demands for statutory services, whether provided by the County Council itself or within the wider public sector. Accurately forecasting the risks associated with this will be a key element of the consultation and this will ultimately depend on the effectiveness of the partnership process which will be overseen by the West Sussex Strategic Housing Group.

## **7. Other Options Considered**

- 7.1 The recommendation within this report is to proceed with a process of engagement to identify a range of options for a final decision in December 2018. No other options are put forward at this stage.

## **8. Equality and Human Rights Assessment**

- 8.1 The Equality Act requires the Council to promote equality and to eliminate discrimination, paying particular regard to the need for equality of opportunity for those that share a protected characteristic and those who do not. Final decisions on changes to the pattern of commissioning will need to be accompanied by Equality and Impact Assessments. It is not appropriate to do this at this stage of the process.

## **9. Social Value and Sustainability Assessment**

- 9.1 Understanding Social Value and Sustainability implications will form key elements of the engagement process which will inform final recommendations on future commissioning arrangements.

## **10. Crime and Disorder Reduction Assessment**

- 10.1 Several commissioned services contribute to the Council's role in reducing crime and anti-social behaviour. Stakeholders from the criminal justice sector will be encouraged to participate in this process so that this is properly recognised.

**Contact Officer:** Mark.Dow@westsussex.gov.uk

**Appendices:** None. **Background Papers:** None

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| <b>Cabinet Member for Adults and Health</b>  | <b>Ref No:</b>                    |
| <b>September 2018</b>  | <b>Key Decision:<br/>Yes</b>      |
| <b>Strategic Budget Options: Local Assistance Network</b>  | <b>Part I:</b>                    |
| <b>Report by Executive Director Children, Adults, Families, Health and Education and Interim Director of Adults' Services</b>  | <b>Electoral Division(s): All</b> |
| <p><b>Summary</b></p> <p>The Council currently budgets to spend £0.807m providing discretionary assistance to households in crisis situations through the Local Assistance Network (LAN). The LAN is delivered through a partnership with voluntary sector agencies which provide non cash based assistance, very largely on an 'in kind' basis, to households facing hardship as a result of a crisis or emergency.</p> <p>The scheme was launched in 2013 when funding for discretionary welfare provision was transferred from the benefits system to local government and 'ring-fenced' for this purpose. Given that this funding no longer exists the cost of the LAN falls entirely on the Council's base budget. In the current financial context it is not considered sustainable to maintain expenditure on the LAN at the current level and a significant reduction is therefore being proposed.</p> <p>The Cabinet Member will be asked whether to agree to the further reduction of LAN funding to a total of £200,000 per annum from April 2019. The decision will open a period of engagement to gather evidence to inform this decision in the context of an impact assessment and to establish the priorities for the use of this funding going forward.</p> |                                   |
| <p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>The LAN contributes to the West Sussex Plan objective for Stronger Communities. This proposal is one of several strategic options being put forward as part of the Council's budget process 2019/20 in light of the current financial challenges.</p>   |                                   |
| <p><b>Financial Impact</b></p> <p>If implemented, the proposal would involve a saving of £0.607m</p>   |                                   |

**Recommendation**

The Cabinet Member for Adults and Health is recommended to approve process of engagement with providers and stakeholders, which may result in a reduction in the budget for the LAN to £200,000 per annum from 2019/20 onwards.

**Proposal**

**1. Background and Context**

- 1.1 The LAN was established in 2013 when the Department of Work and Pensions abolished a number of discretionary elements of the benefits system, and transferred the responsibility for providing discretionary assistance to Local Government. The discretionary benefits involved included Community Care Grants and most elements of the Social Fund. At the same time the Government transferred levels of funding previously committed to these benefits to upper tier authorities as part of a 'ring-fenced' fund. When established in 2013, the ring-fenced fund which the government transferred to the Council was in excess of £1m per annum.
- 1.2 The principle behind the LAN is to provide discretionary services to households facing hardship as a result of a crisis or emergency. The aim is to provide immediate and short-term assistance in practical ways. Typically this involves provision of food, utility top-ups, furniture, white goods or household equipment. No financial assistance is available, although in some circumstances providers offer low value supermarket store cards to purchase essential items.
- 1.3 LAN applicants must apply directly to providers for assistance who operate the scheme on a discretionary basis, without any formal eligibility criteria beyond the principles previously described above. A leaflet describing the scheme is available as a background paper.
- 1.4 The Government ceased to provide 'ring-fenced' funding for discretionary welfare schemes in 2015. Since then the Council has continued to fund the LAN, albeit at a reducing level. A summary of spending on LAN together with applicants assisted is provided in the table below.

| Year    | Applications Accepted | Total Expenditure |
|---------|-----------------------|-------------------|
| 2013/14 | 5749                  | £1.06m            |
| 2014/15 | 6033                  | £1.181            |
| 2015/16 | 5369                  | £0.892m           |
| 2016/17 | 4455                  | £0.877m           |
| 2018/19 | 4976                  | £0.784m           |

## 2. Proposal Details

- 2.1 In view of the discretionary nature of this service and in view of the financial context it is proposed that the Council funding for the LAN in 2019/20 should reduce to £200,000 per annum. Prior to implementing this reduction it is proposed that a process of engagement should take place involving providers, district and borough councils, voluntary sector agencies and other affected stakeholders. The purpose of this will be to conduct an impact assessment and to establish priorities for the use of LAN funding in 2019/20 and beyond.
- 2.2 There is a good deal of crossover between the LAN and the provision of housing related support. Several of the principal LAN providers are also commissioned to provide housing related support. Equally there is a crossover with clients using both services since many LAN service users have experienced or are threatened with homelessness. For this reason it is proposed that the process of engagement about changes to the LAN service should run, at least in part, in tandem with the process being established for housing related support. This is set out at (*Decision Report Reference xxx*) and involves the oversight of the West Sussex Strategic Housing Group. At the same time there are a number of key agencies involved in the LAN which operated outside the supported housing sector, for example the Citizens Advice Bureau. This will require a parallel process of engagement in order to carry out a full impact appraisal.
- 2.2 The purpose of the process of engagement will be to determine the most effective way of delivering discretionary welfare to households facing crisis or emergency situations within the constraints of a reduced budget. The approach will explore the various options which exist to adapt the current scheme and the potential for making more use of capacity and resources which may be available elsewhere in the public and voluntary sector.
- 2.3 The timescale within which the engagement process will be completed, impact appraisals undertaken and final decisions made will be December 2018.

## Factors Taken Into Account

### 3. Consultation

- 3.1 The overall approach described in this report has been discussed and agreed by the West Sussex Leaders' Board as part of a wider discussion on strategic budget options and future funding of housing related support.
- 3.2 This decision report is due to be considered at the Health and Adult Social Care Select Committee on 27 September, with more detailed proposals subject to scrutiny at a further meeting of the Select Committee in November 2018.
- 3.3 In addition to the above 'structured' consultation with key stakeholders, the County Council welcomes views from the wider community and has established a generic mailbox to receive individual or community comments. This mailbox is [LocalAssistanceNetwork@westsussex.gov.uk](mailto:LocalAssistanceNetwork@westsussex.gov.uk)

#### 4. Financial (revenue and capital) and Resource Implications

##### 4.1 Revenue consequences of proposal

|                      | Current Year<br>2018/19<br>£m | Year 2<br>2019/20<br>£m | Year 3<br>2020/21<br>£m | Year 4<br>2021/22<br>£m |
|----------------------|-------------------------------|-------------------------|-------------------------|-------------------------|
| Revenue budget       | 0.807                         | 0.807                   | 0.200                   | 0.200                   |
| Change from Proposal | Nil                           | -0.607                  | Nil                     | Nil                     |
| Remaining budget     | 0.807                         | 0.200                   | 0.200                   | 0.200                   |

4.2 If the LAN budget for 2019/20 is reduced to £0.2m there will be an annual revenue saving of £0.607m.

#### 5. Legal Implications

5.1 As previously indicated, this is a discretionary role which the Council has a power rather than a duty to provide. The Council has no statutory housing function or responsibility for addressing homelessness or destitution. Its obligations are found in legislation relating to children and to adults with care needs.

#### 6. Risk Assessment Implications and Mitigations

6.1 The key risk involved with this process revolves around the quality of the consultation and the effectiveness of the engagement with providers and stakeholders.

6.2 A reduction in the capacity of the LAN does involve a risk of increasing demands upon statutory services, whether provided by the Council itself or within the wider public sector. Accurately forecasting the risks associated with this will be a key element of the consultation and this will ultimately depend on the effectiveness of the partnership process which will be overseen by the West Sussex Strategic Housing Group.

#### 7. Other Options Considered

7.1 The nature of the decisions recommended allows for the potential for a range of options to be considered prior to a final decision in December. At this stage no other options are being considered.

#### 8. Equality and Human Rights Assessment

8.1 The Equality Act requires the Council to promote equality and to eliminate discrimination, paying particular regard to the need for equality of opportunity for those that share a protected characteristic and those who do not. An Impact Appraisal which addresses this will form part of the engagement process.

## **9. Social Value and Sustainability Assessment**

- 9.1 Almost all of the organisations which participate in the LAN are third sector, not for profit organisations. These organisations provide additional social value to West Sussex by attracting additional inward investment in the form of public grants and charitable fundraising as well as social capital in the form of volunteering and campaigning activity.
- 9.2 An assessment of Social Value and Sustainability will form part of the Impact Appraisal.

## **10. Crime and Disorder Reduction Assessment**

- 10.1 An assessment of the relevance of LAN to Crime and Disorder reduction will form part of the Impact Appraisal.

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**Appendices** None

**Background papers:** None

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|  |                                   |
|--|-----------------------------------|
| <b>Cabinet Member for Adults and Health</b>  | <b>Ref No:</b>                    |
| <b>September 2018</b>  | <b>Key Decision:</b>              |
| <b>Minimum Income Guarantee for Working Age Adults</b>   | <b>Part I:</b>                    |
| <b>Report by Executive Director Children, Adults, Families, Health and Education and Interim Director of Adults' Services</b>  | <b>Electoral Division(s): All</b> |
| <p><b>Summary</b></p> <p>The Care Act 2014 requires local authorities, for people receiving publicly arranged care and support, that they have sufficient money to cover day-to-day living costs. Up until now, the Council has set its level above the statutory minimum set by the government. In view of the financial situation facing the Council this concession can no longer be afforded and so the proposal is to reduce the Minimum Income Guarantee in line with the statutory minimum.</p> |                                   |
| <p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>A council that works for the community - the change will make arrangements for assessing customer contributions equitable between different client groups, generating additional income that will help the Council manage the financial challenges that it is facing.</p>   |                                   |
| <p><b>Financial Impact</b></p> <p>This proposal will result in working age adults contributing in the region of an additional £0.4m per year towards the cost of their social care. Some of this will accrue to the clinical commissioning groups in West Sussex because it will impact upon pooled budgets. The benefit for the Council will be in the region of £0.3m per year.</p>  |                                   |
| <p><b>Recommendations</b></p> <p>The Cabinet Member for Adults and Health is recommended to approve a process of engagement with those working age adults who require a financial assessment of customer contributions who are receiving Council arranged care and support other than in a care home, with a view that this be based on the statutory Minimum Income Guarantee with effect from 1 April 2019.</p>  |                                   |

## Proposal

### 1. Background and Context

- 1.1 Under the Care Act 2014 people who receive local authority arranged care and support are required to pay a means-tested contribution towards the cost of that care. This is determined by a financial assessment. For customers who do not live in a residential care home, the Council is obliged to ensure that they have an amount of money sufficient to cover day-to-day

living costs. This amount is known as the Minimum Income Guarantee (MIG). Charges cannot reduce people's income below that figure, though local authorities can allow people to keep more of their income if they wish. Historically the Council has applied MIG at the statutory minimum for older people, but has allowed a more generous level for adults of working age.

## **2. Proposal Details**

- 2.1 The Council's application of MIG could be seen as inequitable in that a concession is made for customers of working age, but not for older people. As a result that cohort of people has been able to keep relatively more of their income. While this was possible to justify in the past, the nature of the financial challenge facing the Council makes its continuation much harder to support. Consequently it is proposed to end this concession with effect from 1 April 2019 by bringing the MIG allowance for working age customers receiving Council arranged care and support other than in a care home in line with the statutory minimum. This will result in those who are assessed to make a contribution towards the cost of their care paying more.
- 2.2 The precise effect of this will depend on the level of the MIG which Government sets for 2019/20. This is likely to be announced early in 2019. Based on the position in 2018/19, the increase for a single person would be £5.28 per week (the MIG would reduce from £136.96 to £131.68) and £8.04 for a couple (£201 rather than £209.04).

## **Factors Taken Into Account**

### **3. Consultation**

- 3.1 The overall approach described in this report has been discussed and agreed by the West Sussex Leaders' Board as part of a wider discussion on strategic budget options.
- 3.2 The Council will consult with customers who will be impacted by this decision and welcomes views from the wider community and has established a generic mailbox to receive individual or community comments. This mailbox is [Minimum.Income.Guarantee@westsussex.gov.uk](mailto:Minimum.Income.Guarantee@westsussex.gov.uk).

### **4. Financial (revenue and capital) and Resource Implications**

- 4.1 Revenue consequences of proposal

Assessment of financial contributions will remain means-tested. Consequently a completely precise budget impact cannot be stated at this time, since it will depend on:

- Customer means
- The number of customers of working age
- The statutory minimum published by Government for 2019/20

In addition it is important to note that part of the benefit will accrue to the local clinical commissioning groups because of pooled budgets impacts within Learning Disabilities and Working Age Mental Health.



Nevertheless, if the proposal was to be applied to the customer group as it existed in December 2017, the effect on income would be as follows:

|                      | Current Year<br>2018/19<br>£m | Year 2<br>2019/20<br>£m                            | Year 3<br>2020/21<br>£m                            | Year 4<br>2021/22<br>£m                            |
|----------------------|-------------------------------|--|--|--|
| Revenue budget       | N/A                           | 4.3  | 4.3  | 4.3  |
| Change from Proposal | N/A                           | 0.4 of which<br>0.1 would<br>arise for the<br>CCGs | 0.4 of which<br>0.1 would<br>arise for the<br>CCGs | 0.4 of which<br>0.1 would<br>arise for the<br>CCGs |
| Remaining budget     | N/A                           | 4.6  | 4.6  | 4.6  |

#### 4.2 The effect of the proposal

Based on the position at the end of December 2017, around 1,700 working age customers will be affected. For those who are single, the outcome will be that they are charged an additional £275 per year towards their care costs and £420 for those who are part of a couple.

#### 4.3 Future transformation, savings/efficiencies being delivered

An ongoing £0.3m saving will be achieved for the Council.

#### 4.4 Human Resources, IT and Assets Impact

There will be no impact in these areas.

### 5. Legal Implications

#### 5.1 Paragraph 8.42 of the **Care Act 2014** states:

Because a person who receives care and support outside a care home will need to pay their daily living costs such as rent, food and utilities, the charging rules must ensure they have enough money to meet these costs. After charging, a person must be left with the minimum income guarantee (MIG), equivalent to Income Support plus a buffer of 25%.

The proposals are consistent with that requirement.

### 6. Risk Assessment Implications and Mitigations

#### 6.1 The key risk involved with this process revolves around the quality of the consultation and the effectiveness of the engagement with stakeholders.

### 7. Other Options Considered (and Reasons for not proposing)

#### 7.1 At this stage no other options are being considered.

**8. Equality and Human Rights Assessment**

- 8.1 The Equality Act requires the Council to promote equality and to eliminate discrimination, paying particular regard to the need for equality of opportunity for those that share a protected characteristic and those who do not. An Impact Appraisal which addresses this will form part of the engagement process.

**9. Social Value and Sustainability Assessment**

- 9.1 An assessment of Social Value and Sustainability will form part of the Impact Appraisal.

**10. Crime and Disorder Reduction Assessment**

- 10.1 An assessment of the relevance of MIG to Crime and Disorder reduction will form part of the Impact Appraisal.

**Contact Officer:** Deborah Robinson, Lead Adults Service Improvement.

**Appendices:** None

**Background papers:** None

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|   |                                   |
|---|-----------------------------------|
| <b>Cabinet Member for Adults and Health</b>   | <b>Ref No:</b>                    |
| <b>October 2018</b>   | <b>Key Decision:<br/>Yes</b>      |
| <b>Adults in-house social care provision – ‘Choices for the Future’</b>   | <b>Part I</b>                     |
| <b>Report by Executive Director of Children, Adults, Families, Health and Education and the Interim Director of Adults’ Services</b>  | <b>Electoral Division(s): All</b> |
| <p><b>Summary</b></p> <p>West Sussex County Council provides a wide range of social care services across West Sussex. Some are provided directly by the Council which are referred to as in-house services and others are provided in partnership with other organisations. The in-house services include day centres, residential homes and a Shared Lives scheme.</p> <p>Adults’ Services in-house social care services are currently made up of twenty one building-based services, with 900 people using services, 500+ staff, a county-wide Shared Lives service with 90 paid carers and a budget of nearly £13m.</p> <p>The ‘Choices for the Future’ project aims to develop sustainable and effective social care services that support the statutory duties of Adults’ Operations, Life-long Services and ensure appropriate supply as part of the wider Children, Adults, Families, Health and Education (CAFHE) strategic commissioning priorities. The project also works closely across directorates including the One Public Estate (OPE) and Community Hub initiatives to ensure a coordinated approach to delivery and that the space is maximised to provide best use and benefit for each local population.</p> <p>There is a need to change the way the Council delivers services to better meet the needs of people in West Sussex in the future as society is changing and people are living longer. How the resources are currently organised and buildings used no longer fits the changing needs of the people who use the service. If the Council does nothing, the current building stock will need an estimated £15m spend in the next 10 years in order to maintain it as it is – this would not make them any more accessible or change the way they can be used.</p> <p>Whilst these services are currently separated as ‘older people’ and ‘learning disability’ services the reality is that these services span the range of ages and diagnoses (including an increasing number of older people with a learning disability and a diagnosis of dementia).</p> <p>The service needs to be flexible, responsive and above all see people for who they are and what they can do. By changing the way the Council organises the service and how resources are used (staff, buildings and transport) the service will have increased ability to support people to build on their strengths, meet people’s needs irrespective of their ‘label’ and maintain what people can already do. This would also include connecting people into work, volunteering, education or using community based services and groups.</p> |                                   |

People should also be supported to be part of where they live, in their own community and to ensure they can be as independent in their daily lives as possible. For people who have to travel to their services the majority of people will either experience a reduction in travel time (40%) or have no difference in current travel time (51%).

The proposals are **not** about closing or reducing services, but ensuring that they can better meet the changing needs of people in West Sussex in the future.

The main themes from engagement were that people wanted a flexible, responsive service; a recognition of individual needs; and the importance of allowing enough time to plan any changes with the people who use the services so that any impact they may experience would be managed effectively. The detailed outcomes from the engagement are attached as **Appendix A**.

**West Sussex Plan: Policy Impact and Context**

West Sussex has an ageing population which will continue to grow. As the population grows, increasing numbers of older people are likely to need more care and a greater helping hand in order to live well.

The Council is committed to working creatively and closely with partners and the voluntary sector to support communities and to help people stay independent for longer.

The West Sussex Plan 2017-2022 serves as the overarching document that supplies the “golden thread” needed to ensure directorate, team and project plans resonate with and contribute to meeting its priorities and outcomes. It sets out its corporate commitments over the next five years within five key overarching themes. These set out a plan and priorities that address populations in West Sussex as a whole, with an ambition to “keeping residents safe, developing our economy and providing opportunities for all”<sup>1</sup>.

Work was done during 2016 and 2017 to engage with a number of key stakeholders to produce a set of ‘success factors’ for the project that contributed to the key priorities in the West Sussex Plan 2017-2022. These then formed the basis for a set of service principles that informed the development of the ‘Choices for the Future’ proposals developed for the in- house Social Care services and are summarised as follows:

|  |  |
|--|--|
| <p><b>Putting the person first</b><br/> <i>Independent for later life</i><br/> <b>A prosperous place</b></p> | <ul style="list-style-type: none"> <li>• Reaching people earlier and being more accessible in local communities;</li> <li>• Helping people access community solutions and improve their connections with others to reduce isolation and loneliness;</li> <li>• To focus on need rather than customer groups and help people maximise their strengths to develop and maintain skills that will support independence and control;</li> <li>• Emphasizing the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible</li> </ul> |
| <p><b>Best use of resources</b></p>  | <ul style="list-style-type: none"> <li>• Contribute to sustainability in the social care market place</li> </ul>   |

***A strong and sustainable place  
A council that works for the community***

- Actively seek to build partnerships in the community to provide local solutions

### **Financial Impact**

The proposals will deliver on-going annual savings of £0.75m by 2020/21.

### **Recommendations (please refer to Appendix B)**

The Cabinet Member for Adults and Health is asked to approve:

- 1) The following day service changes are implemented:
  - transfer existing services at Glen Vue and Maidenbower to Shaw (Deerswood and Burley's Wood) and through other providers/individual solutions as identified (complete by March 2019);
  - full feasibility studies to determine the best use of existing leases at Glen Vue and Maidenbower to ensure the best option going forward; working closely with external groups currently using this space so they may continue to provide their valuable service in their local communities;
  - merge provision at the Wrenford Centre with current Chestnuts Day Centre and Judith Adams sites (complete by June 2019);
  - merger of Coastal Enterprise, Coastal Workshop Rustington and Oaks into Laurels, Rowans and Glebelands (complete by March 2020);
  - merger of provision at Pines to Laurels, Rowans and Glebelands (by November 2020).
- 2) The alignment of all decisions and capital investment required for the proposed 24hr/residential services with County Council's strategic priorities and Adults' Commissioning Plan. This is to include the rebuild of the Pines and Strawford day centres on 24hr/residential service sites. Plan to be developed by April 2019.
- 3) That a consultation on any proposed implementation of reconfigured 24hr residential service provision incorporating two new day opportunity sites is carried out. To commence with the 2019 to 2020 budget year.

## **Proposal**

### **1. Background and Context**

- 1.1 Historically changes and developments to Adults In-house Services have been made in isolation. Plans for service changes have focused on separate customer groups (e.g. Learning Disabilities and Older People) and individual geographical areas only. Over the last 10 years around 11 separate reviews have been undertaken<sup>2</sup>; not all reviews were completed and, while some

<sup>1</sup> West Sussex Plan 2017-2022 – page 2

delivered an efficiency saving, a revised staffing structure and/or service specification these reviews did not address:

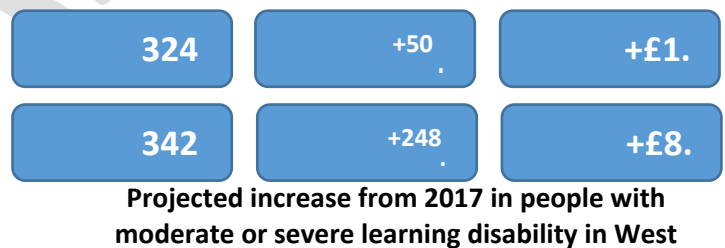
- the changing and cross-cutting needs across customer groups (e.g. increase in older people with learning disabilities, and diagnosis of dementia);
- efficiencies available by bringing customer groups together and sharing resources (e.g. buildings, transport ,staff);
- how in-house service provision should fit with the wider strategic delivery of localised care provision to meet future demand and contribute to the West Sussex Plan priorities.

1.2 Services are perceived as being in a state of “perpetual review” and this has made it extremely difficult to attract investment needed from Capital and Corporate budgets, or develop any service vision outside ‘single issue’ reviews. This came out very strongly from engagement with staff, users of services and their families throughout this project. It is therefore vital that moving forward all recommendations made within this project continue to be closely aligned, monitored and reviewed within the context of the Adults’ Strategic Commissioning priorities.

1.3 West Sussex has a greater than average proportion of people aged over 65, relative to the total population. This is most significant for the proportion of the total population that are aged 85 and over. This will continue to be the case over the next 20 years.

|                  | 65-74 | 75+-84 | 85+  |
|------------------|-------|--------|------|
| West Sussex 2027 | 12.0% | 9.7%   | 4.4% |
| West Sussex 2037 | 13.5% | 10.2%  | 6.5% |
| England 2027     | 10.0% | 7.5%   | 3.1% |
| England 2037     | 11.2% | 8.0%   | 4.6% |

1.4 There are an estimated 3,194 adults with a moderate or severe learning disability in West Sussex with an increase of roughly 9% by the year 2030<sup>3</sup>.



1.5 This is a relatively small increase in the number of individuals with a learning disability. However, the complex needs of people with moderate or severe learning disabilities can result in high costs of care. In addition, the provision of services is likely to be required over many years, as medical advances are increasing the life expectancy of people with a learning disability. People with a moderate or severe learning disability will need help in relation to their mobility, personal care and/or communication. They are likely to be in receipt

<sup>2</sup> Best Value Review of Day Services (2006), Day Services Review (2007), Developing Day Activities Project (2009), Ball Tree Croft residential home, New Days New Ways LD day services review (2012), 2 reviews of New Tyne (2010 and 2015), 2 reviews of Marjorie Cobby House (2012 and 2016), Review of Specialist Day Services (2015), Burnside Day Centre (2014 – ongoing).

<sup>3</sup> (There’s no reference to costs in the text!)

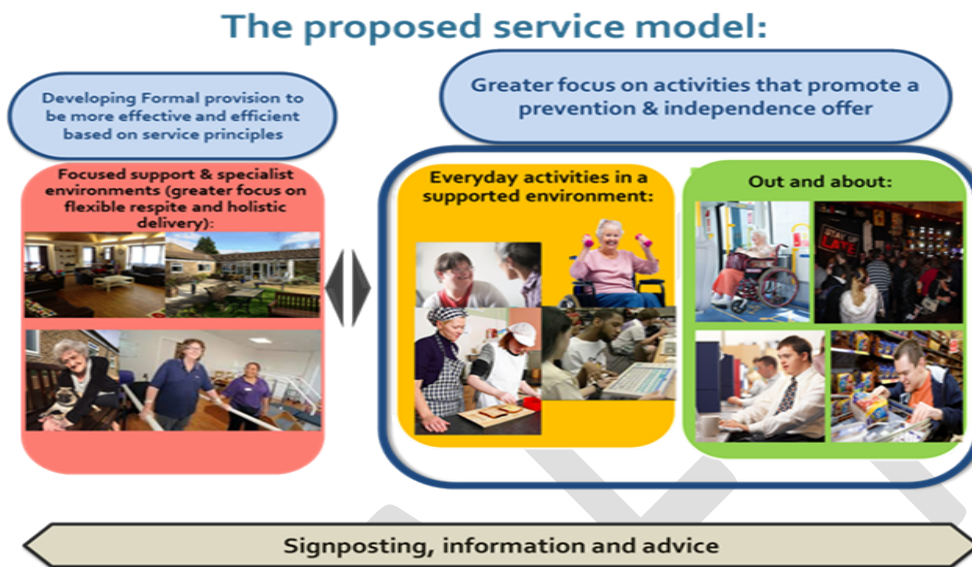
of support, provided formally through public services or informally by family or friends.

- 1.6 The 'Choices for the Future' project launched in 2016, forms part of the wider CAFHE Transformation programme. It works closely across all of the current Adults' Transformation projects: e.g. Adults' Commissioning Strategy, Lifelong Services, Community-led Support, Technology Enables Lives (TELS) etc., as well as other directorate and corporate initiatives. This project is also aligned with work on the reconfiguration of the Shaw contracts. The work in this project considers how best to develop and deliver service solutions & customer outcomes that:
- contribute to the delivery of objectives and ambitions in the West Sussex Plan, CAFHE and Adults' Transformation programme; and
  - contribute to sustainable and effective service solutions as part of the wider Adults' Strategic Commissioning Plan.
- 1.7 The main objective of this project is to propose a model of modernisation to ensure that services are developed and delivered so they meet the changing needs and aspirations of people requiring the Council's support both now and in the future.
- 1.8 Following extensive engagement with customers, families and staff, over the last two years officers have worked with budget holders to:
- meet the outcomes wanted by people who use them and their families/carers;
  - ensure compliance with legislation (e.g. Care Act 2014);
  - reflect national and local best practice;
  - define the purpose and function of an in-house service provision;
  - meet future need so that in-house services compliments, but does not unnecessarily duplicate, what the market can provide;
  - use resources more effectively through the rationalisation of building usage and having a focus on population and need through joint service planning across customer groups. This includes building replacement, disposal and capital investment at some sites;
  - increase reablement and prevention and independence focused services including a greater emphasis on short term community based day opportunities;
  - contribute the priorities detailed in the West Sussex Plan 2017-2022.

## **2. Proposal Details**

- 2.1 The proposals included an aspiration that a full programme of rationalisation across day services would be implemented and solutions to ensure the sustainability of residential services are achieved across the in-house provision. The service proposals were detailed in the 'Choices for the Future' booklet.

2.2 The proposed service model is illustrated as follows:



2.3 The principles that the model are built on is as follows:

| <b>Putting the person first</b><br><i>Independent for later life</i><br><i>A prosperous place</i>   | <b>Best use of resources</b><br><i>A strong and sustainable place</i><br><i>A council that works for the community</i>  |
|---|---|
| <b>New features of the service model</b>  | <b>Key deliverables</b>   |
| <ul style="list-style-type: none"> <li>• Focusing on what people can do – their strengths and potential</li> <li>• To put the people using the services at the heart of decision making.</li> <li>• Provide services based on inclusivity and excluding people based on age and disability</li> <li>• Increasing peoples connections to their community – this may include connecting people into work, volunteering, education or using community based services and groups.</li> <li>• Building on and developing skills in the area that people live to improve their local knowledge, experiences and opportunities</li> <li>• Being involved in and at the heart of communities</li> </ul> | <ul style="list-style-type: none"> <li>• Flexible and quick responses – may include emergency responses, avoiding carer breakdown and acting as provider of last resort across the agreed provision when needed.</li> <li>• An increase in short stay outcome focused beds in residential, with long stay focusing on people with complex physical and behavioural needs</li> <li>• More day share and short stay opportunities in Shared Lives for older people and adults with a Learning Disability.</li> <li>• Less reliance on “specialist” buildings – from 21 to 13 – more outreach work</li> <li>• Increase people’s ability to travel independent and make best use of any transport provided directly by the service</li> <li>• Partnership building – working and collaborating with other organisations to deliver better outcomes for people.</li> <li>• Measurable performance data that evidences the success and value of the services to Adult Services and the WSCC plan</li> </ul> |

2.4 This work would be split into 3 distinct phases:

| Activity block  | Years                 |
|---|-----------------------|
| <b>Activity block 1</b> – Remodelling of Day Service provision and implementation of new Day Opportunity service. | 1 to 3 – 2018 to 2021 |



|  |                       |
|--|-----------------------|
| <b>Activity block 2</b> – Aligning decisions/capital investment for 24hr residential service with strategic priorities and Adults’ Commissioning Plan.       | 1 - 2018-2019         |
| <b>Activity block 3</b> – Consultation on and implementation of reconfigured 24hr residential service provision incorporating two new day opportunity sites. | 2 onwards - from 2019 |

2.5 The decision on the proposals did not occur in July 2018 as originally planned and was been moved to October in the County Council’s Forward Plan of Key Decisions. A revised high level 5 year plan showing estimated completion dates in each year is attached as **Appendix B.**

## Factors Taken Into Account

### 3. Consultation

- 3.1 During 2016 and 2017 officers spoke to approximately 800 people as part of the initial scoping of the project. This engagement focused on what was and what was not working within current services and what people thought “good” looked like for them in terms of future provision.
- 3.2 In summary, customers fed back that they would like to do more and be as independent as possible, do “everyday activities” and be supported to achieve this in the way that is right for them. This included doing more in their local community and supporting them to live the life they want.
- 3.3 Common themes across this engagement activity showed that people wanted a service that:
- Allows easy and quick access to help and support
  - Is local and easy to find (part of the community)
  - Is flexible and responds to what customers and families/carers need
  - Provides services to the community - not just one customer group (mixed use of buildings)
  - Can support the prevention and independence agenda - some of whom may only require a short-term service
  - Integrates and works with the wider community and helps people to access what is available where people live
  - Keeps specialist environments where needed
  - Makes the best use of the resources we have
  - Gets appropriate information and advice quickly and easily to customers and their families carers
- 3.4 All of the outputs from this initial engagement directly informed the service principles on which the proposals were shaped. These proposals formed the basis of the engagement during April and May 2018. The ‘Choices for the Future’ engagement results (Appendix A) gives full detail of the scope of engagement which has been undertaken for this project and full subsequent results from that engagement.
- 3.5 More than 450 people have completed the survey with 92% of those who took part supporting the principles of the service proposals. 154 (34%) identified themselves as a user of a service. 46% of respondents agreed

with the detailed proposals themselves, whilst 37% disagreed, and the remaining 17% were unsure.

- 3.6 It is important to note that over a quarter of the total responses (26%) were in relation to Glen Vue day centre and the majority of these respondents identified as either a member of the public or a representative of a voluntary, health or independent organisation. These responses focused on the concern of losing the functionality of the building in relation to the various community groups currently using the space. This would not be the case and the Council fully recognises the need to work very closely with Mid Sussex District Council which owns the building and all groups currently sharing the space at Glen Vue to identify the best option going forward so these groups may continue to provide their valuable services.
- 3.7 In addition to the survey, 190 people attended 14 sessions to hear what families and carers thought. A further 210 people who currently use the services, also attended 20 sessions to give their views.
- 3.8 The main themes in the feedback were that people wanted a flexible, responsive service; a recognition of individual needs; and the importance of allowing enough time to plan any changes with the people who use the services so that any impact they may experience would be managed effectively.
- 3.9 Prior to the final analysis the proposals were considered at the Health & Adult Social Care Select Committee on 22 June 2018.
- 3.10 Following consideration by the Committee, the following recommendations were agreed:
  - I. Asks the Chairman to write to the Cabinet Member for Adults and Health informing her that the Committee recognises that closing facilities will always be an unpopular choice, but can be managed by maintaining and valuing existing relationships with service users, carers and staff. The Committee asks for an assurance that necessary services will continue to be provided for those residents that require them and that any impact regarding transport is mitigated appropriately. The Committee also asks for assurance that when mixing user groups, detailed planning to cater for different needs, the provision of any specialist equipment and access to suitable available space, with appropriately trained staff will be provided and that the necessary management of sharing space and transport is undertaken
  - II. Asks that locality information, as requested during the debate, is provided
  - III. Asks for updates at the end of each year of the five year programme to ensure that the Committee's comments to the Cabinet Member are being addressed and in light of this, decide whether any further formal scrutiny is required
- 3.11 The response from the Cabinet Member for Adults and Health can be found as **Appendix C**.

3.12 **Appendix A** gives a full account of the response and mitigation to the concerns raised during the engagement process. This can be summarised as follows:

DRAFT

| Concern raised:   | Response and mitigation  |
|---|--|
| <p><b>The impact the changes will have on people using the services</b></p> | <ul style="list-style-type: none"> <li>• The County Council is committed to co-producing the delivery of the proposed service model.</li> <li>• The Council has allowed for a minimum of six to nine months lead-in time for each day service merger</li> <li>• The design and reconfiguration of buildings will occur during the lead-in period and people's views will be sought</li> <li>• Transition teams will be in place for the day services element. Support that people need to transition to the agreed service will be a key element of this.</li> <li>• Representation from people who use the service and their families/carers will be sought.</li> <li>• There will be an inclusive review to assess everyone's needs prior to any transition being agreed.</li> <li>• Co-production discussions for the 24hr/residential part of the service are likely to start during the 2019-2020 financial year.</li> <li>• There will be ongoing involvement, engagement and review of the progress of the Adults' in-house day service changes and consultation on any closure and subsequent rebuild of Adults' in-house residential sites.</li> </ul>  |
| <p><b>Impact of bringing together people with different needs:</b></p>      | <ul style="list-style-type: none"> <li>• People's needs are changing and people are living longer and later in life – this will continue to increase.</li> <li>• Whilst in-house services are currently separated as 'older people' and 'learning disability' - services span the range of ages and diagnoses (including an increasing number of older people with a learning disability and a diagnosis of dementia).</li> <li>• In Adults' in-house learning disability residential homes more than 40% of people are over 65, with a range of age related conditions (including dementia).</li> <li>• Adults' in-house learning disability day services have 56 people (15%) over 65 of which over 40% of those have a diagnosis of dementia. In the next few years (if all remains the same) the number of people over 65 in learning disability day services would increase to 109, equating to almost a third of the total number of people receiving a service.</li> <li>• This has led to some of the older people using the learning disability day services receiving their service at the Council's specialist day services (Laurels and Judith Adams). In addition a number of younger people using the learning disability day services are now volunteering in the Council's specialist day services.</li> <li>• Careful consideration will be given to how best the Council uses space to meet the different needs of people. This will be similar to what it already does in its learning disability buildings where there are often three to four separate areas to ensure individual needs can be met.</li> <li>• Extension of initiatives such as the <a href="#">Buddy outreach group</a> developed at Burnside day centre which brings older people and adults with a learning disability together.</li> <li>• A good example of where this approach has been implemented and is working well externally can be found at <a href="http://www.tricuro.co.uk/">http://www.tricuro.co.uk/</a></li> </ul> |

|   |   |
|---|---|
| <b>Loss of friendship groups</b>                              | <ul style="list-style-type: none"> <li>• It is recognised that this is of high importance to many people and at the planning stage the Council will work very closely with people to sustain existing friendships where people want to do so. The transition teams will also ensure a focus on this element.</li> <li>• The Council will also work with people to form new friendships and connections in their local community.</li> </ul>   |
| <b>Loss of respite provision for families and carer's</b>     | <ul style="list-style-type: none"> <li>• The Council recognises the importance of respite care and is committed to ensure that these proposals do not have any significant impact on the current levels that families/carers currently receive.</li> <li>• It is also intended to increase the amount of 'on the day' bookable day time breaks that are available in the Adults' in-house day services and increase the number of short stay beds in the Council's residential/24hr services.</li> </ul>  |
| <b>Increase in travel time to access the service</b>          | <ul style="list-style-type: none"> <li>• For people who have to travel to their services, 40% of people will either experience a reduction in travel time whilst 51% will have no difference in current travel time.</li> <li>• For the 9% who may experience a small increase in journey time all appropriate options will be explored.</li> </ul>   |
| <b>Changes are being led by savings and are a 'done deal'</b> | <ul style="list-style-type: none"> <li>• Whilst there are efficiencies from these proposals, this was not the primary driver. Reasons also include meeting outcomes for people, align with the Care Act 2014, reflect national and local best practice, meeting future needs, use resources most effectively and contribute to the priorities in the West Sussex plan 2017-2022.</li> <li>• The proposals are not a 'done deal' but do represent a detailed and wide ranging piece of work that has produced evidence-based solutions to ensure a sustainable approach to providing services</li> </ul> |
| <b>Limited time to engage sufficiently</b>                    | <ul style="list-style-type: none"> <li>• Whilst the Council recognises that the engagement period may appear short, its proposals for each area were developed around a set of Service Principles which came out of engagement with staff, people who use services, families and carers, Council Members and others over the past two years.</li> <li>• However the Council recognises that these proposals may have benefited from a longer engagement period and it will ensure that this learning is applied to any future engagement activity.</li> </ul>   |

#### 4. Financial (revenue and capital) and Resource Implications

Revenue consequences of proposal

4.1 The budget agreed by the Council in February 2018 assumed that 'Choices for the Future' would deliver on-going annual savings of £0.75m. The day service proposals will deliver that outcome as the table below shows:

4.2

|                      | Current Year<br>2018/19<br>£m | Year 2<br>2019/20<br>£m | Year 3<br>2020/21<br>£m | Year 4<br>2021/22<br>£m |
|----------------------|-------------------------------|-------------------------|-------------------------|-------------------------|
| Revenue budget       | 12.8                          | 12.8                    | 12.23                   | 12.05                   |
| Change from Proposal | 0                             | -0.57                   | -0.18                   | 0                       |
| Remaining budget     | 12.8                          | 12.23                   | 12.05                   | 12.05                   |

4.3 *Capital consequences*

|                      | Current Year<br>2018/19<br>£m<br>(Day Services) | Year 2<br>2019/20<br>£m<br>(Day Services) | Year 3<br>2020/21<br>£m               | Year 4<br>2021/22<br>£m               |
|----------------------|---|---|---------------------------------------|---------------------------------------|
| Capital budget       | 0.6   | 2.4                                       | 24hr/residential capital to be agreed | 24hr/residential capital to be agreed |
| Change from Proposal | 0   | 0   |                                       |                                       |
| Remaining budget     | 0.6   | 2.4                                       |                                       |                                       |

4.4 The capital investment expenditure required (£3m) for the day service mergers has been agreed as part of the wider Asset Strategy and added to the capital programme. This is to ensure the remaining day opportunity sites proposed can cater to varying needs, deliver the agreed 'success factors' and are sustainable and fully accessible longer-term.

4.5 For the existing residential homes, capital funding requirements will be considered as part of the plan for those services, which will be developed by April 2019.

Human Resources, IT and Assets Impact

4.6 By their nature, the proposed changes in service delivery will have an impact on staff and how they work.

4.7 The new staffing model will therefore be designed to fully support the services principles, implementation plan and produce a flexible workforce which can:

- develop and manage the service in line with the new delivery principles and meet the performance targets set in service level agreements;
- focus on the customers' needs and provide a flexible and effective response (including provider of last resort functions);
- directly support individuals to access community-based opportunities as well as within the Council's service buildings;
- provide access to short-term reablement/enablement focussed day opportunities; and
- offer flexible transport services with driving and escorting delivered by provider services.

4.8 Ways of working will need to need to change and any impacts following a Cabinet Member decision to proceed will include formal staff consultation and full involvement of the union, UNISON.

## 5. Legal Implications

5.1 None

## 6. Risk Assessment Implications and Mitigations

6.1 The service proposals in section 2 set out the desired changes moving forward.

6.2 The table detailed in **Appendix D** sets out the expected benefits, the rationale for those benefits, the potential risk in delivery and how those risks would be managed.

6.3 This will be regularly reviewed and updated at each stage of the proposed implementation.

## 7. Other Options Considered (and Reasons for not proposing)

7.1 Options were considered against each of the agreed 'success factors' and a range of evidence were collated across the life of the project. This included population data, service usage information, unit costs, comparable provision in each and detailed condition and architect reports for each building.

7.2 An evidence matrix was the developed for each service. The evidence matrix considered the following for each service

### Is the current service model effective and efficient?

- 👤 Unique service offer (it has a strong market position)
- 👤 The service occupancy is good
- 👤 The service is full to capacity
- 👤 Predicted increase in demand is immediate
- 👤 The unit cost is competitive

### Is the current building suitable?

- 👤 Level of investment in building is reasonable
- 👤 The building meet changing customer needs/required delivery model
- 👤 The building space is well used
- 👤 The building location is good

7.3 The evidence base collated confirmed what had been suspected for some time:

- demand is predicted to increase across all geographic areas in the next 20 years although this happens earlier than others in some areas (e.g. Crawley Borough has one the lowest levels of current demand as well as the lowest increases in long-term support over the 5 and 20 years. This is a factor of the much younger demographic of Crawley);
- there is better external provision in some areas than others;
- there is some over provision in some service types (e.g. older people day services) and some under provision in others (i.e. short stay particularly in the north) in others within the current in-house services;
- in-house services were generally cost competitive around short stay, complex care and shared lives but more expensive for long stay beds and day services;
- learning disability residential & Marjory Cobby House is currently fulfilling a rising need for much more crisis and short stay requests;
- Peoples needs are changing and living longer – over 50% of people using the in-house residential services are over 65;
- buildings are generally under invested in and are not able to meet people’s needs in some places. An estimated £15m is required over the next five years for business as usual maintenance;
- 55% of the available space in the day service buildings is not being used and easily accessible – five out the seven Learning Disabilities day service buildings are placed on industrial sites.
- six of the seven in-house residential homes will not be able to meet the needs of people using the service over the next five years and four of those require a full rebuild.

7.4 Each service was considered individually across four main options. These options reflected the most common areas explored during local authority reviews of adults in-house provision reviews across the south east:

1. do nothing;
2. programme of outsourcing to external market across all in house services;
3. close non-statutory services (day services);
4. a full programme of rationalisation across day services and solutions to ensure the sustainability of residential services are achieved across the in-house provision

7.5 These were then considered against each of the agreed ‘success factors’ and an analysis of the benefits and risks was done for each option:

| <b>Success factors</b>  | <b>Option 1</b><br>Do nothing | <b>Option 2</b><br>Programme of outsourcing to external market across all in house services | <b>Option 3</b><br>Close non-statutory services (day services) | <b>Option 4</b><br>Full programme of rationalisation across day services and solutions to ensure the sustainability of residential services are achieved across the in-house provision |
|---|-------------------------------|---|--|--|
| <b>A. Reaching people earlier and being more accessible in local communities;</b>                       |                               |   |  |  |
| <b>B. Helping people access community solutions and improve their connections with others to reduce</b> |                               |   |  |  |



|   |  |  |  |  |
|---|--|--|--|--|
| isolation and loneliness;   |  |  |  |  |
| C. To focus on need rather than customer groups and help people maximise their strengths to develop and maintain skills that will support independence and control; |  |  |  |  |
| D. Emphasizing the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible |  |  |  |  |
| E. Contribute to sustainability in the social care market place   |  |  |  |  |
| F. Actively seek to build partnerships in the community to provide local solutions  |  |  |  |  |
| <b>Summary RAG</b>  |  |  |  |  |

- 7.6 Doing nothing (**Option 1**) is not a viable option given the projected demand upon services and state of the Council’s building stock. The areas of improvement needed will become worse and delivery will be untenable in around 50% of the Council’s buildings within five years.
- 7.7 Whilst there are a number of positives around **Option 2**, the current backdrop of market supply, fragility in some areas and lack of interest in short-term complex services means that this is not viable at present. However, continued exploration of opportunities to develop innovative partnerships with a range of providers and partners is part of the preferred approach.
- 7.8 **Option 3** creates the biggest risk around political and public opposition and costs would potentially increase. As sufficient supply in the market does not currently exist there would be no guarantee of finding solutions for people. It would reduce capacity as a whole within the social care market. In addition given that a large number of people using the services have complex needs there is a risk of increased family/shared lives breakdown due to the respite that day service services provide to families/carers not being available
- 7.9 **Option 4** represents the proposals that have been put forward. It is considered that this is only credible option that has the ability to fully deliver on the success factors and ensure full alignment with commissioning priorities across Adults’ Services and CAFHE as a whole.

**8. Equality and Human Rights Assessment**

- 8.1 An Equality Impact Report has been completed and this will be regularly reviewed and updated at each stage of the proposed implementation plan.
- 8.2 The proposals are built around service principles that were designed by people using the services, families and carers and have a strong focus on people’s strengths and delivering their desired outcomes. The new model will

no longer segregate customers by label and services will focus on delivering services that focus on customer outcomes.

- 8.3 Officers have worked closely with UNISON at each stage of the project and will continue to do so following a decision to implement to ensure a timely and clear staff consultation process that supports the service principles and implementation process.

**9. Social Value and Sustainability Assessment**

- 9.1 A Sustainability Appraisal has been completed and this will be regularly reviewed and updated at each stage of the proposed implementation plan. Summary shown below:

| Theme/subsection                                  | Result            | Applicable Questions |
|---|-------------------|----------------------|
| <b>Best Start in Life</b>                         | Very positive     | 100%                 |
| <b>Strong, Safe and Sustainable Place</b>         | Slightly positive | 100%                 |
| A Healthy Place                                   | Very positive     | 67%                  |
| A Safe Place                                      | Slightly positive | 33%                  |
| A Sustainable Environment                         | Very positive     | 100%                 |
| A Place of Culture, Heritage and Beauty           | Neutral           | 100%                 |
| <b>A Prosperous Place</b>                         | Very positive     | 75%                  |
| A Place where businesses thrive                   | Very positive     | 67%                  |
| Infrastructure that supports a successful economy | Very positive     | 100%                 |
| A great place to live, work and visit             | Very positive     | 50%                  |
| <b>Independence for Later Life</b>                | Very positive     | 100%                 |
| <b>A Council that works for the community</b>     | Very positive     | 100%                 |

**10. Crime and Disorder Reduction Assessment**

- 10.1 None

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**Appendices**

- Appendix A – ‘Choices for the Future’ outcomes from engagement in May 2018.
- Appendix B – 5 year plan - revised high level timeline of proposed changes
- Appendix C - response from the Cabinet Member for Adults and Health following HASC on 22<sup>nd</sup> June 2018.
- Appendix D - expected benefits from the proposals, the rationale for those benefits, the potential risk in delivery and how those risks would be managed.

**Background papers - None**



# Choices for the **Future**

Adults' Services in-house social care





## Results from the engagement and survey April – May 2018

Residents have shared their views on proposals to change West Sussex County Council's Adults' in-house social care services. The county council launched its Choices for the Future survey at the beginning of May to offer residents, staff, people who use the services and their families and carer's the opportunity to have their say on the future model of services.

More than 450 people have completed the survey with 92% of those who took part supporting the principles of the service proposals. 46% of respondents agreed with the detailed proposals themselves, whilst 37% disagreed, and the remaining 17% were unsure.

In addition to the survey, 190 people attended 14 sessions to hear what families and carers thought. A further 210 people who currently use the services, also attended 20 sessions to give their views.

This report details the findings from the engagement on the service proposals described in the Choices for the Future booklet. There are also two appendices that accompany this report:

- Appendix A – detailed analysis of the public survey
- Appendix B – set of frequently asked questions (FAQ's)

### 1. Background information:

West Sussex County Council provides a wide range of social care services across West Sussex. Some are provided directly by the county council which are referred to as in-house services and others are provided in partnership with other organisations. The in-house services include day centres, residential homes and a Shared Lives scheme.

Adults' Services in-house social care services are currently made up of twenty one building based services, with 900 people using services, 500+ staff, a county wide Shared Lives service with 90 paid carer's and a budget of £11m.

The service supports people ranging from 18 to 104 years old with a wide spectrum of different needs and diagnosed conditions. Whilst our services are currently separated as 'older people' and 'learning disability' services the reality is that these services span the

range of ages and diagnoses (including an increasing number of older people with a learning disability and a diagnosis of dementia).

There is not a “one size fits all” approach to supporting people to live the life they want and we have to use our resources effectively to provide a sustainable service that meet people’s needs both now and in the future. The buildings we use and how resources are currently organised no longer fit the changing needs of the people who use the service. If we do nothing our current building stock will need an estimated £15m spend in the next 10 years just to maintain them as they are – this would not make them any more accessible or change the way they can be used.

Prior to this recent engagement and survey, people have fed back that they want different things and require different types of support at different points in their life. The service needs to be flexible, responsive and above all see people for who they are and what they can do. People’s needs are changing and the skills, specialisms and resources needed to do this overlap with what we currently designate as ‘older people’ and ‘learning disability’ services.

By changing the way we organise our service and how we use our resources (staff, buildings and transport) the service will have increased ability to support people to build on their strengths, meet people’s needs irrespective of the persons ‘label’ and maintain what people can already do. This would also include connecting people into work, volunteering, education or using community based services and groups.

People should also be supported to be part of where they live, in their own community and to ensure they can be as independent in their daily lives as possible. For people who have to travel to their services the majority of people will either experience a reduction in travel time (40%) or have no difference in current travel time (51%).

We fully recognise the concerns raised by people (detailed in this report) and emphasise that these proposals are **not** about closing or reducing services but ensuring that they can better meet the changing needs of people in West Sussex in the future.

## **2. Engagement completed during 2016/17:**

Extensive engagement with all key stakeholders has been a key focus throughout this project.

During 2016 and 2017 officers have spoken to approximately 800 people as part of the initial scoping of project. This engagement focused on what was and what was not working within current services and what people thought “good” looked like for them in terms of future provision.

This included;

- **Satisfaction survey across all services** – (Jan to March 16) - response from 300 customers and 195 families/carer’s.
- **Staff sessions** - total of 13 sessions with 250 staff (March to May 16) and ongoing engagement during 2017.

- **Sessions with users of services** – involvement of 349 people across all services (June 16)
- **Family and carer sessions** – total of 9 sessions with 110 families/carers (June 16)
- **Sessions with other Adults' Services staff** – (July 16) met with 52 Social Workers, and Occupational Therapists.
- **Members** - email updates, Member days, and Cabinet Member round-up.
- **UNISON** – attendance at workshops, ongoing updates and briefings.

In summary, people using services fed back that they would like to do more and be as independent as possible, do "everyday activities" and be supported to achieve this in the way that is right for them. This included doing more in their local community and supporting them to live the life they want.

All users of services, families/carers and staff felt that more should be made of the resources available and that there should be more choice and the services should be open to a wider group of people. In addition the need for services to be flexible, responsive and easily accessible to avoid people needing more expensive services or getting to a point of "crisis" was a strong and reoccurring theme.

### **Burnside**

It is also worth mentioning that this engagement was built on extensive work done with users of the service, staff and families at the Burnside Learning Disability Day Centre in Burgess Hill during 2014 and 2015. Following a Cabinet Member decision in September 2014 to engage with key stakeholders on the future of the service a new approach to service delivery was developed. The decision to focus on Burnside was largely due to the immediate concerns about the condition of the building, it not being fit for purpose, its location and access and the high cost of it being re-developed.

This led to the development of a new service model that has embraced the service principles below and has seen the growth of a service that now provides most of its activities outside of its building - over 70% of the 30 people that attend each day participate in opportunities and activities within the local community.

### **3. Service Principles:**

There were a set of themes that came from the engagement throughout 2016/17 which showed that people wanted a service that:

- allows easy and quick access to help and support;
- is local and easy to find (part of the community);
- is flexible and responds to what customers and families/carers need;
- provides services to the community - not just one group of people (mixed use of buildings);

- can support the prevention and independence agenda - some of whom may only require a short term service;
- integrates and works with the wider community and helps people to access what is available where people live;
- keeps specialist environments where needed;
- makes the best use of the resources we have;
- gets appropriate information and advice quickly and easily to users of services and their families carer's

These were the most common and repeated themes that came from all of the sessions held and responses from surveys carried out. All staff, families/carer's and people that use services were informed of the outcomes from the engagement in 2016/17 and were updated on the development of the service proposals.

All of the outputs from this initial engagement directly informed and shaped the service proposals developed during 2017 and 2018.

#### **4. Engagement completed during April and May 2018:**

This section details the engagement carried out on the service proposals and the responses from this.

The engagement in April 2018 focused on the county council's Adults' Services in-house staff teams in order to give them an opportunity to hear and comment on the proposals prior to the engagement with families/carer's, users of services and the wider public. Nine sessions with the in-house staff were carried out in April 2018 with 280 staff. Those that did not attend were engaged on the proposals at team meetings.

The engagement during May 2018 included:

- 14 sessions with families and carer's – around 190 people attended these. All families and carer's of people using the in-house services were informed of the proposals;
- 456 responses to the 'Choices for the Future survey' – which includes 154 from people who use the services;
- results from the Adults' Services in-house services annual customer satisfaction survey;
- 20 group sessions with 210 people who currently use Adults' in-house services and a number of 1 to 1 supported sessions where needed;
- engagement with affected local county council Members and other Members across April and May 2018;
- ongoing engagement with and presentation about the proposals to the Adults' Services customers and carer group;

- report from Health watch West Sussex detailing feedback from stakeholders
- 26 email responses.

### 5. Survey findings:

A total of 456 responses to the 'Choices for the future' survey were received. Of those 154 (34%) identified themselves as a user of services.

It is important to note that over a quarter of the total responses (26%) were in relation to Glen Vue day centre and the majority of these respondents identified as either a member of the public or a representative of a voluntary, health or independent organisation. These responses focused on the concern of losing the functionality of the building in relation to the various community groups currently using the space. This would not be the case and the County Council fully recognises the need to work very closely with Mid Sussex District Council who owns the building and all groups currently sharing the space at Glen Vue to identify the best option going forward so these groups may continue to provide their valuable service.

The analysis shows that there is strong support for the service principles with around 92% of people supporting the principles that informed the development of the service proposals – each of the principles scored over 85% on the 'agree strongly' choice.

There was a more mixed response on the individual service proposals. Overall, 46% of respondents agreed with the proposals, whilst 37% disagreed, the remaining 17% were unsure. Looking at the response from people who use the services separately, 51% agreed with the proposals, 25% disagreed and 24% were unsure.

People who use the service were in general, more positive about the aspects or characteristics of each proposal than other respondents, for example that it treats people as individuals and increases opportunities to connect people to where they live.

The most common areas of concern raised around the proposals are as follows:

#### Overall

Impact changes will have on people using services

Impact changes may have on staff

Involving affected people in the planning of changes

#### People who use services

Impact changes will have on people using services

Involving affected people in the planning of change

Impact of bringing together people with different needs

These along with a range of other issues are addressed in section 10 of this report.

Overall all respondents wanted to be kept informed, with letters providing updates being the most popular method with 42% of people who use services wanting to be involved



in the planning of changes. People also wanted face to face communication and a greater variety of engagement materials to be available to people who use the services.

A more detailed analysis is attached as **Appendix A**.

## **6. Users of services - satisfaction survey 2018**

The annual satisfaction survey was carried out during the early part of 2018 to get an overview of what people thought of the service they receive and what needs to be developed. Whilst not directly connected to the engagement on the service proposals it is important to include this so a full picture of what is being said is captured.

The satisfaction survey is comprised of responses from 362 people across the service with 76% of responses coming from people who use day services (there was roughly an equal response from older people and people with a learning disability).

Overall 96% of people who responded felt they were happy with the support they receive. People felt that the services were very good at;

- keeping people safe;
- the ways in which staff communicated with them;
- the way staff supported them and keeping personal information confidential.

The key areas of improvement identified include:

- supporting people to live the life they want – to get better at asking what people want and how they want to be supported through person centred reviews and agreed outcomes that the person wants;
- supporting people to make and maintain friendships and connections – looking at creative ways of helping people to maintain relationships and make new ones;
- offering choice of which staff support people where possible, with increased opportunities for people to be involved in the recruitment of new staff;
- to increase opportunities for people to stay active and healthy;
- ensuring people know how to raise concerns and/or make a complaint

## **7. Engagement sessions**

There were 14 sessions with families and carer's and 20 group sessions with people who currently use the services, with some 1 to 1 supported sessions. Nine sessions with the in-house staff were carried out in April 2018 with 280 staff.

**Feedback from people who use services**

The sessions done with people currently using our service on the individual proposals were supported by the staff familiar to people at each service. Judgements were made at each service as to how best to engage with people given the varying needs they had and the complexity of breaking down and describing some of the proposals.

Approximately 210 people participated in the face to face sessions during May 2018 through a variety of different formats. The majority of responses were from the learning disability services (day and residential care). In addition sessions were held with people who use the services at Maidenbower day centre in Crawley. The most regular and common themes which emerged from this engagement is shown below;

| <b>What's good about the services?</b>   | <b>What could we do better?</b>  | <b>What do you want in the future?</b>  | <b>General comments</b>  |
|--|--|---|--|
| <ul style="list-style-type: none"> <li>• Various arts and crafts activities</li> <li>• Getting out and about - being supported to go out into and access the community</li> <li>• Making friends</li> <li>• Exercise</li> <li>• Being supported to do activities in the community for example gym, football tournaments, using the library, and going to the cafe</li> <li>• Accessing Aspire college courses</li> <li>• Cooking, gardening and music</li> </ul> | <ul style="list-style-type: none"> <li>• More activities and opportunities in the community</li> <li>• More computers and accessing social media</li> <li>• Support independence</li> <li>• Bigger bedrooms</li> <li>• Changes to the buildings, for example lifts, better kitchens and toilets</li> <li>• Improve and repair buildings</li> <li>• New and better equipment</li> </ul> | <ul style="list-style-type: none"> <li>• Accessing things in the community</li> <li>• Visit other day centres – they have different things on offer</li> <li>• More space and quiet spaces when you want to be on your own</li> <li>• Need better buildings</li> <li>• Learn skills that will help me get a job</li> <li>• Meet more people</li> <li>• Remain safe</li> </ul> | <ul style="list-style-type: none"> <li>• Worried about the change</li> <li>• Don't want to lose my service</li> <li>• Would like to try other things</li> <li>• Happy to go to other day services</li> </ul> |

**Feedback from family and carers:**

The majority of the family and carer sessions were positive with people understanding the rationale behind the proposals. In general the proposals around the residential services were accepted and families recognised and acknowledged the existing challenges and need for 21<sup>st</sup> century environments over the next 5 years.

An increase in respite and short breaks was warmly welcomed and a priority for many. Families using older people day services in the Western and Southern area were relieved with the proposals as they had expected the under usage would lead to closures. They felt the proposed model was exciting and positive for the future.

The proposals for Maidenbower and Glen Vue day services (Crawley and East Grinstead respectively) were challenged by a number of family members due to the potential disruption, uncertainty about the alternatives offered and potential of increased travel time for the seven people using Glen Vue.

The response from families of people using day centres for adults with a learning disability was mixed, largely due to concerns around potential disruption caused by changes, and how people would be supported in the community. However a large proportion of families attended were positive about the changes and felt a more localised offer was a good thing.

A summary of the key priorities for families/carer's is shown below:

| Southern  | Northern  | Western  |
|---|---|--|
| 1. Supporting people and families through the change process and transition and involving them in reviews<br>2. Ensuring staff at the services are fully involved in the reviews and be the main contact for families during transition periods<br>3. Preservation of services (not closing them)<br>4. Involving people in the development of the service offer - 'co-production'<br>5. Promotion and development of more Shared Lives provision (for older people and people with learning disabilities).<br>6. More respite (short break) services | 1. Supporting people and families through the change process and transition and involving them in reviews<br>2. Ensuring no loss of service to people and their families/carer's that day service attendance provides<br>3. Ensuring sufficient capacity in the system for day service provision<br>4. Preservation of services (not closing them)<br>5. Involving people in the development of the service offer - 'co-production'<br>6. More respite (short break) services | 1. Supporting people and families through the change process and transition and involving them in reviews<br>2. Ensuring no loss of service to people and their families/carer's that day service attendance provides<br>3. Maintaining friendship groups<br>4. Involving people in the development of the service offer - 'co-production'<br>5. More respite (short break) services<br>6. Wrenford - maintaining the service as it is |

### ***Feedback from Adults' in-house staff***

Overall, the in-house staff was positive about the proposals and felt they provide 'a clear and consistent vision' that ensures the 'future viability of the services'. In addition the majority of staff felt they 'had been listened to' and that the proposals 'feels like an inclusive model that is focusing on getting people to work together to achieve better outcomes for people'.

Staff expressed concerns about impact on job roles, the importance of co-production on the service model and the need to ensure enough time is given to deliver positive transitions for people using the services and their families. A summary of the main issues and what staff felt should be the main focus is shown below:

- effective and ongoing communication and engagement in various formats;
- co-production of service model, planning and decision making;
- sustainable, trained and supported workforce;
- culture change and embedding the agreed principles;
- supporting customers through the change;
- community engagement and development

All of these issues will be given priority consideration in any future implementation plans.

### ***Wrenford day centre***

A group of families representing 21 of the 71 people using the Wrenford day centre for adults with learning disabilities requested a separate meeting as they strongly opposed the principles behind the proposals and felt that the current building should remain and be invested in. This meeting was held on 29 May 2018. The main issues and concerns raised were:

- maintaining the Wrenford day service as it is;
- maintaining a separate service for people with a learning disability;
- ensuring no loss of service to people and their families/carer's that day service attendance provides;
- maintaining friendship groups;
- supporting people and families through the change process and transition and involving them in reviews;
- involving people in the development of the service offer - 'co-production'

The proposal to move the Wrenford day service into both Judith Adams day service in Chichester and the Chestnuts day service in Bognor Regis was the only significant challenge with the proposals for the day centres for adults with learning disabilities.

Whilst the Wrenford service is extremely well used it is currently situated within an industrial estate on the outskirts of Chichester city centre making it difficult for people to get to community based activities as they are unlikely to be within a short walking

distance. The county council want to develop more opportunities for people to utilise what's available in their community whilst having a suitable and local building-base for those that need it.

Chestnuts day service in Bognor Regis only uses a small percentage of their space and it is within the town centre making it an ideal place for people who live locally. The majority of people who attend Wrenford live in Bognor Regis (58%) so it makes sense for those people to start using a more local service so they can build up confidence and independence near their home. In addition the proposal would reduce travel time for the people living in Bognor and would position the service to attract new people who want to build on their confidence and independence in the area they live.

Judith Adams is also well situated within Chichester city centre and is only using 30% of the space available in the building.

The proposals for the day services at the Chestnuts and Judith Adams are that they will transition into a multi-use service for people with mixed levels of needs and will focus on creating opportunities for people within the community. Older people and people with a learning disability will no longer be segregated and will come together at the same site.

The majority of concerns from people using the service were around the change process, loss of friendships, what will be offered at the new sites and what resources will be transferred into the new buildings – for example the spa bath and sensory room at Wrenford etc.

The county council has given a commitment to work closely with people who use the service, families and carer's to carefully consider friendship groups, suitability of environments, parking and resources that would be transferred to the Chestnuts and Judith Adams centres.

Initial visits to Judith Adams and Chestnuts by families/carer's and some people who use the service have been taking place so they can see the proposed environments first hand.

We have included a minimum of nine months, following any decision made to implement the proposals, to complete the change process and co-produce what is needed with all people who use the services, families/carer's, and staff. This time would be spent ensuring we work with people to be clear about who will go where, what support they need, what people want in the buildings and getting the work done. It is during this period that we will also engage with the necessary professionals to help make the changes, for example architects, surveyors, and moving and handling specialists.

#### **8. Maidenbower and Glen Vue day services:**

One of the service principles developed which informed the proposals is to make best use of our resources and ensure we don't unnecessarily duplicate services. In the Crawley area our partner (Shaw health care) already provide day services and the county council will work with them to offer places to people currently using Glen Vue and Maidenbower, at their Burleys Wood and Deerswood lodge services.

The county council understands that not everyone will want to go to Burleys Wood and Deerswood Lodge or that it will suit everyone and where this is the case other options would be explored. In line with our responsibilities under the Care Act (2014) there will be a review to assess everyone's needs and these will be done with the person and their families/carer's to find the best solution.

In general the concerns around these proposals echo what has already been documented (change process, loss of friendships etc.).

However there have also been specific concerns about the withdrawal of services from East Grinstead. The county council day service that is provided from the Glen Vue site in East Grinstead is in a Mid Sussex District Council owned building and is currently leased from them. This service currently serves seven people in total and provides a daily service to approximately two people a day. The demand for this service has been decreasing over the last two years, despite continued efforts to promote the service. Over the last two years (2016-17 and 2017-2018) Glen Vue had four new people starting in those two years with eight people leaving in that period. These figures do not include dementia crisis referrals (which are short term placements).

Following any decision to implement the proposals, the people using this service would be fully supported to ensure appropriate alternative provision is in place prior to ceasing the day service element at Glen Vue.

Of the 26 emailed responses received the majority related to issues around the proposals for Glen Vue (18), with the exception of one relating to Coastal enterprise, two to Maidenbower and five relating to Wrenford. Of the 18 relating to Glen Vue 16 were concerns that focused on the future of external groups currently using space at Glen Vue.

The county council recognise that Glen Vue is more than just the small day service that is currently provided. There are a number of external groups, who currently use the space at Glen Vue for free and the county council recognises the need to work very closely with Mid Sussex District Council and all groups currently sharing the space at Glen Vue. The county council commits to identify the best option going forward so these groups may continue to provide their valuable service in this area.

The Maidenbower day service in Crawley currently supports a total of 41 people with an average attendance of 15 people each day - this is a service that was set up for 45 people a day with the building space being able to take up to 92 people a day. There is a mix of ages and support needs at Maidenbower but the majority are over 65 (77%) and have a physical and/or sensory impairment (70%).

As with Glen Vue, the demand for the service at Maidenbower has been decreasing over the last two years, despite continued efforts to promote the service. Over the last two years (2016-17 and 2017-2018) Maidenbower had 11 new people starting with 12

people leaving in the same time. These figures do not include dementia crisis referrals (which are short term placements only).

We currently lease space at Maidenbower from Crawley Borough Council. The proposal around the day service element does not undermine the county council's responsibilities in the current lease arrangements. The county council recognises the need to work very closely with Crawley Borough Council around the future use of this space and commit to identify the best option going forward.

Whilst the population is aging we know that this will hit at different times in different areas. We know that Crawley Borough has one the lowest levels of current demand as well as the lowest increases in long term support over the next five and 20 years. This is a factor of the much younger demographic of Crawley influenced by its proximity to London and Gatwick.

## **9. Feedback from others**

Officers have worked closely with UNISON at each stage of the project and UNISON has been actively engaged in the workshops and staff engagement sessions. A report from Health-watch West Sussex was received during the engagement period requesting more information around the previous engagement and methodology around the proposals. A full response was sent to Health-watch.

## **10. Response to key themes from the engagement process**

This section details the key issues and concerns raised during the engagement period and a response to each issue is given. The Frequently Asked Questions information is attached as **Appendix B** and shows the questions asked during the face to face sessions and are answered individually.

### **The impact the changes will have on people using the services:**

We recognise that the proposed changes will impact on people using the services. The county council is committed to co-producing the delivery of the proposed service model with people who use the services, their families and carer's, staff and other key stakeholders throughout the five year plan.

We have allowed for a minimum of nine months lead-in time for each day service merger to ensure people are supported appropriately and agree the appropriate outcomes that will best meet people's needs. In addition this time allows the service to design and reconfigure the environment in the proposed buildings with everyone.

For the residential homes the county council will work closely with people who use the service, their families and carer's, staff and the necessary professionals to identify the best way to deliver the services needed in line with county council's commissioning priorities. Co-production discussions for this part of the service are likely to start during the beginning of the 2019-2020 financial year.

Transition teams will be in place for the day services element which will comprise of key stakeholders and led by the Adults' in-house staff. Representation from people who use the service and families/carer's will be discussed and agreed with those stakeholders.

In line with the county council's responsibilities under the Care Act (2014) there will be a review to assess everyone's needs and these will be done with each person receiving a service and their families/carer's to find the best solution and ensure a smooth transition. The county council will ensure ongoing involvement, engagement and review of the progress of the Adults' in-house day service changes and consultation on any closure and subsequent rebuild of Adults in-house residential sites.

### **Impact of bringing together people with different needs:**

We know that people's needs are changing and people are living longer and later in life. This is a good thing but it is impacting on the current structure for the Adults' in-house services which was set up to deliver services for older people and working age people with learning disabilities, often in buildings that are now no longer accessible for people with mobility issues.

For example in the Adults' in-house learning disability residential homes more than 40% of people are over 65, with a range of age related conditions (including dementia). This has meant that staff development and partnership working with other professionals has needed to support people who are both older and have learning disabilities. Whilst there are differences between these two groups there is also an increasing amount of similarities.

The Adults' in-house learning disability day services have 56 people (15%) over 65 of which over 40% of those have a diagnosis of dementia. In the next few years (if all remains the same) the number of people over 65 in learning disability day services would increase to 109 equating to almost a third of the total number of people receiving a service. Based on population projections that trend will continue and increase exponentially.

As with the learning disability residential services, the day services has had to adapt and develop to meet people's needs. This has led to some of the older people using the learning disability day services receiving their service at our Specialist Day Services (Laurels and Judith Adams). In addition a number of younger people using the learning disability day services are now volunteering in our Specialist Day Services.

We also accept referrals for adults with a learning disability to our short stay reablement a service based at Marjorie Cobby House in Selsey. Whilst predominately for 'older people' the placements for 'adults with a learning disability' have been successful.

This approach is not new and previously the county council did run day service environments for both older people and adults with a learning disability. Whilst the service model is different, the principles of integration and supporting people based on their needs remain the same.



Careful consideration will be given to how best we use space to meet the different needs of people. This will be similar to what we already do in our learning disability buildings where there is often three to four separate areas to ensure individual needs can be met.

A good example of where this approach has been implemented and is working well is in Dorset. Tricuro is a provider of health and social care services across Dorset who are jointly owned and run by Dorset, Bournemouth and Poole Councils. Their mission statement is to “be the sought after service provider to vulnerable adults in Bournemouth, Poole and Dorset” through “working together to create a friendly, happy and positive environment for everyone”.

To this end they come from the perspective that service should be needs led and not based on labels. Following a visit to their services, their model of integrating ‘older people’ and ‘adults with a learning disability’ has worked well and has seen an increase in people using their services. Co-production of the environments and what is offered underpins their success along with development which is informed by ongoing discussion with the people that use their services, families/carer’s and staff. More information on Tricuro can be found at <http://www.tricuro.co.uk/>

### **How the principles support the proposals;**

Following the engagement with customers, families/carer’s and staff in 2016/17, officers worked with budget holders to develop the proposals.

The engagement work done during 2016 and 2017 resulted in a set of ‘success factors’ for the project that contributed to the key priorities in the West Sussex Plan 2017-2022.

These then formed the basis for a set of service principles that informed the development of the ‘Choices for the Future’ proposals developed for the Adults’ in-house services and are summarised as follows:

|  |   |
|--|---|
| <p><b>Putting the person first</b></p> <p><i>Independent for later life</i></p> <p><i>A prosperous place</i></p> | <ul style="list-style-type: none"> <li>• Reaching people earlier and being more accessible in local communities</li> <li>• Helping people access community solutions and improve their connections with others to reduce isolation and loneliness</li> <li>• To focus on need rather than customer groups and help people maximise their strengths to develop and maintain skills that will support independence and control</li> <li>• Emphasizing the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible</li> </ul> |
| <p><b>Best use of resources</b></p> <p><i>A strong and sustainable</i></p>                                       | <ul style="list-style-type: none"> <li>• Contribute to sustainability in the social care market place</li> <li>• Actively seek to build partnerships in the</li> </ul>  |

|   |   |
|---|---|
| <p><i>place</i></p> <p><b><i>A council that works for the community</i></b></p> | <p>community to provide local solutions</p> |
|---|---|

Options were considered against each of the agreed ‘success factors’ and a range of evidence were collated across the life of the project. This included population data, service usage information, unit costs, comparable provision in each and detailed condition and architect reports for each building.

An evidence matrix was developed for each service. The evidence matrix considered the following for each service:

**Is the current service model effective and efficient?**

- ▲ Unique service offer (it has a strong market position)
- ▲ The service occupancy is good
- ▲ The service is full to capacity
- ▲ Predicted increase in demand is immediate
- ▲ The unit cost is competitive

**Is the current building suitable?**

- ⊞ Level of investment in building is reasonable
- ⊞ The building meet changing customer needs/required delivery model
- ⊞ The building space is well used
- ⊞ The building location is good

The evidence base collated confirmed what had been suspected for some time:

- demand is predicted to increase across all geographic areas in the next 20 years although this happens earlier than others in some areas for example Crawley has one of the lowest levels of current demand, as well as the lowest increase in long term support over the five to 20 years. This is a factor of the much younger demographic of Crawley;
- there is better external provision in some areas than others;
- there is some over provision in some service types, for example older people day services, and some under provision in others such as short stay - particularly in the north of the county;
- adults in-house services were generally cost competitive around short stay, complex care and shared lives but more expensive for long stay beds and day services;
- learning disability residential services and Marjorie Cobby are currently fulfilling a rising need for much more crisis and short stay requests;
- buildings are generally under invested in and are not able to meet people’s needs in some places;
- 55% of the available space in the day service buildings is not being used and is not easily accessible – five out the seven learning disability day service buildings are placed on industrial sites;

- six of the seven Adults' in-house residential homes will not be able to meet the needs of people using the service over the next five years and four of those require a full rebuild.

Each service was considered individually across four main options. These options reflected the most common areas explored during local authority reviews of Adults' in-house provision reviews across the south east of England:

1. Do nothing
2. Programme of outsourcing to external market across all Adults' in-house services
3. Close non-statutory services (day services)
4. A programme of rationalisation across day services and solutions to ensure the sustainability of residential services are achieved across the Adults' in-house service

An analysis of the benefits and risks were then undertaken in relation to each of four identified options.

Doing nothing (Option 1) is not an option given the projected demand upon services and state of our building stock. The areas of improvement needed will become worse and delivery will be untenable in around 50% of our buildings within five years.

Whilst there are a number of positives around Option 2, the current backdrop of market supply, fragility in some areas and lack of interest in short term complex services means that this is not viable at present. However, continued exploration of opportunities to develop innovative partnerships with a range of providers and partners is part of the preferred approach.

Option 3 creates the biggest risk around political and public opposition and costs would potentially increase. As sufficient supply in the market does not currently exist there would be no guarantee of finding solutions for people. It would reduce capacity as a whole within the social care market. In addition given that a large number of people using the services have complex needs there is risk of increased family/shared lives breakdown due to the respite that day service services provide to families/carer's not being available

Option 4 represents the proposals that have been put forward. It is considered that this is the only credible option that has the ability to fully deliver on both the success factors and ensure full alignment with commissioning priorities across Adults' Services.

### **Loss of friendship groups**

It is recognised that this is of high importance to many people and at the planning stage the county council will work very closely with people to sustain existing friendships where people want to do so. It will also work with people to form new friendships and connections in their local community.

### **Loss of respite provision for families and carer's:**

The county council recognise the importance of respite care and are committed to ensure that these proposals do not have any significant impact on the current levels that families/carer's currently receive. It is also intended to increase the amount of 'on the day' bookable day time breaks that are available in the Adults' in-house day services and increase the number of short stay beds in our residential/24hr services.

### **Increase in travel time to access the service**

People should be supported to be part of where they live, in their own community and to ensure they can be as independent in their daily lives as possible. For people who have to travel to their services the majority of people will either experience a reduction in travel time or have no difference in current travel time.

Travel time does not affect people using long term residential services and for those using respite the majority will be unaffected or have a reduced distance to travel, for example the majority of all referrals to Marjorie Cobby in Selsey come equally from people who live in Chichester and Bognor.

With the exception of the people using Glen Vue and Maidenbower people using our Specialist Day services will be unaffected.

Whilst it is possible that there may be an increase in travel time for the seven people using the day service at Glen Vue there is no significant increase in travel time expected for the 41 people who are currently using Maidenbower as a result of the proposals.

We have mapped the 391 people currently using our Learning Disability day services using their current geographical address with the proposed alternative service. For the 122 people using services at Burnside day service (Burgess Hill) and Strawford day service (Horsham) we will not know travel time impacts until the new location for these services are identified and agreed. However the county council will ensure that the principles of 'is local and easy to find (part of the community)' and 'integrates and works with the wider community and helps people to access what is available where people live' are central in any decision making for an alternative site.

Of the 269 people that currently use the Wrenford day service and the Coastal strip (Pines, Oaks, Coastal enterprise, Coastal Workshop Rustington) 125 (46%) of people will have reduced travel time as the proposed alternative sites are closer to where they live, 124 (46%) will not be affected and an estimated 20 (8%) people may expect a slightly longer travel time.

### **Changes are being led by savings and are a 'done deal'**

Whilst there is efficiencies from these proposals this was not the primary driver. The main objective of this work is to:

- meet the outcomes wanted by people who use them and their families/carer's;

- ensure compliance with legislation, such as the Care Act 2014 and maximise opportunities available;
- reflect national and local best practice;
- agree best use of existing resources moving forward;
- define the purpose and function of an Adults' in-house service;
- meet future need so that Adults' in-house services compliments but does not unnecessarily duplicate what the market can provide;
- use resources more effectively through the rationalisation of building usage and have a focus on population and need through joint service planning across customer groups. This includes building replacement, disposal and capital investment at some sites;
- increase reablement and prevention and independence focused services including a greater emphasis on short term community based day opportunities;
- contribute to the priorities detailed in the West Sussex Plan 2017-2022

The proposals are not a 'done deal' but do represent a detailed and wide ranging piece of work that has produced evidence based solutions to ensure a sustainable approach to providing services.

All of the comments, concerns and ideas that have been collated through this engagement period will be carefully considered prior to any decision being made.

### **Limited time to engage sufficiently**

The public survey was live from 4 to 31 May 2018. Whilst we recognise that the engagement period may appear short, our proposals for each area were developed around a set of Service Principles which came out of our engagement with staff, people who use our services, families and carer's, county council Members and others over the past two years. We also engaged directly with the families, carer's and people who use the service on the proposals during May 2018.

However we recognise that these proposals may have benefited from a longer engagement period and we will ensure that this learning is applied to any future engagement activity.

### **9. Next steps**

We would like to thank everyone who has taken part in the engagement activities and for giving their time to feedback on the service proposals.

The main themes in the feedback were that people wanted a flexible, responsive service; a recognition of individual needs; and the importance of allowing enough time to plan any changes with the people who use the services so that any impact they may experience would be managed effectively.

All of the responses are being considered prior to a decision being taken.

Letters have gone out to people who use the services, their families and carers to inform them of the timing for the decision. Once published the decision report will be made available on the county council's website and communicated widely to everyone.

If you would like more copies of this booklet or need this information in another format such as easy read, in large print, on audio or in another language please contact Hu Evans on 03302 2 23739 or e-mail [hu.evans@westsussex.gov.uk](mailto:hu.evans@westsussex.gov.uk).

This booklet and appendices are also available via our Have Your Say website:  
<https://haveyoursay.westsussex.gov.uk/legal-democratic-services/choices-for-the-future>



# Choices for the **Future**

Adults' Services in-house social care



Changing our services to meet your future needs



**Appendix A**  
Analysis of survey results

## Appendix A

### DRAFT Survey Findings Analysis

There were 456 responses to the survey, comprising 415 hard copy and online returns and 41 hard copy easy-read responses. An overview of people responding to the survey is given in **Table 1**. For the purposes of this analysis, two groups have been created:

**Overall respondents** (456 people) – comprising all respondent categories

**Users of services** (154 people – comprising the first four categories in **Table 1** (marked with a grey background))

**Table 1: Which of the following best describes you? (Select all that apply)**

| Category  | No. of people |
|---|---------------|
| I use day services  | 140           |
| I use 24 hour care - this includes long stay residential and short stay services e.g. respite                       | 35            |
| I use Shared Lives services   | 10            |
| I use other Adults Social Care services e.g. support at home  | 39            |
| I work for Adults In House Social Care (Provider Services) in West Sussex County Council                            | 21            |
| I represent a voluntary, health or independent organisation   | 35            |
| I care for someone who uses day services  | 84            |
| I care for someone who uses 24 hour care - this includes long stay residential and short stay services e.g. respite | 24            |

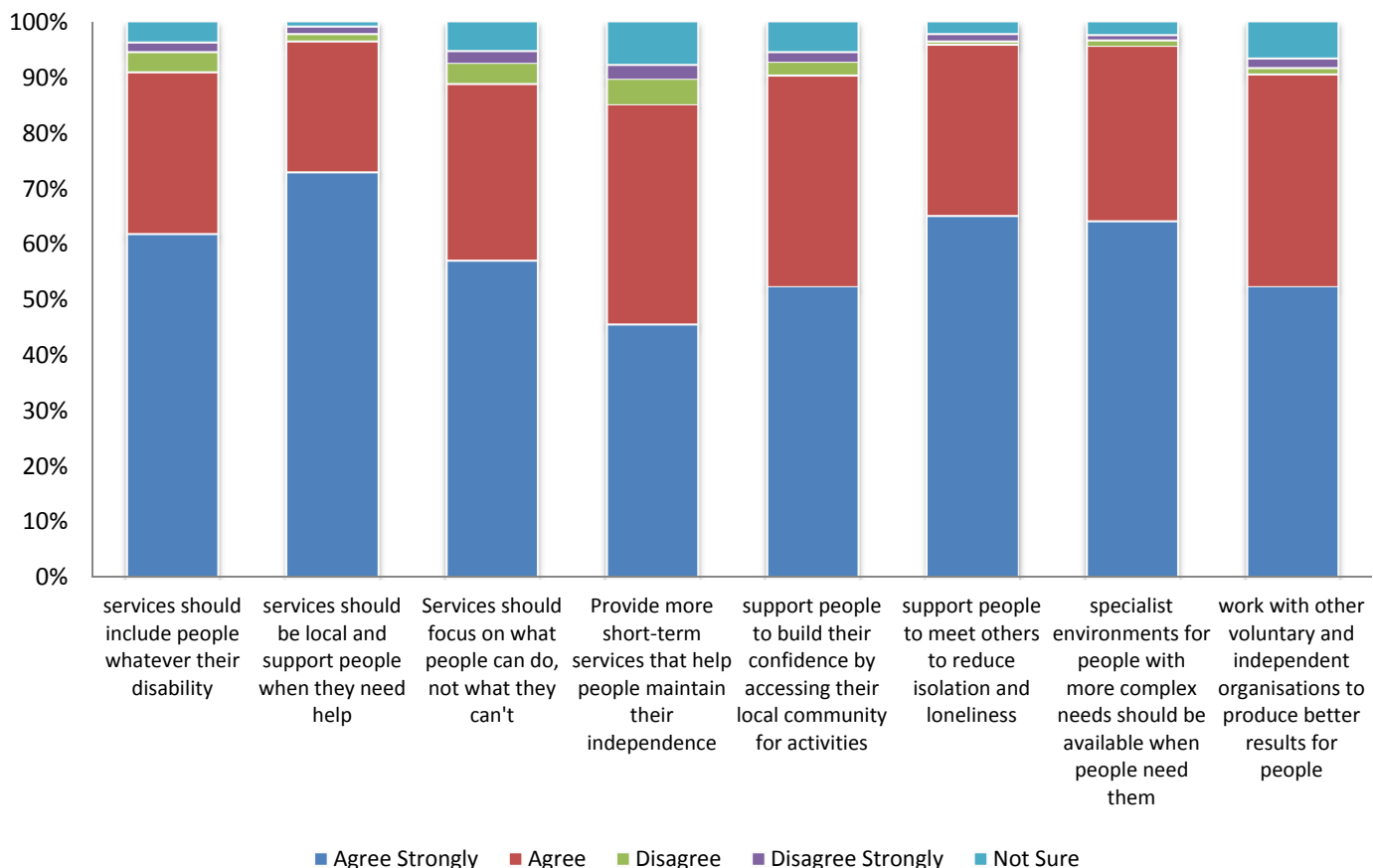


|  |     |
|--|-----|
| I am a Shared Lives carer                            | 9   |
| I do not use Adults Social Care services             | 61  |
| I work in another part of West Sussex County Council | 28  |
| Other  | 104 |

The main roles described in 'other' included family member (38), friend (16) local community resident (9), voluntary and community sector representative (7), neighbour (6) and carer (6). As people were able to select more than one option the figures shown in table 1 would not tally with the total amount of individual respondents.

### Service Principles

**Fig 1. What is important to you? Agreement with service principles, overall (%)**

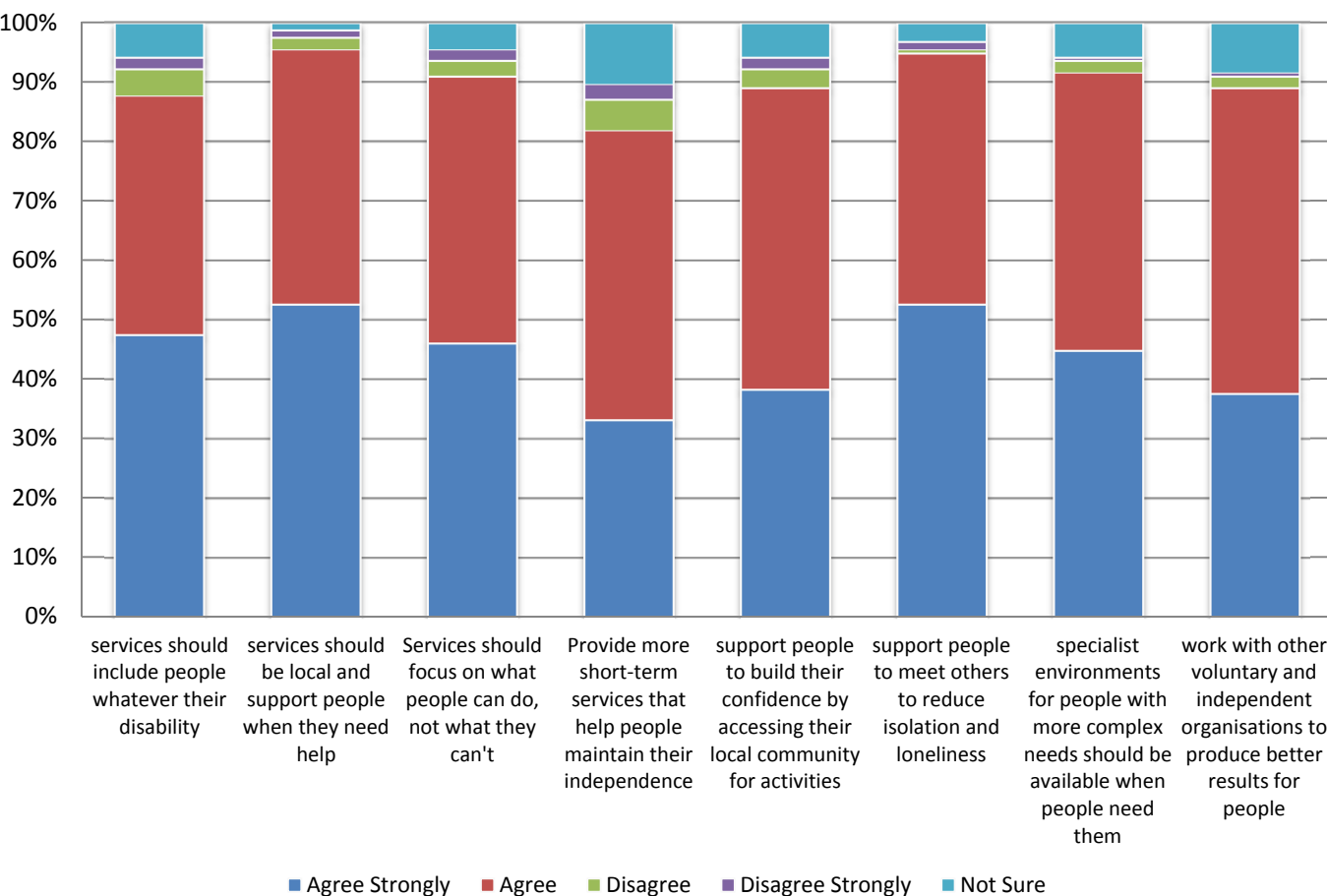


As **Fig 1** illustrates, overall there was strong agreement with the principles behind the proposals. All were supported (agree strongly/agree) by over 85% of respondents, with over 50% strongly agreeing for all but one principle (provide more short-term services that help people maintain their independence, 46% agree strongly).

Users of services also supported the proposals, although as **Fig 2** illustrates they were less likely to agree strongly, with only two proposals scoring over 50% (services should be local and reducing isolation/loneliness, both 53%).

On average, 86% of users of services agreed (agree strongly/agree) with a principle, which was similar to the 92% average for overall respondents. Users of services were however considerably less likely on average to agree strongly with a proposal (44%) than the overall (59%).

**Fig 2. What is important to you? Agreement with service principles, users of services (%)**



### Comments about principles

Whilst people strongly supported the principles, some expressed concern at their application to the service proposals included in this review.

Some felt that including people whatever their disability could mean a 'one size fits all' approach, which was felt to be inappropriate in some situations. This included bringing together people with learning disabilities and people with dementia on the same site, as it was felt that their needs were often different. Some also feared that people with lower levels of need could lose out in shared environments, as resources would be focused on those with a higher need.

Some people felt that whilst a focus on 'what people can do, not what they can't' was appropriate for some service users, it was less clear that it was a helpful approach for others:

*"If this is about adults with learning difficulties, then absolutely, I'm all for that idea. However, in the case of older people, what they are unable to do, or maybe no longer be able to do should be taken into consideration as it may be as important as what they can (still) do when considering the most appropriate care"*

Concern was also voiced over any potential shift of services from in house to other providers, including the voluntary sector and independent organisations, as the costs for participation could be less stable and subject to increases. Given the very limited budgets available to many service users and their families this could reduce their capacity to participate and potentially lead to increased isolation.

Whilst some people strongly supported the principles, they emphasised that a focus on independence and community-focused activities required investment in a number of areas, including local transport, and could not provide a cover for a reduction in funding:

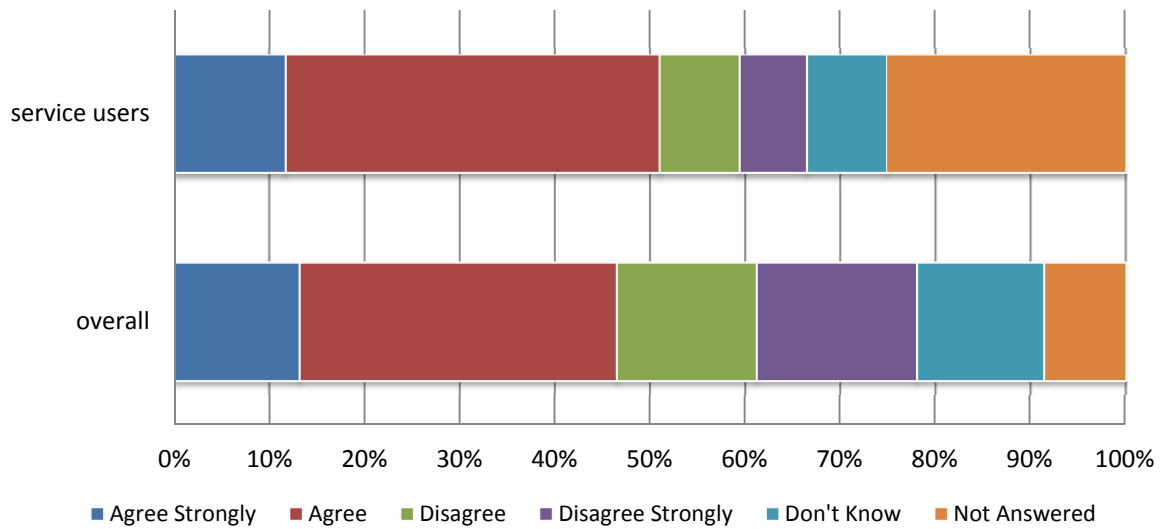
*I agree strongly with all the above, but in order for them to happen support and transport need to be available. Currently from my experience this does not appear to be available and restricts the lives of people with a learning disability living in the community.*

*There needs to be enough funded, flexible support to remove all the barriers that people face to being a part of their community. Independence is not synonymous with savings for the council - lots of people need more hours of flexible, great quality 1:1 support in order to be more independent, i.e. to be able to go out and do new things when they want to.*

## **Service Proposals**

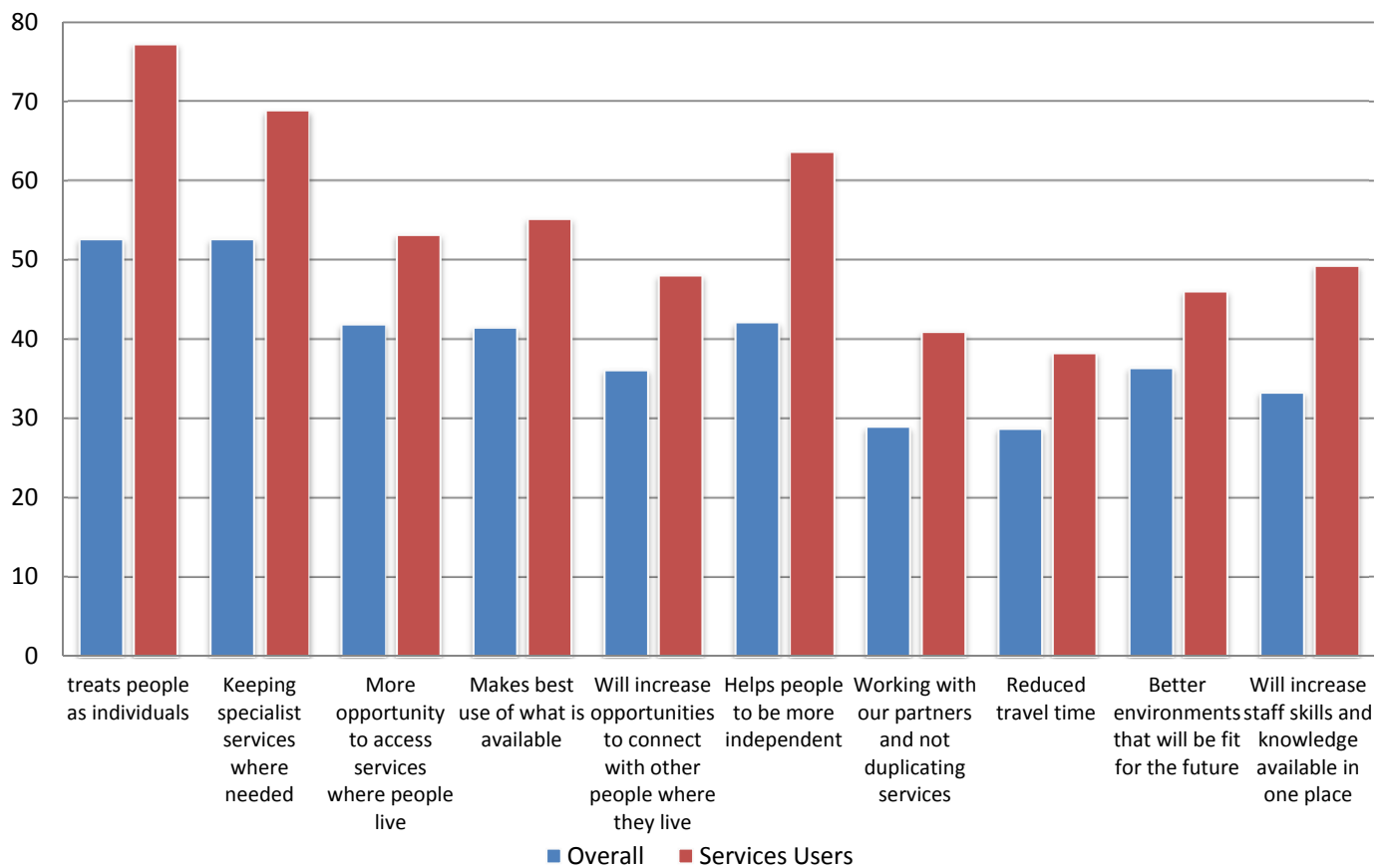
For users of services and people overall there was considerably less general agreement with the proposals than the principles behind them. Whilst on average 92% of people overall agreed with the principles, this fell by half, to only 46% agreement with the general proposals. Users of services were also less supportive of the proposals, with agreement declining from an average of 86% for the principles to only 51% agreement with the overall proposals.

**Fig 3: How do you feel in general about the proposals? (%)**



Alongside their slightly higher level of general agreement with the proposals, as **Fig 4** shows, users of services were also more positive than people overall about each of the individual aspects of the proposals.

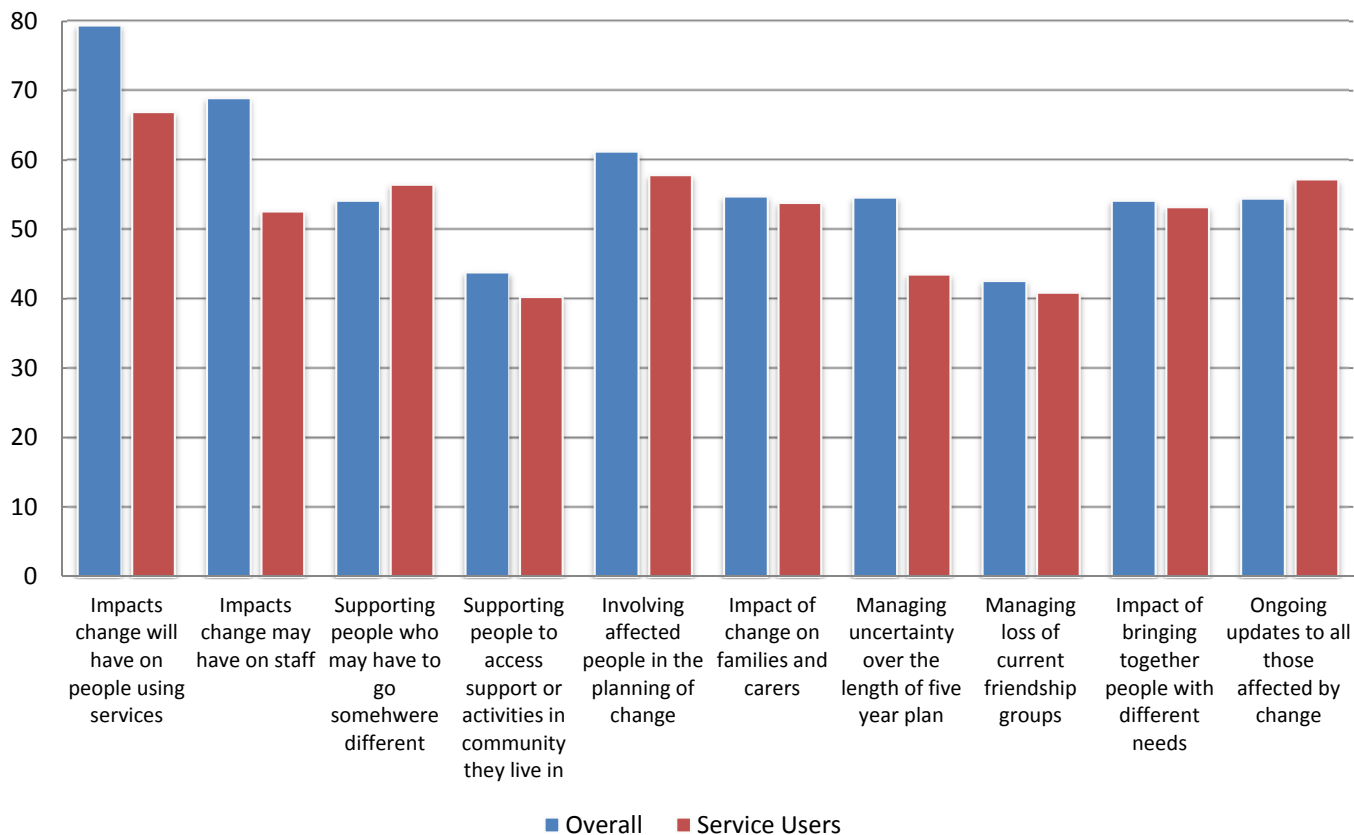
**Fig 4: % of respondents who liked an aspect of the proposals, overall and users of services.**



Users of services were also slightly less likely than people overall to highlight areas that required additional focus to ensure than any change was successful, as shown in Fig 5.

On average, people overall were more likely to cite an area that required additional focus than an individual aspect they liked about the proposals (57%/39%). In contrast, users of services were, on average, slightly more likely to cite to cite an individual aspect of the proposals that they liked (54%) rather than an area requiring additional focus (52%).

**Fig 5: What are the things to focus on to make change successful? Overall and users of services (%)**



### Comments about proposals

As Fig 5 shows, there was close alignment between responders overall and users of services when thinking about areas of focus to ensure that change was successful. The three most frequently cited issues were:

#### Overall

#### Users of Services

Impacts change will have on people using services

Impacts change will have on people using services

Impacts change may have on staff

Involving affected people in the planning of change

Involving affected people in the planning of change

Impact of bringing together people with different needs

People were also asked to comment on the proposals and a wide range of responses were received. These included the following frequently mentioned issues, which were cited across most of the specific service proposals:

- For proposals that involved local closures and the relocation/merger of services respondents commonly felt that this undermined the principle that 'services should be local and support people when they need help'.
- Concern regarding the potential impact of changes on the care and support that users of services currently received. Any disruption to existing routines was generally viewed as a challenge that would require careful, well planned management.
- Fears over the loss of access to friendship networks, some of which had been built up over many years, if users of services would need to go to a different location.
- That the relocation of services could lead to some users of services being unable to continue to access them and that this would mean the loss of essential respite time for carer's.
- Concern over potential increases in travel time and distance. This was particularly an issue regarding proposals affecting elderly people, including those with dementia, who may find it difficult to cope with increased and more complex journeys.
- A feeling that, often, changes were being led by the need to make savings, rather than the care and support needs of individual users of services. This was also a regular comment in staff responses to the survey.
- A lack of clarity about how proposals would be delivered, what their long-term impacts would be and any measures about how to manage the change for users of services and their carer's.
- Some people expressed a degree of cynicism about the engagement activity, viewing the proposals as a 'done deal' and that their comments would have little impact on the outcome.

Whilst the majority of comments about the proposals focused on issues, areas of disagreement and concerns it is important to note that some people also recognised the potential benefits of some proposals and welcomed the changes.

*"I totally agree with the proposal to find a site suitable for Strawford and Hobbs Field Residential home to be on the same site and in a more accessible location. Strawford is on an industrial estate and not easy for users of services to walk there themselves or get there by public transport"*

## Service Proposals

**Table 2: Which Services are you referring to? (Please tick all that apply) %**

| Service and Location                | %  | Service and Location         | %  |
|-------------------------------------|----|------------------------------|----|
| commenting on all services          | 27 | Wrenford, Chichester         | 8  |
| commenting on residential care only | 5  | New Tyne, Worthing           | 1  |
| commenting on day services only     | 31 | Pines, Durrington            | 4  |
| Chestnuts, Bognor Regis             | 4  | Coastal Enterprise, Worthing | 3  |
| Hammonds, Bognor Regis              | 2  | Oaks, Rustington             | 2  |
| Tozer House, Chichester             | 2  | Rowans, Worthing             | 7  |
| Marjorie Cobby House, Selsey        | 1  | Glebelands, Shoreham         | 5  |
| Stanhope Lodge, Durrington          | 4  | Strawford, Horsham           | 3  |
| Ball Tree Croft, Sompting           | 2  | Maidenbower, Crawley         | 8  |
| Laurels, Rustington                 | 6  | Hobbs Field, Horsham         | 2  |
| Coastal Workshop, Rustington        | 3  | Glen Vue, East Grinstead     | 26 |
| Judith Adams, Chichester            | 4  | Burnside, Burgess Hill       | 11 |

As per **Table 2** many of the service proposals received only a small percentage of total responses and therefore it's not possible to provide a representative overview of comments received. As people were able to select all that applied to their response, often the comments for specific proposals actually related to different services, most notably Glen Vue. The frequently cited proposal comments in the section above are broadly representative of the range of comments received across all proposals and illustrate the range of opinions regarding the potential changes.



A number of proposals received high levels of responses, including a wider range of comments and these are considered in turn.

### **Glen Vue Day Centre, East Grinstead**

Glen Vue represented over a quarter of total responses (26%) and therefore it has considerably impacted the overall findings. It is important to note that of the 117 responses only 6 were users of services (5%). In contrast, 75% of Burnside respondents were users of services.

In general, responses regarding the Glen Vue proposals were considerably more negative than overall. This reflected concern as to the meaning and implications of the proposals for the community in a number of key areas:

- That Crawley was not local to East Grinstead and that the relocation of services therefore ran counter to the principles supposedly guiding the proposals.
- A highly negative impact of increased travel for people with dementia to access services which would be located further away in the Crawley area.

*"In the Consultation document you say that provision should be as local as possible and not involve people in long journeys elsewhere. This totally contradicts the withdrawal of services in East Grinstead and is very regrettable. Carer's have enough to contend with caring for relatives with dementia without adding to their stress and worry of having to travel outside the town."*

- The potential loss of essential respite for carer's that locally available services provided. This could lead to some people becoming unable to cope with their caring responsibilities.
- The loss of local facilities to the East Grinstead community. This particularly concerning to a number of people given the projected increase in the local elderly population.
- A feeling that the north of the county and East Grinstead in particular, had seen its services and facilities continually reduced.
- A number of people, including voluntary and community sector representatives, argued that the Centre should be transferred to a voluntary provider, such as Age UK, in order to ensure that it continued to provide a facility for the community.
- East Grinstead Town Council stated that they would be unable to support any proposal that did not involve the re-provision of services at the Centre. It also stated that the county council should acknowledge its responsibility to ensure continued service provision in the town, should the new provider withdraw.

## Maidenbower Day Centre, Crawley

Of the 38 responses covering Maidenbower, 5 (13%) were from users of services. 17 responses (45%) were from people also responding on the Glen Vue proposals and a number of comments were therefore duplicated. Comments specifically related to Maidenbower included the following:

- The Centre was a positive, welcoming environment, particularly for people with dementia. Centre users felt comfortable and relaxed when they attended and they welcomed the familiarity of the building, the friendship groups they had established and the staff, who were highly regarded. Losing this facility was a cause for anxiety.

*"Maidenbower has great facilities for my needs. Why think about money impact, you talk about supporting people - this does not sound like it"*

- Deerswood and Burley were not regarded by some as comparable environments, and were perceived as having a lower user/staff ratio and had poorer transport provision.
- Concern amongst carer's that if the service was closed they would lose their respite time, which was essential for them to be able to carry on providing care. This was a cause of stress for both the carer and the person they cared for.

*"My husband is attending Day Services at the moment at Maidenbower Centre. I have grave concerns that his placement is at risk! As I am his full time un-paid carer this is the time that allows me to have a 'normal existence' seeing my grandson, errands, shopping, if this changes I will not cope with looking after my husband"*

## Wrenford Day Centre, Chichester

Of the 36 responses to the Wrenford proposals, 6 (17%) were users of services, 4 of whom used day services.

- Parents of centre users expressed strong concern as to the suitability of moving their children to a site which would be shared with elderly people, including those with dementia.

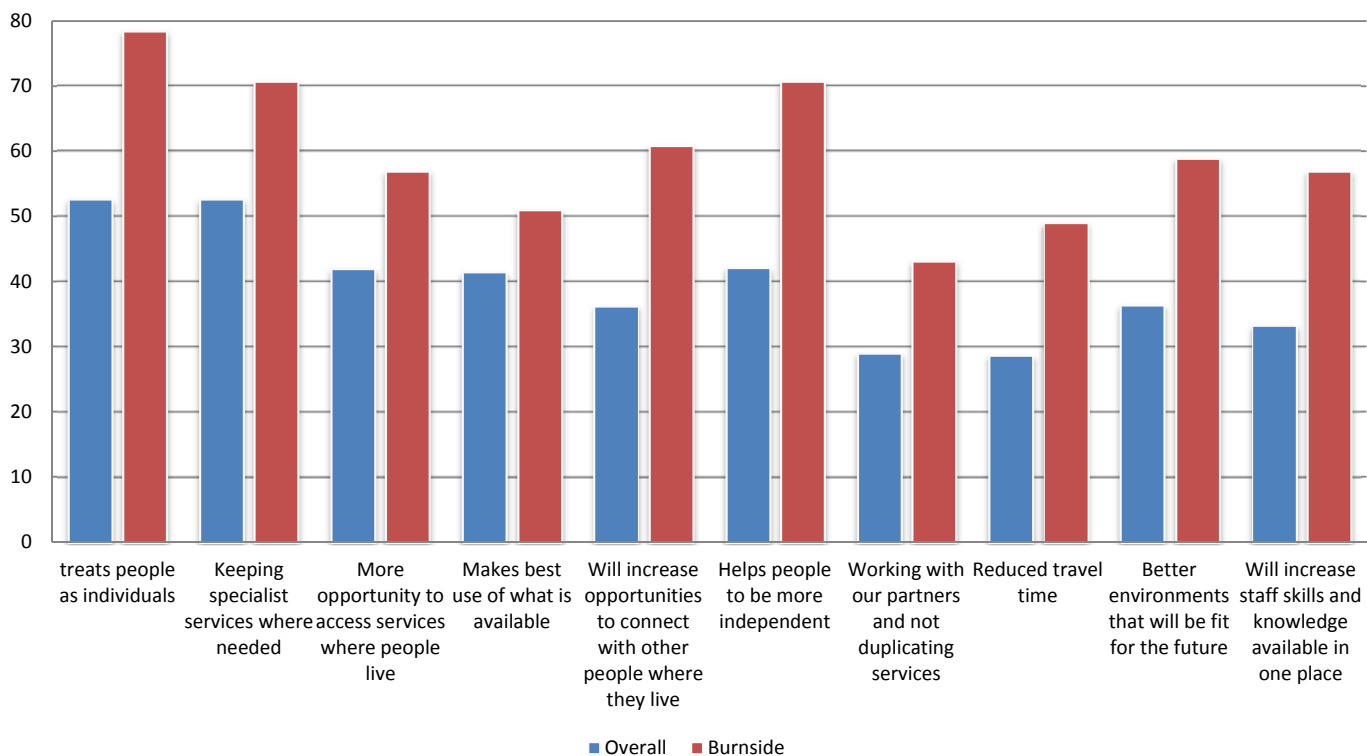
*"Our son has complex needs and there's only ONE place he can go and your going to close it? Putting him and others like him in a dementia day centre with old people is just wrong. The 2 proposed alternatives Judith Adams and chestnut are not capable to handle these complex needs he and other like him have. Saying there'll be no reduction in services is a joke"*

- It was stated that people with learning disabilities and dementia could exhibit challenging behaviour, which could be distressing for other people. As a result, the appropriateness of bringing together these two groups in a shared environment was challenged.
- The loss of friendship groups was cited as a particular concern given that current Wrenford users could be split between two other centres.
- Staff and parents both felt that if a site had to close, it should be Judith Adams, rather than Wrenford. Wrenford was preferred as it was purpose-built with good facilities, was on one level and had capacity to house specialist equipment. Judith Adams was located on a busy road, had limited available space, lacked specialist equipment and facilities such as changing rooms. It also had limited space for minibus parking.
- Concern was expressed over the potential loss of the Starburst Arts Group, located at Wrenford, as this provided people with learning disabilities a very important opportunity for creativity.
- Some noted the importance of the experience of travelling for users of services and welcomed opportunities for people to travel more. It was also noted that providing services over a wider area could provide a more diverse social experience for some users of services.

### **Burnside Day Centre, Burgess Hill**

75% of responses to the Burnside proposal were from users of services. All of the completed easy-read surveys related to Burnside, illustrating the high level of engagement with users of services. As **Fig 6** indicates, respondents were more positive about all aspects of the proposals than respondents overall.

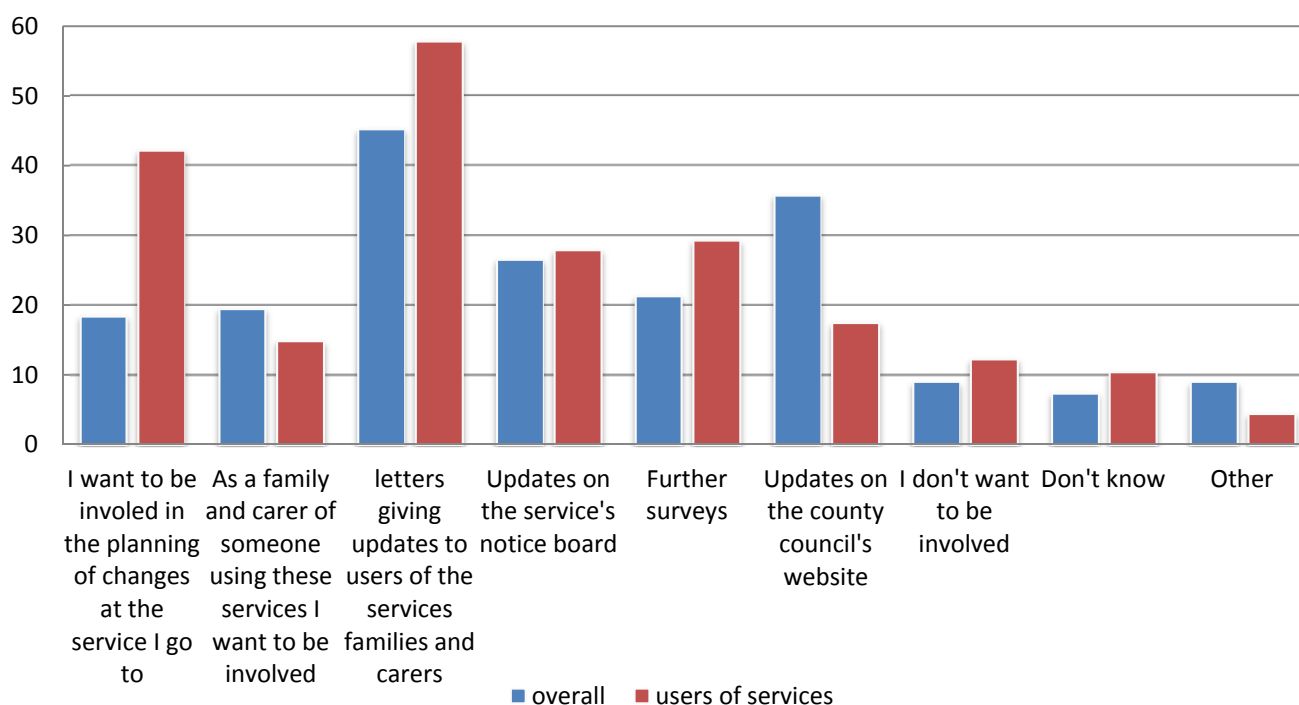
**Fig 6: % of respondents who liked an aspect of the proposals, overall and Burnside.**



In contrast to other proposals, respondents provided very few comments on the proposals. One respondent expressed concern regarding a perceived reduction in services in the fast-growing town and questioned the long-term plan for the service (the proposal includes a commitment that an alternative building in the town would be sought). One day service user emphasised that they were happy at Burnside and another stated that they wanted to stick with the Burnside site.

### Keeping People Informed

**Fig 7: How can we keep you informed? Overall and users of services (%)**



Both people overall and users of services wanted to be kept informed through a range of channels. As per **Fig 7**, for both groups, letters providing updates was the most popular method. 42% of users of services wanted to be involved in the planning of changes at the service they attended. Whilst 36% of people overall wanted updates provided on the county council's website, only 18% of users of services selected this option.

In contrast to web-based information, additional comments from users of services emphasised the role of face-face communication with staff, who could provide updated information which they would then be able to discuss.

People overall gave a range of additional comments, which included:

- Regular email communications and updates.
- The need for longer consultation periods, with surveys that provided an opportunity to challenge, rather than validate proposals.
- Information and engagement materials should provide greater clarity about the proposals and their potential impacts.
- More effective links with advocacy services should be established as these could enable more people to participate and make more effective use of already planned activities with advocacy service customers.
- Working with more closely with voluntary, community and independent providers to provide them with more information and to promote updates and further engagement activity with their customers.

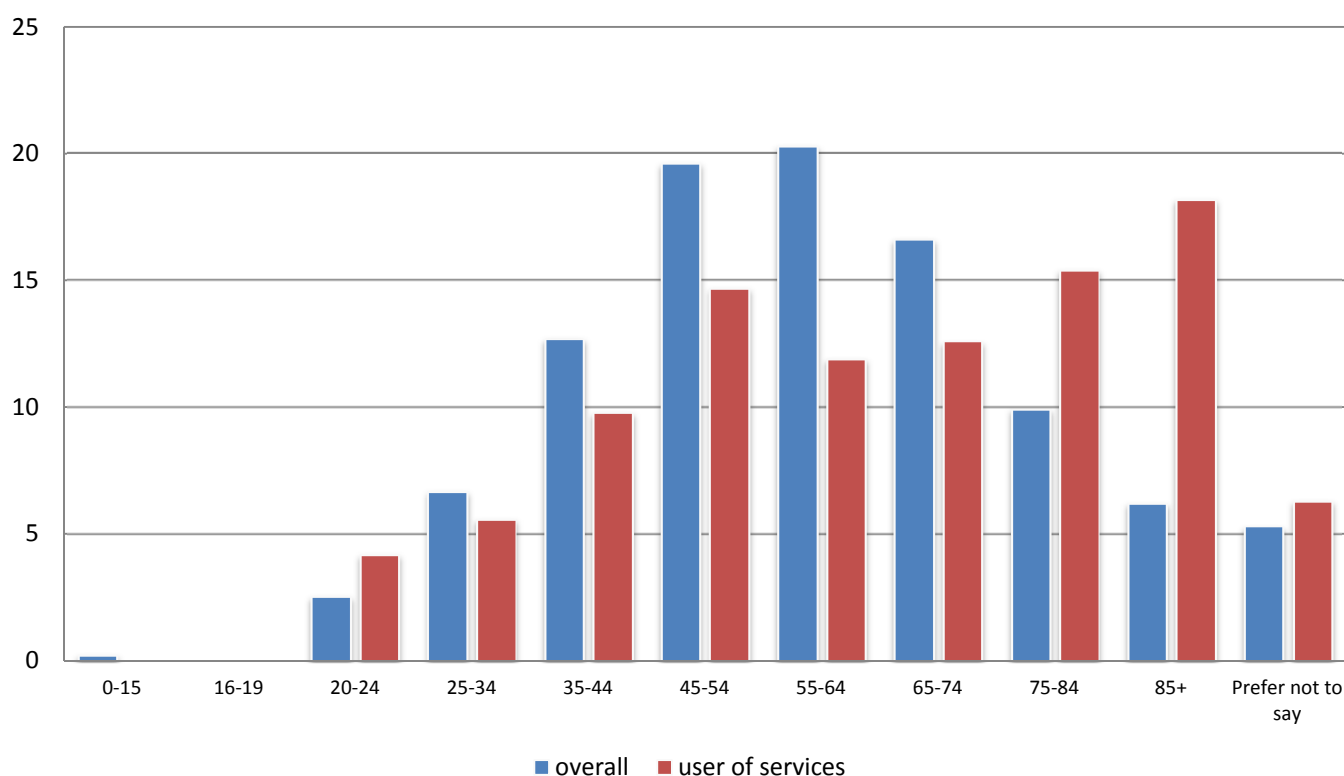
- Engage more closely with local councils in the areas included in the proposals.
- Phone help-point for users of services, their families and carer's.

## Profile of respondents

### Age

33 people did not respond to this question. **Fig 8** provides a breakdown of those who did and shows the higher age profile of users of services, compared to the overall population. 18% of users of services were aged 85+, compared to only 6% overall.

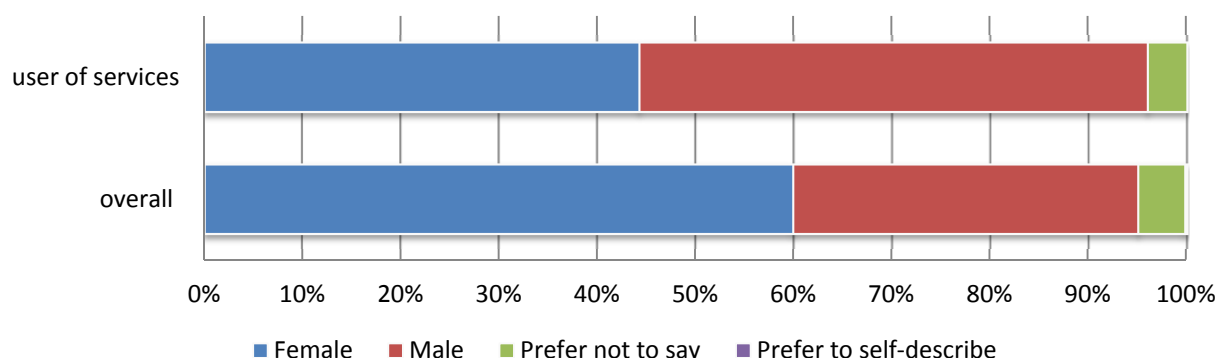
**Fig 8: Age profile of respondents (exc. 'not answered'), overall and users of services (%)**



### Gender

As **Fig 9** shows there was a clear division between the gender of users of services who answered this question and the overall population. Whilst 60% overall were female, 52% of users of services were male. One person preferred to self-describe their gender. 19 people did not answer the question.

**Fig 9: Gender profile of respondents (exc. 'not answered'), overall and users of services (%)**



### *Sexuality*

Of those answering the question, 77% of people overall defined as heterosexual, as did 63% of users of services. Two people, including one service user defined as a gay man and three people, including one service user defined as a gay woman/lesbian. Two people defined as bisexual and 13 people, including 9 users of services preferred to self-describe. 7% of people overall and 10% of users of services preferred not to disclose their sexuality. 57 people did not answer the question.

### *Ethnicity*

Of those who answered the question, the overwhelming majority of respondents were White, 86% of users of services and 87% overall identified as White British. A further 3% of users of services and 2% overall defined themselves as White other. Two service users self-defined as mixed, whilst two further overall respondents were Asian. Three people, including two service users, defined as Other. Nine per cent of both users of services and people overall who answered the question selected 'prefer not to say'. 40 people overall, including 13 service users, did not answer the question.

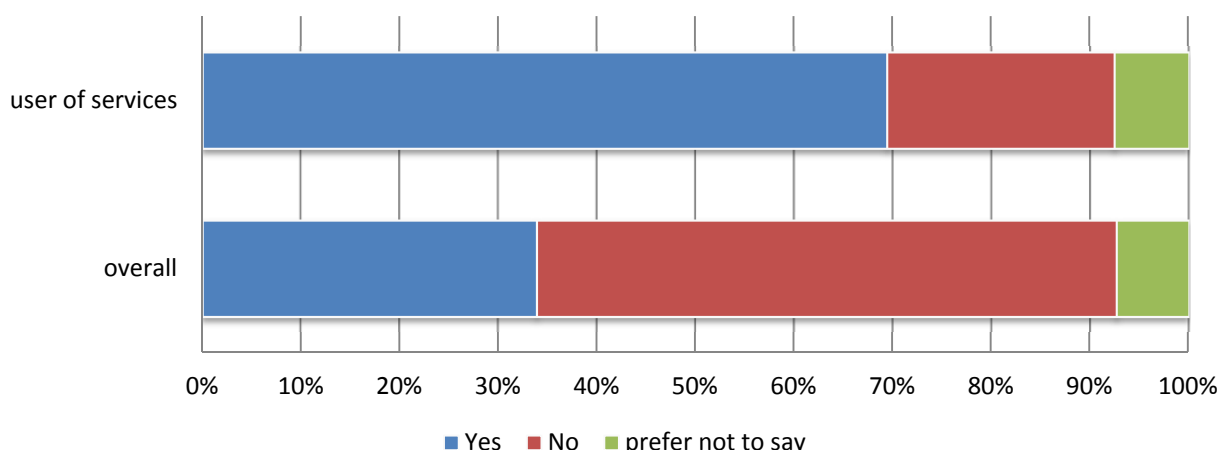
### *Religion*

Of those answering the question, 58% of people overall and 60% of service users defined as Christian. One person overall defined as a Buddhist, whilst 10 people overall, including 5 service users, selected 'Other Religion'. 24% overall and 19% of users of services had no religion, whilst 15% overall and 17% of service users answering the question preferred not to disclose their religion. 44 people did not answer the question.

### *Disability*

As **Fig 10** shows, of those who answered the question, 70% of users of services self-described as having a disability, compared with 34% of people overall. 23 people did not answer the question.

**Fig 10: Disability of respondents (exc. 'not answered'), overall and users of services (%)**



**Table 3**

provides a breakdown of the type of disability of users of services and people overall. Of those selecting 'Other' 7 users of services had an acquired brain injury, two people had dementia and one was partially sighted. A further person had a brain aneurism, one was epileptic and another had spinal damage. One person had difficulty with walking and a heart condition.

**Table 3: Nature of disability, overall and user of services (tick all that apply, %)**

| Disability          | overall | user of services |
|---------------------|---------|------------------|
| Physical Impairment | 40      | 44               |
| Sensory impairment  | 10      | 12               |
| Mental health issue | 12      | 9                |
| Learning disability | 36      | 42               |
| Long Term Illness   | 20      | 13               |
| Other               | 16      | 17               |

*UK Armed Forces*

No people who answered the question were currently serving in the UK armed forces. 8% of people overall and 18% of service users had previously served, whilst 85% overall and 71% of users of services had not. 7% of people overall and 10% of users of services preferred not to say. 57 people, including 39 users of services did not answer the question.





# Choices for the **Future**

Adults' Services in-house social care



Changing our services to meet your future needs



**Appendix B**  
Frequently Asked Questions

## Appendix B

### Frequently Asked Questions

**As part of the engagement activities that have taken place, a number of questions about the proposals were received. These are listed below together with an answer.**

**Q: How will you be letting people who use the services know about the changes?**

Staff within the services will let them know and work with them to gather their views in a way that works best for each person. Easy read versions of the information pack and survey were made available.

**Q: Will everyone receive a service where they live? What if they live in a rural area?**

We want to offer services in the community where people live but understand that this is not possible for everyone. There will be no reduction in the number of spaces available for people. Everyone will be supported to explore the most appropriate options including opportunities for people to do different things if they choose to do so. People in rural areas will continue to be offered a service at the most appropriate location

**Q: Will people get the same care provision that they get now?**

A: That is not yet known. Everyone will have a review to assess their needs which should be done annually regardless of any changes to the services. We are not looking to reduce

the number of places available in our service.

**Q: Will people be given a choice as to where they go?**

A: Everyone will have a review to assess their needs and these will be discussed with the person and their family/carers to find the best solution. This may not necessarily be one of the Adults' in-house social care services.

**Q: Is there any risk of people being moved at short notice?**

A: No - we want to get the transition of people into new services right and we do not want to rush this. Families and carers can be involved as much as they want to be and we understand that for some people it will be straightforward and others it will not. This is a Five year plan and we will not be doing everything at once.

**Q: Will people need to travel further to access their new service?**

A: No. The majority of people currently attending our Learning Disability day services will have their travel time reduced as the proposal is to offer more local services wherever possible. The majority of people in the other services should not experience any increase in travel time. We understand that for a few people (9%) there may be an increase in travel time in order to provide a service that meets that person's needs. We will work closely with these individual's to ensure we explore all options available to them.

**Q: With flexible/mixed services being proposed will spaces be given on a first come first serve basis?**

A: There will be a space for everyone in the new model. However everyone will be reviewed and the best or preferred option may not be with the in-house service. The process for new people wanting to join our services has yet to be established.

**Q: You are mixing people with learning disabilities with older people. How do you know that they will get along with each other?**

A: We have done this before in our day services. We also provide a service based on need (not disability) at our short term reablement service in Selsey (Marjorie Cobby House). For some people the change will be fine but we recognise that many will need support to adjust to a new environment. This is about ensuring we manage the space we have in a different way and we recognise that there will need to be some specialist areas within each building space for example quiet or sensory areas. It is worth noting that within each service we already have a wide mix of people within our services – for example Learning Disability services provide services to many adults over 65 and also those diagnosed with Dementia (over 40% are over 65 in our Learning disability residential homes with 15% - 56 people - who are over 65 in our LD day service provision).

**Q: Will there be more respite care?**

A: Yes – we are looking to increase short stay/respite services across all of our services. This includes developing an 'on

the day breaks' service across our day services.

**Q: Will day services be open at the weekend to offer respite?**

A: It is not planned as part of these proposals but we will continue to work closely with our colleagues to ensure we develop in a way that meets future demand. We will regularly speak with the people who use our services and their families/carers to understand what's needed and how we can make best use of what we have in each area.

**Q: How will you find the community places and opportunities (like the empty plate café in Worthing?) for people to go to?**

A: This is something we do already and we will build on our existing resources to do more of this. We are working closely with other colleagues in the county council who have a role in developing community opportunities and we are regularly updating our online West Sussex Connect to Support database which details services in each geographical area across West Sussex. This can be found [here](#).

**Q: Will current community based activities continue?**

A: Yes community activities will continue and will expand in the future. Please see example of how community opportunities have been developed from our Burnside day centre in Burgess Hill [here](#).

**Q: How will people with severe mobility issues be able to access community based services?**

A: We want to develop more opportunities for people to use what's

available in their community whilst having a suitable and local building base for those that need it. We will work with each person to understand what their goals are and put a plan in place to help them achieve those goals. Where people have more complex needs we may need to spend more time to help them achieve this.

**Q: Are you closing the Glen Vue and Maidenbower services?**

A: This is not an exercise in reducing services but making best use of our buildings and other resources and making sure we don't duplicate services. In the Crawley area our partner (Shaw health care) already provide day services and we will work with them to offer places to people currently using Glen Vue and Maidenbower, at their Burleys Wood and Deerswood lodge services. We understand that not everyone will want to go to Burleys Wood and Deerswood Lodge or that it will suit everyone. We will work closely with everyone affected to identify the available options to ensure the most suitable solution is found.

**Q: Burleys Wood looks very busy, how will people from Maidenbower and Glen Vue Services fit?**

A: We are working closely with Shaw Healthcare to maximise the spaces at Burleys Wood and Deerswood Lodge.

**Q: Will transport be provided for people to get to their new services?**

A: Transport will be provided for those that need it and there will be an increased focus on supporting people to gain the skills and confidence to travel independently where appropriate.

**Q: People have built strong friendship groups - will there be an effort to ensure these stay together?**

A: We recognise that friendship groups are very important and that some may be impacted. We will be looking at this during the first 6-12 months and will work with people who will be transitioning into other services. We can't guarantee friendship groups will stay but we will do our best to keep them and find other ways for people to maintain them. We will also support people to develop and build new friendship groups where they wish to do so.

**Q: Will the investment in buildings mean that services will cost more?**

The investment will be funded by capital money and it is unlikely that this would impact the daily/weekly cost of services.

**Q: You want to increase the use of Shared Lives services but there isn't currently any vacancies, how will that work?**

A: We know Shared Lives is busy and we are currently working to increase the number of Shared Lives carers we have including increasing capacity within its staff team.

**Q: You seem to be concentrating on services for people with complex behaviours but what about the people who live independently and live in unsuitable conditions?**

A: The Adults' in-house social care service provides around 8% of the health and social care services in West Sussex. Our role is to provide services that other organisations struggle to provide. This

tends to be for those with higher level needs and more complex behaviours.

**Q: Are we going to provide better services for those who leave school?**

A: We are working closely with our colleagues in the county council's Lifelong Services who are leading on this area to ensure we can support people who are moving into Adults' Services in a more coordinated and joined up way with a focus on supporting people to live the life they want.

**Q. Do you have timescales for each proposal?**

A: This is a Five year plan due to changes of building structures. The changes to the day services will happen in the first three years of the plan. We won't be doing everything at once and will learn from each change activity. The work to plan and rebuild residential homes will not start until 2019 onwards as we need to secure capital funding.

**Q: The care industry currently struggles to recruit staff, how will we manage this with all of the changes?**

A: We have staff dispersed over 21 sites and reducing the number of sites we have and increasing staff flexibility will hopefully help us improve our staff turnover rate. In addition we will have a clear focus and vision for our service which will inform the way we recruit.

**Q: Staff will have to start working with people with learning disabilities, dementia and older people. How will this be managed?**

A: A large number of our staff have already worked across all of these

groups and staff will be given training, development and support to ensure we they have the right mix of skills, knowledge and experience.

**Q: Will there be enough room at the Laurels to hold people that currently attend The Oaks and Coastal Workshop?**

A: Yes, we only use 45% of the space and we have around 10 people a day in a centre that can take 100 people a day. The Oaks is not a building based service - it is used as a meeting point for community based activities which is the model we want for all of our services in the future

**Q: Will families be involved in designing the new buildings?**

A: Absolutely, we want to work closely with families, carers, staff and people who use the services to help design the space and determine how best to use it.

**Q: Have you considered any sites for the joint residential and day service in the Horsham area yet?**

A: The estates team are aware of the need to keep an eye out for buildings. There is also currently a review of all of the county council's buildings. Once the decision has been made we will talk to everyone about the options for the new site.

**Q: Who will make the final decision on whether the proposals go ahead?**

A: Amanda Jupp as the Cabinet Member for Adult and Health will make the decision.

**Q: What happens if the proposals are rejected by the Cabinet Member?**

A: We know that our buildings are not suitable for the changing needs of people in West Sussex and that services need to be offered differently. We may need to look into options such as closing non-statutory services or outsourcing if the offer of rationalisation and improvement is rejected. It is important to note that our proposals are not about closing services just buildings that no longer meet people's needs.

**Q: What will happen to 'Friends' associations which actively support their service?**

A: We want to retain support for our services and still want people to be actively involved but that is a conversation each group will need to have with Managers of each of our services. Services will remain it is just the building that will no longer be used.

**Q: As people are living longer, more residential homes will be needed in the future. What is the plan to meet this need?**

A: The external market provides the majority of these services – the in-house services are positioned to fill the gaps - more respite and more specialist care. Our Commissioners are constantly looking at and mapping the needs of people both now and in the future and understanding what is required in the wider market.

**Q: Have we got the finance in place?**

A: We are securing the money needed to make any agreed changes to the remaining day centres. The money required for the residential/24hr care is

understood and work is continuing to identify how best to fund the needed new builds.

**Q: Will there be a formal consultation?**

A: There has been extensive engagement and following any Cabinet Member decision there will be no further consultation for day centres. However we will work closely with people that use our services, families/carers, staff and others, to agree how best to use the building space and what needs to be in place prior to moving people. Potential residential/24hr care rebuilds or closures would require a consultation.

**Q: What engagement are you doing with other local councils and organisations that support the local area?**

District, Borough and Parish Councils have all been sent the proposals as have voluntary organisations and other stakeholders that have an interest in the proposals. Everyone has had the opportunity to feedback on the proposals via the online survey.

**Service Proposals (timelines are subject to change):**

| Years   |  |  |  |
|---|--|--|--|
| Year 1- 2018-2019   | Year 2 – 2019 to 2020  | Year 3- 2020 to 2021   | Year 4 and 5- 2021 to 2022   |
| <p><b>*All decisions around residential/ 24hr care provision must be aligned with Adults strategic commissioning priorities (e.g. extra care, new models of care for people with disabilities etc.) and are subject to change</b></p>   |  |  |  |
| <ul style="list-style-type: none"> <li>Transfer existing services at Maidenbower and Glen Vue to Shaw (Deerswood and Burley’s Wood) and through other providers/individual solutions as identified <b>(by March 2019)</b>.</li> </ul>   | <ul style="list-style-type: none"> <li>Merge provision at the Wrenford Centre with current Chestnuts Day Centre and Judith Adams sites and hand back Wrenford site to corporate stock <b>(by June 2019)</b></li> <li>Merger of Coastal Enterprise, Coastal Workshop Rustington and Oaks into Laurels, Rowans and Glebelands. <b>(by March 2020)</b></li> <li><b>*Build additional short stay rooms at New Tyne in Durrington.</b></li> </ul> | <ul style="list-style-type: none"> <li>Merger of provision at Pines to Laurels, Rowans and Glebelands whilst works carried out on site <b>(by November 2020)</b>.</li> <li><b>*Commence schedule of building 24hr provision:</b> <ul style="list-style-type: none"> <li><b>*Rebuild of residential/24hr provision (Hobbs Field in Horsham) including a day opportunity building. Site is to be determined.</b></li> <li><b>*Rebuild at Pines site. To include 24hr provision (replacing provision at Stanhope) &amp; a day opportunity site.</b></li> <li><b>*Rebuild provision in Shoreham, replacing provision at Ball Tree Croft. Site to be determined.</b></li> <li><b>*Rebuild of 24 hr provision replacing Hammonds/Tozer and to also accommodate beds at Marjorie Cobby House (site to be determined)</b></li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Disposal of Strawford site and move to new build</li> <li>Relocation to new Burnside site</li> <li><b>*Completion of new builds and disposal of Stanhope and Marjorie Cobby House sites.</b></li> </ul> |
| <p><b>Process</b></p> <ul style="list-style-type: none"> <li>3-5 year programme of site rationalisation - <b>no overall reduction of service provision to users</b></li> <li><b>Shared Lives</b> – increased opportunities for older people, short stay etc. across the 5 year programme</li> <li><b>Full workforce review</b> to support the new model (there will be workforce impacts)</li> <li>Programme of <b>learning and development</b></li> <li>Ongoing <b>co-production</b> with key stakeholders</li> <li>Robust <b>monitoring of performance</b> management targets and outcomes</li> <li>Ongoing <b>development with commissioning and contracts</b> colleagues</li> </ul> |  |  |  |

DRAFT



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Via Email

7 August 2018

Dear Bryan,

**Adults In-House Social Care Services 'Choices for the Future'**

Following the questions raised by the Health and Adult Social Care Select Committee at its meeting on 22 June 2018, I trust that the following information will address the points that were made. To take your points in turn:

- i. The In House Services team have been widely engaging with the people who are using the service, as well as their family members, in connection with the proposed changes. This process began two years ago when those who use the services were asked how they would like to see them evolve in the future.

The proposals are dependent on each person who is using the service having a Care Act reassessment which will determine the level of support that is required for each individual moving forward and his or hers preferred choice.

From the outset the project has determined that people who are currently receiving a service will be offered a service in the new model following their Care Act reassessment.

Through the new proposals it has been identified that there will be potential for a reduction in travel as some people will be closer to new services and may not need to use the buses; however there may be a small number of people whose travel times will increase slightly.

Detailed planning will be undertaken to ensure the proposed services fully support each service user to influence their desired outcomes. There will also be tailored staff training to ensure that the integration of these services, and where appropriate shared space, will meet the needs of those attending them.

- ii. Locality information and attendance numbers are attached as requested.
- iii. Barry Poland, the Operations Manager for In House Services, will report annually to HASC on the progress of this project and any changes to the time frame that may occur.

Please pass on my thanks to the committee members for their scrutiny of the proposals. The responses from HASC and feedback from the service users is currently undergoing detailed analysis. I will not make my decision until I have received this information and you will note from the forward plan that I have deferred the decision until the autumn.

If you or the Committee require any further information, please do not hesitate to let me know.

Yours sincerely,



Amanda Jupp

Cabinet Member for Adults and Health

| Benefits  | Rationale   |
|---|---|
| Efficient and effective use of resources and public money (measurable SLA's)  | <ul style="list-style-type: none"> <li>• Clear evidence base which supports a defined purpose and function for in house provision in each geographical areas</li> <li>• Detailed financial model</li> <li>• Performance managed service with clear deliverables.</li> </ul>   |
| Approach built on outcomes from stakeholder engagement (staff, users of the services, families etc.).   | <ul style="list-style-type: none"> <li>• Extensive engagement with all key stakeholders throughout the project including face to face sessions with over 800 people.</li> </ul>   |
| More local, responsive and flexible provision to customers and the local community with a greater focus on short term provision   | <ul style="list-style-type: none"> <li>• Mapping of day services users has shown that travel time will be reduced significantly (along with transport costs) through the rationalisation programme.</li> <li>• Increase of short term placements in day services, increased short term/crisis beds and services based on need rather than customer groups.</li> </ul>                           |
| Increased opportunities for community inclusion through reduced reliance on "specialist buildings" and further extending Shared Lives model and utilising existing community buildings/shared space where possible. | <ul style="list-style-type: none"> <li>• Reduction of around 50% of current buildings IHSC are operating from with no overall loss of service level. New day opportunity model also includes facility to use non specialist spaces in local communities where available.</li> <li>• Shared Lives has piloted placements for older people and work is continuing to extend its offer.</li> </ul> |
| Market stabilisation and "provider of last resort" responsibilities in identified areas where market is weakest   | <ul style="list-style-type: none"> <li>• Ensures some control over direct provision and effective usage of resources based on current priorities.</li> <li>• Safeguards services for those with very complex needs and ensures a service of last resort</li> <li>• Increases areas of provision that are difficult to obtain from the wider market (e.g. short stay beds).</li> </ul>           |
| Cost avoidance to whole system (via increased amount of reablement)   | <ul style="list-style-type: none"> <li>• Reablement services at Marjory Cobby House have evidenced cost avoidance efficiencies. Will develop similar process around short stay day opportunity placements.</li> </ul>   |
| A clear roadmap to deliver existing allocated efficiencies - £750k savings from 2018/23 (£250k was delivered in 2016/17 financial year).  | <ul style="list-style-type: none"> <li>• See Appendix A and management case.</li> </ul>   |
| Provides opportunities to explore alternative delivery mechanisms (ADM's) as commissioning strategy matures and focused market commences  | <ul style="list-style-type: none"> <li>• Opportunities for potential partnerships/joint ventures particularly in delivering the 24hr/residential provision.</li> </ul>  |
| Risks   | Mitigation  |
| Size and scale of proposed changes may result in Cabinet Members not wanting to proceed with proposal   | <ul style="list-style-type: none"> <li>• Proposals set within context of strategic priorities in the WSCC plan.</li> <li>• Ongoing engagement with all key stakeholders and focused period of engagement on service proposals.</li> <li>• Clear and detailed phased implementation plan with ongoing local engagement throughout the change process.</li> </ul>                                 |
| Implementation of AS Strategic commissioning plan – delivery of service   | <ul style="list-style-type: none"> <li>• Reviewed governance structure across all Transformation projects within this programme which brings key areas together.</li> </ul>   |

Agenda Item 6  
Appendix D

|   |   |
|---|---|
| proposals for In House provision rely on complimenting and fitting with strategic plan for each local area/population   | <ul style="list-style-type: none"> <li>• SLA arrangements and ongoing development with commissioners/contract colleagues.</li> </ul>  |
| Unable to deliver full year realisation of £250k savings taken from budget in 2018/19. This may result in pressure to deliver change quicker.   | <ul style="list-style-type: none"> <li>• Agreed implementation plan which considers time needed to support the change with most vulnerable user of the services.</li> <li>• Work being done on other areas of potential efficiencies to address the shortfall (e.g. current transport recharge etc.).</li> </ul>  |
| No certainty of Capital investment required for future delivery model – competing priorities across corporate activity.   | <ul style="list-style-type: none"> <li>• Alignment with current commissioning priorities.</li> </ul>  |
| Alternative use of buildings may raise risk of public challenge and further delays  | <ul style="list-style-type: none"> <li>• Detailed engagement on service proposals with key stakeholders.</li> <li>• Ongoing co-production throughout implementation period.</li> <li>• Proactive approach to press engagement with videos being developed to highlight benefits of new approach.</li> </ul>   |
| Service Managers may be overwhelmed by the level of change/proposals that they need to support their staff  | <ul style="list-style-type: none"> <li>• Change and resilience sessions</li> <li>• Monthly senior management sessions</li> <li>• Quarterly development days for managers and assistant managers</li> <li>• Programme of learning development and support</li> <li>• Phased approach to implementation</li> <li>• Learning sets around each change activity to inform the next.</li> </ul> |
| Centre Managers will need to support their staff and customers through change despite being at risk of redundancy themselves  |   |
| Redundancy risk and length of implementation may lead to staff leaving and difficulty in retaining needed experience, skills and knowledge.   | <ul style="list-style-type: none"> <li>• Full, transparent engagement.</li> <li>• New opportunities within 2B workforce structure</li> <li>• Support structures to be put in place for staff with concerns</li> <li>• Change process in place to discuss any operational response needed to cover staff losses.</li> </ul>  |
| Current Leaseholders may take legal action if they are not offered an alternative provision. Have 65+groups using existing space, the majority of which have occurred Tenants rights.   | <ul style="list-style-type: none"> <li>• Working with legal, FM and asset strategy manager to develop mitigation plan and offer of alternative where appropriate and available.</li> </ul>  |
| Part of the savings relate to a proposed move away from providing Apetito meals at day services. A reduction in meals at the day service may have an impact of the efficiency and delivery of the wider Apetito Meals on Wheels contract. | <ul style="list-style-type: none"> <li>• Working with County Catering Service Manager to develop mitigation plan.</li> <li>• Phased approach to implementation will support reduction of risk.</li> </ul>   |



**Sussex Community**  
NHS Foundation Trust

# Draft submission to West Sussex County Council - Health and Social Care Select Committee

Type additional author information here



*Excellent care at the  
heart of the community*

| <b>Reader Box</b>            |   |
|------------------------------|---|
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| <b>Executive Lead</b>        | Richard Quirk, Medical Director                         |
| <b>Author</b>                | Kirk Millis-Ward, Head of Communications and Engagement |
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| <b>Primary audience</b>      | HASC officers, Chair and deputy chair                   |
| <b>Secondary audience(s)</b> | Following amendments, the full HASC select committee    |
| <b>Notes</b>                 |   |

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## Overview

In late June this year Sussex Community NHS Foundation Trust (SCFT) took the proactive decision to temporarily close the Bailey Unit at Midhurst Community Hospital to new admissions.

This decision was communicated to patients, staff and stakeholders in a phased way to help mitigate the potential impact on patients and staff at the unit.

The announcement included a press release, news story on the SCFT website and a comprehensive stakeholder engagement plan designed to make sure patients and staff heard the news firsthand.

The Trust had worked hard to manage a challenging and changing situation at the Bailey Unit, but finally it had to recognise that the only viable option was to temporarily close the unit in a controlled way.

The safety of our patients, present and future, and the quality of the services we provide are absolutely paramount.

The decision to close the unit to new admissions was driven by emerging concerns about the quality of care that we were able to provide.

Staffing at the unit has been a longstanding challenge. Over time this led to the number of beds being reduced and created an over-reliance on temporary or agency staff.

In response, the Trust temporarily closed the unit 18 months ago and undertook an intensive recruitment campaign.

Unfortunately, despite concerted effort it was not been possible to safely staff the unit. To manage the risk this created the Trust had repeatedly reduced the number of beds available – from 17 to 8.

The combination of on-going staffing challenges and emerging quality concerns led to an increased risk to patient care, experience and safety.

The Trust continued active recruitment but it was clear that it was only a matter of time before the unit was faced with an unplanned closure. This was a particular risk should demand for those beds increase over the winter period as expected.

The decision was taken to temporarily close the unit in a planned way, in order to minimise the impact now or in the future on patients, staff and the wider healthcare system.

SCFT has continued to provide community nursing support, specialist nursing and talking therapies to people in the Midhurst area throughout this period.

Since the closure, SCFT has been in discussion with NHS Coastal West Sussex Clinical Commissioning Group and other stakeholders about the future of inpatient community beds in West Sussex.

## What has happened since the closure?

Ensuring that the Trust and the wider system are prepared for the coming winter period remains a priority.

The Trust has been working hard to increase the capacity of its services in West Sussex, both inpatient and in the community.

A key part of this means making sure that the flow of patients into and out of our community hospitals is more efficient and that the Trust can make the best possible use of the beds that are available.

The Trust has worked hard to reduce the number of delayed transfers of care (DTOCs) in the West Area, which means that it is able to see more patients.

To help make sure the system is ready for the winter period, the Trust has opened 9 additional beds at Salvington Lodge Hospital in Worthing. It has also entered into an agreement with a local care provider based in Shoreham to support the system with up to 6 beds additional beds.

The Trust has also come to an arrangement with Pendean, a BUPA-run facility in Midhurst, to provide up to 3 beds where local provision is a priority.

To support this additional capacity, the Trust is also strengthening its Rural Nursing service, Responsive Services and enhancing its Night Sitting service to help patients to get home quicker and to avoid admissions to hospital where possible.

To deliver this SCFT has launched a new recruitment campaign with a particular focus on Responsive Services – teams of nurses, therapists and healthcare assistants that provide complex care in people's homes.

SCFT staff working at the Bailey Unit have been through a consultation process and redeployed to other roles in the Trust, with the exception of a very small number who have chosen to take on roles outside of our organisation.

### Next steps

SCFT welcomes and has been an active participant in the ongoing discussions about the future of healthcare services in the Midhurst area, in particular, the provision of inpatient beds at the Bailey Unit.

SCFT will, of course, continue to provide community nursing support, specialist nursing in people's homes and talking therapies in the area.

As the local health care system prepares for winter, the Trust will continue to actively support the provision of inpatient beds elsewhere in West Sussex.

It is the Trust's strong belief that the Bailey Unit should remain closed to new admissions, until, through the discussions being led by commissioners, there is a consensus and decision about the future provision of those inpatient beds.

Working closely with our partner organisations, the Trust will continue to participate in the important discussions with clinical commissioners, colleagues in primary care, other health care providers and the local authority about the future provision at Midhurst Community Hospital.