

<b>Cabinet Member for Adults and Health</b>	<b>Ref No: AH8-18-19</b>
<b>October 2018</b>	<b>Key Decision: 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 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 with 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 a maximisation of space to provide best use and benefit for each local population.</p> <p>There is a need to adapt the way the Council delivers services so that they can better meet the needs of people in West Sussex in the future. This is due to the fact that 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, as well as what they can and wish to 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 education, work, volunteering or using community based services and groups.</p>	

People should also be supported to be part of the community where they live and to ensure they can be as independent in their daily lives as possible. For people who have to travel to their services they use, the majority of them 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 importantly allowing enough time to plan any changes with those who use the services so that any impact they may experience can be managed effectively and sensitively. 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 is continuing to grow. As the population increases, a greater number of older people are likely to need more care and an extensive helping hand in order to live well.

The Council is committed to working creatively and closely with partners as well as the voluntary sector in order to support communities and 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>  <i>Independent for later life</i>  <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 either Shaw Healthcare services (Deerswood and Burley's Wood) or through other providers/individual solutions as identified (complete by March 2019);
  - full feasibility studies to optimise the 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;
  - move provision at the Wrenford Centre to the Chestnuts Day Centre and Judith Adams sites (complete by June 2019);
  - move provision at Coastal Enterprise, Coastal Workshop Rustington and Oaks into Laurels, Rowans and Glebelands (complete by March 2020);
  - move the day service at New Tyne into the Rowans (complete by March 2020);
  - move provision at the Pines to Laurels, Rowans and Glebelands (by November 2020).
- 2) The preparation of a plan by summer 2019 for the 24hr/residential services, to include the rebuild of the Pines and Strawford day centres, and relocation of the Burnside day service to an alternative site
- 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 in the 2019 to 2020 budget year.

### **Recommendations from the Health and Social Care select committee:**

Following consideration by the Committee, the final recommendations agreed on 27th September were:

- I. That the Committee asks that, if the proposals are approved by the Cabinet Member, that an update should be provided to its Business Planning Group before transfer of the day services at Glen Vue and

Maidenbower takes place in March 2019 to provide reassurances regarding the arrangements for the service users affected, along with an update on the proposals for merging the Wrenford Centre with the Chestnuts and Judith Adams sites.

- II. As requested at the previous meeting (22nd June 2018), HASC should then receive an update on how the transition went – to include feedback from services users affected by the changes.

## 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 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

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

<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).

population that are aged 85 and over. This will continue to be the case over the next 20 years.

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>.



**Projected increase from 2017 in people with moderate or severe learning disability in West Sussex**

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 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:

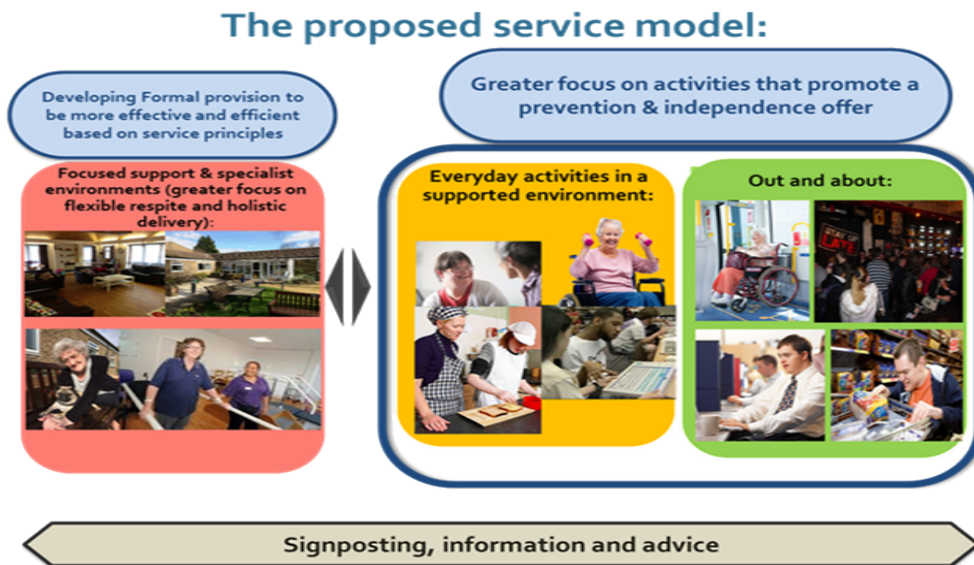
<sup>3</sup> Cost based on NAO calculation of £33,573 as average annual support cost for a person with Learning Disabilities

- 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> <i>Independent for later life</i> <b>A prosperous place</b>	<b>Best use of resources</b> <b>A strong and sustainable place</b> <b>A council that works for the community</b>
<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	Budget 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 to 2 - 2018-2020 (by summer 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 summer 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. 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 so they may continue to provide their valuable service in their local communities.
- 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 and on 27<sup>th</sup> September 2018.
- 3.10 **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:

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 change</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:

	Current Year 2018/19 £m	Year 2 2019/20 £m	Year 3 2020/21 £m	Year 4 2021/22 £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

- 4.2 *Capital consequences*

	Current Year 2018/19 £m (Day Services)	Year 2 2019/20 £m (Day Services)	Year 3 2020/21 £m	Year 4 2021/22 £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		

- 4.3 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.
- 4.4 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*

- 4.5 By their nature, the proposed changes in service delivery will have an impact on staff and how they work.
- 4.6 The expected efficiencies of £0.75m will be achieved through the changes in day service provision. The majority of these will arise from a reduction in transport expenditure – the new arrangements will result in a reduction in the average journey length – with the balance being delivered from changes in the staff structure.

- 4.7 There is a natural reduction in vehicles and mileage as there will be less sites, with peoples travelling time reduced, and more people travelling independently due to the remaining services being geographically closer to where they live.
- 4.8 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 the in-house social care staff.
- 4.9 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 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 C** 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> Do nothing	<b>Option 2</b> Programme of outsourcing to external market across all in house services	<b>Option 3</b> Close non-statutory services (day services)	<b>Option 4</b> 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>	Red	Green	Red	Green
<b>B. Helping people access community solutions and improve their connections with others to reduce isolation and loneliness;</b>	Red	Yellow	Red	Green
<b>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;</b>	Yellow	Green	Red	Green
<b>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</b>	Red	Red	Red	Green
<b>E. Contribute to sustainability in the social care market place</b>	Red	Yellow	Red	Green
<b>F. Actively seek to build partnerships in the community to provide local solutions</b>	Yellow	Green	Red	Green
<b>Summary RAG</b>	Red	Yellow	Red	Green

- 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>		<b>Very positive</b>	<b>100%</b>
<b>Strong, Safe and Sustainable Place</b>		<b>Slightly positive</b>	<b>100%</b>
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>		<b>Very positive</b>	<b>75%</b>
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>		<b>Very positive</b>	<b>100%</b>
<b>A Council that works for the community</b>		<b>Very positive</b>	<b>100%</b>

## 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 following HASC on 22<sup>nd</sup> June 2018.

Appendix C - 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**